

# **BOROUGH OF CHESTERFIELD**

You are summoned to attend a Meeting of the **Council** of the **Borough of Chesterfield** to be held in the **Council Chamber, Town Hall, Rose Hill, Chesterfield S40 1LP** on **Wednesday, 14 December 2016** at **5.00 pm** for the purpose of transacting the following business:-

1. To approve as a correct record the Minutes of the meeting of Council held on 12 October, 2016 (Pages 5 - 12)
2. Mayor's Communications.
3. Apologies for Absence
4. Declarations of Members' and Officers' Interests relating to items on the Agenda.
5. Public Questions to the Council

To receive questions from members of the public in accordance with Standing Order No. 12.

6. Petitions to Council

To receive petitions submitted under Standing Order No. 13

7. Questions to the Leader

To receive questions submitted to the Leader under Standing Order No.14

8. Annual Audit Letter, 2015/16 (Pages 13 - 20)

Tony Crawley, Information Assurance Manager, will attend for this item.

9. Procurement of External Auditors (Pages 21 - 24)

10. Town Hall Refurbishment (Pages 25 - 52)

11. General Fund Revenue and Capital Budget Monitoring Report and Updated Medium Term Financial Forecast - Second Quarter 2015/16 (Pages 53 - 74)

12. Local Council Tax Support Scheme 2017/18 (Pages 75 - 84)

13. Deputy Leader and Cabinet Appointments 2016/17

*Report to follow.*

14. Changes to Membership of Committees 2016/17

*Report to follow.*

15. Minutes of Committee Meetings (Pages 85 - 86)

To receive for information the Minutes of the following meetings:-

- Appeals and Regulatory Committee
- Licensing Committee
- Planning Committee
- Standards and Audit Committee

16. To receive the Minutes of the meetings of Cabinet of 4 October and 1, 15 and 29 November and 6 December, 2016, and to approve the recommendation at Minute No. 95 (1). (Pages 87 - 112)

17. To receive the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 1 November, 2016 (Pages 113 - 116)

18. To receive and adopt the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 8 November, 2016 (Pages 117 - 124)

19. To receive and adopt the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 13 September, 2016 (Pages 125 - 134)

20. To receive and adopt the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 4 October, 2016 (Pages 135 - 146)

21. Questions under Standing Order No. 19

To receive questions from Councillors in accordance with Standing Order No.19.

By order of the Council,

A handwritten signature in black ink, appearing to read "Huw Jones". The signature is fluid and cursive, with a period at the end.

Chief Executive

Chief Executive's Unit,  
Town Hall,  
Chesterfield

6 December 2016

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## COUNCIL

Wednesday, 12th October, 2016

Present:-

Councillor Brunt (The Mayor)

Councillors	Bagley	Councillors	Elliott
	J Barr		Flood
	P Barr		P Gilby
	Bellamy		T Gilby
	Bingham		Hill
	Blank		Hitchin
	Borrell		Hollingworth
	Brady		Huckle
	Brittain		J Innes
	Brown		P Innes
	Burrows		Miles
	Callan		A Murphy
	Catt		T Murphy
	Caulfield		Niblock
	D Collins		Rayner
	Davenport		Redihough
	Derbyshire		Sarvent
	Dickinson		Serjeant
	A Diouf		Simmons
	V Diouf		Slack
	Dyke		Wall

### 36 MINUTES

#### **RESOLVED –**

That the Minutes of the meeting of the Council held on 7 September, 2016 be approved as a correct record and be signed by the Chair.

### 37 MAYOR'S COMMUNICATIONS.

The Mayor referred with sadness to the death of former Councillor Terry Hawkins. Members stood for a minutes silence in his honour.

The Mayor also referred to the following Mayoral engagements:

- Starting, and taking part in the Chesterfield Half Marathon;
- Attending several events as part of the Chatsworth Road Festival;
- Attending the parade and service at St Mary and All Saints Parish Church to mark Chesterfield College's Graduates receiving their degree awards.

The Mayor provided an update on his appeal fundraising activities, and noted the success of the recent Mayor's Open Golf Day at Tapton Park Golf Club and the upcoming Sporting Dinner featuring Mathew Hoggard MBE, at the Proact Stadium.

**38 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Lisa Collins and Ludlow.

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

No declarations of interest were received.

**40 PUBLIC QUESTIONS TO THE COUNCIL**

There were no questions.

**41 PETITIONS TO COUNCIL**

No petitions had been received.

**42 QUESTIONS TO THE LEADER**

Under Standing Order No.14 the Leader was asked about the opening of the new Derby University Chesterfield Campus.

The Leader provided a verbal response.

#### 43 **ALLOCATION OF SEATS TO POLITICAL GROUPS AND COMMITTEE APPOINTMENTS - 2016/17**

The Chief Executive reported that he had undertaken a review of the political balance of Committees in accordance with Section 15 of the Local Government and Housing Act 1989, following the notification to him of a change to political groups within the Borough Council, as with effect from 5 October, 2016, Councillor Jeannie Barr had stated that she wished to be recognised as an Independent member.

#### **RESOLVED –**

That the recent changes to the political composition of the Council be noted and that the following changes to the membership of Committees as proposed by the political groups be approved:-

##### **Overview and Performance Scrutiny Forum**

- removal of Councillor J Barr as a Liberal Democrat member
- addition of Councillor J Barr as an Independent member

##### **Community, Customer and Organisational Scrutiny Committee**

- removal of Councillor J Barr as a Liberal Democrat member
- addition of Councillor Niblock as a Liberal Democrat member

##### **Licensing Committee**

- removal of Councillor J Barr as a Liberal Democrat member
- addition of Councillor J Barr as an Independent member

#### 44 **CONSTITUTION UPDATES**

The Monitoring Officer submitted a report to seek member approval for updates to the council's Constitution. The current form of the Constitution had been in place since the early 2000's and had followed a standard government model proposed at the time. The report noted that in order to ensure that the Constitution reflected current council practices, functions and structures, as well as enabling efficient working of the authority it required some updates and amendments.

The report recommended a range of changes to the Constitution including amendments that reflected the current senior officer structure, changes to

delegations, updates to financial procedures and thresholds as well as other amendments that reflected current practices and decision making structures within the council.

**RESOLVED –**

1. That the amendments to the Constitution as detailed in the officer's report be approved.
2. That the delegations reflecting the new Corporate Management Team structure be confirmed.
3. That the Constitution, as amended, be endorsed and published.

**45 TREASURY MANAGEMENT REPORT 2015/16 AND MONITORING REPORT 2016/17**

Pursuant to Standards and Audit Committee Minute No. 15, the Acting Chief Finance Officer submitted a report on the Annual Treasury Management Report for 2015/16 and Treasury Management activities for the first five months of 2016/17.

**RESOLVED –**

1. That the outturn Prudential Indicators for 2015/16 be approved.
2. That the treasury management stewardship report for 2015/16 be approved.
3. That the treasury management position for the first five months of 2016/17 be noted.

**46 UPDATE ON THE GENERAL FUND CAPITAL PROGRAMME**

Pursuant to Cabinet Minute No.77 the Acting Chief Finance Officer submitted a report to provide members with an update on the General Fund Capital Programme. The Capital Programme for 2016/17 had been approved as part of the budget setting process in February 2016 and included two major capital schemes, the new Queens Park Sports Centre and the Waterside scheme.



The report provided details on the progress of current major capital schemes including the new Queen's Park Sports Centre as well as the demolition of the old centre, along with details of new schemes which had recently been approved and that required inclusion in the capital programme. The report also gave information on the financing of the schemes and details of capital receipts for the current year, as well as forecasts of receipts for subsequent years.

A prioritised list of capital schemes to go on a waiting list, pending the availability of capital receipts was also provided for information.

#### **RESOLVED -**

1. That the updated General Fund Capital Programme expenditure and financing, including provision for the demolition of Queens Park Sports Centre, and increased spending on Disabled Facilities Grants be approved.
2. That the new capital schemes, as detailed at paragraph 6.1 of the officer's report, be added to the Capital Programme.
3. That the prioritised list of "waiting list" schemes be noted pending the availability of additional capital receipts.

#### **47 MINUTES OF COMMITTEE MEETINGS**

#### **RESOLVED -**

That the Minutes of the following Committees be noted:-

Appeals and Regulatory Committee of 27 July, 3, 10, 24 and 31 August and 7, 14 and 21 September, 2016.

Licensing Committee of 27 July and 17 August, 2016.

Planning Committee of 8 and 30 August and 19 September, 2016.

Standards and Audit Committee of 22 June and 12 July, 2016.

**48 MINUTES OF THE CABINET****RESOLVED –**

That the Minutes of the meetings of Cabinet of 26 July and 20 September, 2016 be noted.

**49 MINUETS OF THE JOINT CABINET AND EMPLOYMENT AND GENERAL COMMITTEE****RESOLVED –**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 26 July, 2016 be noted.

**50 MINUTES OF THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM****RESOLVED –**

That the Minutes of the meetings of the Overview and Performance Scrutiny Forum of 14 June and 6 September, 2016 be approved.

**51 MINUTES OF THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE****RESOLVED -**

That the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 5 July, 2016 be approved.

**52 MINUTES OF THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE****RESOLVED –**

That the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 2 August, 2016 be approved.

**53 QUESTIONS UNDER STANDING ORDER NO. 19**

There were no questions.

**54 NOTICE OF MOTION UNDER STANDING ORDER NO.21**

It was moved by Councillor Tricia Gilby and seconded by Councillor Sarvent that,

“The council calls upon the Government to make fair transitional state pension arrangements for all women born on or after 6 April 1951, who have unfairly borne the burden of the increase to the State Pension Age (SPA) with lack of appropriate notification.

Hundreds of thousands of women had significant pension changes imposed on them by the Pensions Acts of 1995 and 2011 with little or no personal notification of the changes. Some women had only two years notice of a six year increase to their state pension age. Many women born in the 1950s are living in hardship. Retirement plans have been shattered with devastating consequences. Many of these women are already out of the labour market, caring for elderly relatives, providing childcare for grandchildren, or suffer discrimination in the workplace so struggle to find employment. Women born in this decade are suffering financially. These women have worked hard, raised families and paid their tax and national insurance with the expectation that they would be financially secure when reaching 60. It is not the pension age itself that is in dispute – it is widely accepted that women and men should retire at the same time. The issue is that the rise in the women’s state pension age has been too rapid and has happened without sufficient notice being given to the women affected, leaving women with no time to make alternative arrangements.

The council calls upon the Government to reconsider transitional arrangements for women born on or after 6 April 1951, so that women do not live in hardship due to pension changes they were not told about until it was too late to make alternative arrangements.”

On being put to the vote the motion was declared carried.

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# Annual Audit Letter 2015/16

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Chesterfield Borough Council

October 2016



Agenda Item 8

# Contents

The contacts at KPMG in connection with this report are:

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This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. Public Sector Audit Appointments issued a document entitled Statement of Responsibilities of Auditors and Audited Bodies summarising where the responsibilities of auditors begin and end and what is expected from audited bodies. We draw your attention to this document which is available on Public Sector Audit Appointment's website ([www.psaa.co.uk](http://www.psaa.co.uk)).

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

We are committed to providing you with a high quality service. If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Tony Crawley, the engagement lead to the Authority, who will try to resolve your complaint. If you are dissatisfied with your response please contact the national lead partner for all of KPMG's work under our contract with Public Sector Audit Appointments Limited, Andrew Sayers ([andrew.sayers@kpmg.co.uk](mailto:andrew.sayers@kpmg.co.uk)). After this, if you are still dissatisfied with how your complaint has been handled you can access PSAA's complaints procedure by emailing [generalenquiries@psaa.co.uk](mailto:generalenquiries@psaa.co.uk), by telephoning 020 7072 7445 or by writing to Public Sector Audit Appointments Limited, 3rd Floor, Local Government House, Smith Square, London, SW1P 3HZ.

This Annual Audit Letter summarises the outcome from our audit work at Chesterfield Borough Council in relation to their 2015/16 audit year.

Although it is addressed to Members of the Authority, it is also intended to communicate these key messages to key external stakeholders, including Members of the public, and will be placed on the authority's website.

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**VFM conclusion**

We issued an unqualified conclusion on the Authority's arrangements to secure value for money (VFM conclusion) for 2015/16 on 28 September 2016. This means we are satisfied that during the year that Authority had proper arrangements for informed decision making, sustainable resource deployment and working with partners and third parties.

Our Audit Plan recognised the risk around financial resilience and we undertook work to understand the Authority's arrangements. To arrive at our conclusion we reviewed the Authority's Medium Term Financial Plan (MTFP) and outturn for 2015/16. The key findings were:

- The Authority recognises the budget pressures it faces in the medium term, most notably reductions in the Revenue Support Grant provided centrally, but also other uncertainties such as the future of the new Homes Bonus. The Medium Term Financial Plan (MTFP) covers the next four financial years and includes the General Fund revenue budget and capital programme, the Housing Revenue Account budget, rent setting and capital programme and Treasury Management reports. Projections in the revised plan which covers the period up to 2019/20 show the need to make savings of over £11m over the life of the current MTFP, in addition to the savings already achieved. The level of annual savings required is a significant proportion of the Authority's net expenditure which equates to around £10 million per year. The Authority acknowledged the need to analyse further the savings achieved in previous years to assess what measures have been successful.
- The Authority has reported a surplus of £448k in 2015/16 against an original budgeted deficit of £94k and a revised budget surplus of £225k. The year end outturn position showed a significant positive variation on the outturn position that had been forecast and reported to Members throughout the year. We recommended that an exercise to understand the reasons behind the variances and the potential impact on the financial position in future years should be completed and the Authority has now undertaken this exercise.
- The Authority has achieved its general fund reserves target of £1.5 million at the end of 2015/16. At 31 March 2016 the Authority also has £10.4 million of general fund earmarked reserves. However, it should be noted that the majority of these are already committed to projects. The report to Cabinet on 14 June 2016 explains that the uncommitted balance on these reserves was £1.35m.
- The Authority has resolved to apply to be a full constituent member of Sheffield City Region Combined Authority in line with the statutory process. It has undertaken a risk assessment and has recognised the human resources, financial and legal and data protection implications of this decision. The Authority will need to monitor closely the resulting risks and economic opportunities and to assess the overall impact of the change

**Audit opinion**

We issued an unqualified opinion on the Authority's financial statements on 28 September 2016. This means that we believe the financial statements give a true and fair view of the financial position of the Authority and of its expenditure and income for the year.

## Section one

# Headlines

**This Annual Audit Letter summarises the outcome from our audit work at Chesterfield Borough Council in relation to their 2015/16 audit year.**

**Although it is addressed to Members of the Authority, it is also intended to communicate these key messages to key external stakeholders, including members of the public, and will be placed on the Authority's website.**

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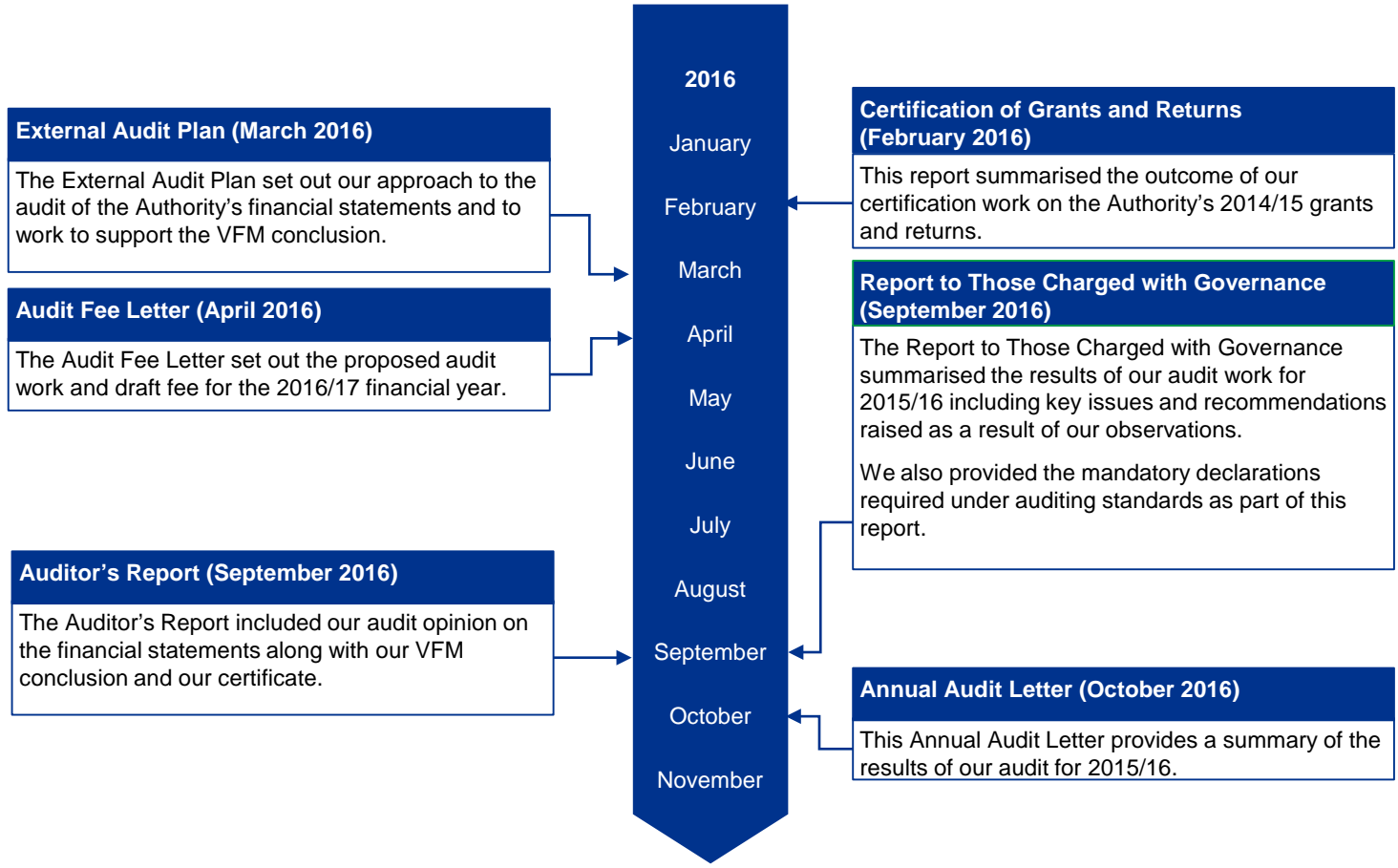
<b>Annual Governance Statement</b>	We reviewed your Annual Governance Statement and concluded that it was consistent with our understanding and that it met the requirements of CIPFA/SOLACE.
<b>Whole of Government Accounts</b>	The Authority prepares a consolidation pack to support the production of Whole of Government Accounts by HM Treasury. We are not required to review your pack in detail as the Authority falls below the threshold where an audit is required. As required by the guidance we have confirmed this with the National Audit Office.
<b>Certificate</b>	We issued our certificate on 28 September 2016. The certificate confirms that we have concluded the audit for 2015/16 in accordance with the requirements of the Local Audit & Accountability Act 2014 and the Code of Audit Practice.
<b>Audit fee</b>	Our fee for 2015/16 was £52,963, excluding VAT. This compares to a planned fee of £52,445. The reason for this variance is an increased fee for the audit of the financial statements reflecting additional work undertaken to audit the implementation of a new housing repairs and maintenance system during the year. Further detail is contained in Appendix 2.



# Appendix 1: Summary of reports issued

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This appendix summarises the reports we issued since our last Annual Audit Letter.



# Appendix 2: Audit fees

This appendix provides information on our final fees for the 2015/16 audit.

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To ensure transparency about the extent of our fee relationship with the Authority we have summarised below the outturn against the 2015/16 planned audit fee.

### External audit

Our final fee for the 2015/16 audit at Chesterfield Borough Council was £52,963. This compares to a planned fee of £52,445. The reason for this variance is:

- an increased fee for the audit of the financial statements reflecting additional work undertaken to review the implementation of a new housing repairs and maintenance system £518.

Our fees are still subject to final determination by Public Sector Audit Appointments.

### Certification of grants and returns

Under our terms of engagement with Public Sector Audit Appointments we undertake prescribed work in order to certify the Authority's housing benefit grant claim. This certification work is still ongoing. The final fee will be confirmed through our reporting on the outcome of that work in January 2017.

### Other services

We charged £3,000 for additional audit-related services for the certification of the Pooling of Housing Receipts Return, which is outside of Public Sector Audit Appointment's certification regime.



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## **For publication**

### **Procurement of External Auditors**

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Meeting: Council

Date: 14<sup>th</sup> December 2016

Report by: Director of Finance & Resources

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## **For publication**

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### **1.0 Purpose of report**

1.1 This report summarises the changes to the arrangements for appointing External Auditors at the end of the transitional period following the closure of the Audit Commission.

### **2.0 Recommendations**

2.1 That the Council opts in to the appointing person arrangements made by Public Sector Audit Appointments for the procurement and appointment of external auditors (Option 2).

### **3.0 Background**

3.1 The Local Audit & Accountability Act 2014 brought to a close the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government in England. In October 2015 the Secretary of State for Communities & Local Government determined that the transitional arrangements would be extended by one year to include the audit of the 2017/18 accounts.

3.2 The Council's current external auditor is KPMG and our costs were £58,000 in 2015/16. The contract is currently managed by Public

Sector Audit Appointments Ltd (PSAA) who was originally established to operate the transitional arrangements following the closure of the Audit Commission. It is a company owned by the Local Government Association's Improvement & Development Agency (IDeA).

- 3.3 When the current transitional arrangements come to an end, the Council will be able to move to local appointment of its auditors. Current fees are based on discounted rates offered by firms in return for substantial market share.
- 3.4 The scope of the audit will still be specified nationally; the National Audit Office is responsible for writing the Code of Audit Practice which all firms appointed to carry out the Council's audit must follow. Not all accounting firms are eligible to compete for the work. The registration process has not yet commenced but it is reasonable to expect that the list of eligible firms may include the top ten firms in the country, including our current auditor. It is unlikely that small local independent firms will meet the eligibility criteria.
- 3.5 This report and its recommendations were considered by the Standards and Audit Committee at its meeting on 23 November, 2016 where it resolved to support the recommendations and refer them to full Council for approval.

#### 4.0 **Options for appointment of External Auditors**

##### 4.1 Option 1 – to make a stand alone appointment

- 4.1.1 In order to make a stand alone appointment the Council would need to set up an Auditor Panel made up of elected and independent members and conduct its own procurement exercise.

##### Advantages

- It would allow the Council to take full advantage of the new local appointment regime and have local input to the decision

##### Disadvantages

- Recruitment and servicing of the Auditor panel, running the bidding exercise and negotiating the contract is estimated

by the LGA to cost around £15,000 plus on going allowances

- The council will be unable to take advantage of reduced fees that may be available through joint or national procurement contracts
- The assessment of bids and decisions on awarding contracts will be taken by independent appointees and not solely by elected members

#### 4.2 Option 2 – Opt in to PSAA national procurement

4.2.2 The PSAA are once again offering the opportunity for local authorities to opt in to a joint national procurement exercise.

##### Advantages

- The costs of setting up the appointment arrangements and negotiating fees would be shared across all opt in authorities.
- By offering large contract values the firms would be able to offer better rates and lower fees than are likely to result from local negotiation

##### Disadvantages

- In order for PSAA to be viable and to be placed in the strongest possible negotiating position, Councils will need to opt in to the process before final contract prices are known

4.3 On balance, option 2 provides the best solution as it will require fewer resources to undertake the procurement and should deliver the lowest cost.

#### 5.0 **Financial implications**

5.1 The current revenue budget includes a sum of £62,910 for this financial year 2016/17. The Council has benefited from a reduction in external audit fees of almost 50% since the current transitional arrangements began.

5.2 Current fee levels are expected to increase when the current contract ends. Until the procurement exercise is completed it is not possible to state what the additional cost of audit fees for

2018/19 will be, although it is anticipated that any increase will be minimised using PSAA.

## 6.0 **Legal and data protection implications**

6.1 The process outlined in this report and the recommendation should ensure compliance with the Local Audit & Accountability Act 2014.

6.2 Regulation 19 of the Local Audit (Appointing Person) Regulations 2015 requires that a decision to opt in must be made by the whole Council.

## 7.0 **Alternative options and reasons for rejection**

7.1 The auditor panel option (Option 1) is far more resource intensive and will be more costly to procure and without the bulk buying power of the sector led procurement, would be likely to result in a more costly service.

## 8.0 **Recommendations**

8.1 That the Council opts in to the appointing person arrangements made by Public Sector Audit Appointments for the procurement and appointment of external auditors (Option 2).

## 9.0 **Reasons for recommendations**

9.1 To consider the options and determine the arrangements for the appointment of external auditors.

### **Document information**

<b>Report author</b>	<b>Contact number/email</b>
Helen Fox	01246 345452 Helen.fox@chesterfield.gov.uk
<b>Background documents</b>	



## For publication

### Town Hall refurbishment (B025)

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Meeting:	Council
Date:	14 December 2016
Report by:	Customer, Commissioning and Change Manager

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#### 1.0 **Purpose of report**

1.1 This report provides information on the changes that are required to progress the Town Hall refurbishment scheme. The scheme is a key component of the Council's Great Place: Great Service transformation programme and it is an invest to save project that will generate significant income to use in protecting and improving front line council services for the public.

#### 2.0 **Recommendations**

Cabinet are asked to recommend to full Council that:

- 2.1 The Town Hall refurbishment scheme is amended to reflect an increase in scope and extended timescales for delivery.
- 2.2 Both asbestos and building works are completed whilst Chesterfield Borough Council staff members remain in situ within the building.
- 2.3 The capital programme is updated to reflect a revised capital budget of £2,740,000.
- 2.4 Treasury indicators are updated to reflect that prudential borrowing of £2,091,000 is used to fund the increased capital costs of the scheme.

- 2.5 The Service Improvement Reserve is used to fund £135,000 of additional revenue costs in 2016/2017.
- 2.6 The Council's Operational Services Division is able to recruit resources to enable delivery of the building works programme, within the cost model identified.
- 2.7 Members note that the scheme assumes a minimum of £240,840 income will be generated annually from 2020/21, which can be reinvested in the Council's work to protect and improve front line services to the public.

### 3.0 **Report details**

#### **Background:**

- 3.1 As part of its Great Place, Great Service transformation programme, Chesterfield Council is modernising its working environment and changing the way it works to create a more flexible and efficient workforce.
- 3.2 Chesterfield Town Hall is a listed building, with historic importance. It currently provides both civic and office functions for Chesterfield Borough Council and some space within the building is rented to Voluntary Sector Organisations. However, much of the Town Hall is under-utilised and there are significant opportunities for greater efficiency to be achieved from the building.
- 3.3 The Town Hall refurbishment scheme is a significant project within the Great Place, Great Service programme. It aims to ensure that office space within the Town Hall is utilised to its best advantage, by opening up offices (within the constraints of the listed building), updating furniture to create more work spaces, updating electrical wiring to modernise the building and improving ICT by introducing Wi-Fi and improved audio visual facilities. The project will also introduce agile working principles and tools to the workforce which will improve the efficiency of the Council.
- 3.4 The project will generate additional desk space and improved meeting facilities within the Town Hall. This will create

opportunities for additional income generated from external rental of space and will also enable the council to rationalise its property estate and generate future capital receipts. These measures are critical in ensuring the Council is able to balance its budget over the medium term and continue to deliver great services in line with its stated vision and priorities.

**Asbestos:**

- 3.5 A renovation and demolition survey (RAD) has been completed as part of the refurbishment works and this has identified significantly more asbestos than anticipated. The project plan has been revised to take account of the increased levels of asbestos and this has increased both the cost and the time needed to complete the scheme.
- 3.6 The Council has used a procurement framework to identify a preferred asbestos removals specialist. The preferred supplier was identified following completion of a mini competition, with four suppliers bidding against a well-defined specification. The specification was sufficiently robust and detailed to enable the Council to select the most appropriate supplier for the works in terms of quality and pricing.
- 3.7 The specification has been further developed since the mini competition to include other aspects of asbestos management within the Town Hall. It is our intention that the preferred contractor identified by the mini competition will be appointed to undertake the fully developed specification.
- 3.8 Council officers have worked closely with the preferred supplier to determine that we are able to continue to use the Town Hall for business purposes safely whilst the asbestos removal and containment work is completed. This requires staff and elected members to be relocated to alternative office space within the Town Hall to facilitate the work. These moves will be completed on a floor by floor basis. Where appropriate, Town Hall staff will also be provided with laptops or tablets to enable agile working from alternative locations.
- 3.9 The basement of the Town Hall must be completely vacated whilst remedial asbestos work is completed, as the scale of the work required will result in us being unable to provide safe access

to customers and to staff. The Voluntary Sector Organisations and our reprographics and caretaking teams have therefore agreed to be temporarily relocated to the ground floor of the Town Hall whilst this work is undertaken.

- 3.10 A revised project plan has been developed to ensure that asbestos work is completed before any build work begins. This has increased project timescales, but ensures that health and safety plans are clear and that work is undertaken in a well-controlled and managed environment.
- 3.11 As some capital funding has already been approved for the Town Hall refurbishment project, preparatory work for asbestos removal is already underway and clearance will begin in December 2016, following notification to the Health and Safety Executive.
- 3.12 There will be some temporary external alterations required to facilitate the work and ensure safety of the public. These include closure of the pavement to the rear of the Town Hall and the re-designation of some disabled car parking spaces in Rose Hill car park to accommodate asbestos contractor and build contractor compounds. There will not be a reduction in disabled car parking access when these alterations are made.

**Build Works:**

- 3.13 The Council's own Operational Services Division (OSD) will complete the build works for the refurbishment project. Costs will be charged on a materials and time basis and no profit margin has been built into the build costs. The works are expected to be complete by December 2017.
- 3.14 OSD will minimise disruption as far as they are able. During very noisy periods of work, civic functions will be relocated to the Winding Wheel.
- 3.15 The Town Hall refurbishment project now includes essential property repairs, modernisation of toilets, kitchens and meeting rooms and the development of an event space, baby changing facilities and improved disabled access toilets. The event space and improved facilities will provide a multifunctional space for meetings, weddings and cultural activities.

3.16 These changes have increased the scope and overall cost of the refurbishment project. However, the increased capital spend will enable the Council to reduce the costs of future repairs to the building, support future estate rationalisation, such as the sale of 87 New Square, and will help maximise future rental income from the Town Hall. This will benefit the Council's revenue and capital budgets.

3.17 This report was considered by Cabinet at its meeting on 6 December, 2016 where it resolved that the report and its recommendations be supported and referred to full Council for approval.

#### 4.0 **Human resources/people management implications**

4.1 Staff members will undergo a period of significant change as the Town Hall refurbishment project is completed, with some of the workforce expected to be reluctant to move to a more modern way of working which has agile working built into the heart of our accommodation strategy. The refurbishment project team will work with staff members and the Unions to ensure that they are supported through this change and that staff concerns are identified and addressed.

4.2 Maintaining the health and safety of people within the Town Hall is our priority and we are confident that this can be maintained whilst asbestos and building works are undertaken. We will ensure that detailed health and safety information is regularly shared and displayed.

#### 5.0 **Financial implications**

5.1 The revised project will require a capital budget of £2,740,000.

<i>Area of Expenditure</i>	<i>Capital Spend</i>
<i>Project management costs</i>	<i>£175,000</i>
<i>Asbestos</i>	<i>£430,000</i>
<i>Build</i>	<i>£675,000</i>
<i>Electrical</i>	<i>£512,000</i>
<i>Fit Out</i>	<i>£948,000</i>

<i>Total</i>	<i>£2,740,000</i>
--------------	-------------------

5.2 £850,000 of capital funding has already been approved and is in the Capital Programme. It is recommended that the shortfall, outside of existing capital financing, is funded through prudential borrowing and repaid from future capital receipts. Prudential borrowing of £2,091,000 is required. There is headroom in our prudential borrowing capacity to allow this approach. The revenue required to support the prudential borrowing is captured within the scheme's cost model.

5.3 Additional revenue funding of £135,000 is required in 2016/2017 to provide ICT which will facilitate agile working. It is recommended that this is funded from the Service Improvement Reserve.

5.4 The scheme is assumed to generate a minimum of £141,840 rental income from 2018/19 and a minimum of £240,840 rental income from 2020/2021 onwards. This rental income will have a positive impact on the Council's revenue budget. Final negotiations are currently underway to lease vacant ground floor space to Derbyshire County Council, who is considering relocation of the Register Office in autumn 2017.

## 6.0 **Legal and data protection implications**

6.1 The council has a legal duty to maintain health and safety within its buildings and ensure that the workforce is protected.

6.2 The council has a legal duty to manage asbestos.

## 7.0 **Consultation**

7.1 Service managers, union leads and the Great Place, Great Service Executive Board have been consulted in the development of the scheme.

7.2 Labour Group and Liberal Democrat Group presentations have been provided.

## 8.0 **Risk management**

8.1 A detailed risk management plan is in place for each aspect of the project. The two significant risks are detailed below:

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Health and safety is not maintained	H	M	Detailed health and safety plans in place. Health and Safety sub group implemented. Skilled principle designer recruited to monitor health and safety. Specialist, skilled contractors recruited.	H	L
Income is not achieved.	H	M	Increased scope of the scheme will improve quality of available rental space; We are working closely with partners through the One Public Estate programme to identify opportunities for Town Hall space rental within other areas of the public sector; Creation of more internal desk space will facilitate estate	M	L

			rationalisation and opportunity for further capital receipts. Income forecasts built into the cost model are prudent.		
Costs increase over and above those approved	H	M	Integral involvement of finance in preparation of the costs. Project manager accountability for budget monitoring. Great Place, Great Service Executive Board scrutiny	H	L

## 9.0 Equalities Impact Assessment (EIA)

9.1 A draft Equalities Impact Assessment has been completed and is attached at Appendix A. This will be updated once Contractor Method Statements have been developed.

## 10.0 Alternative options and reasons for rejection

Stopping or minimising the work

10.1 Asbestos will need to be safely managed and removal or containment work must be completed to maintain staff safety. Some capital spend is required now. Stopping or postponing the work will mean that we need to use licensed asbestos contractors for all future property repairs, which will increase our ongoing repairs and maintenance costs.

10.2 The Town Hall is in desperate need of basic redecoration and urgent repairs, which have already been delayed. This work will require capital spend. Minimising the work will postpone the



need for capital spend rather than remove it and further delays are likely to increase future maintenance and repair costs.

- 10.3 Refurbishment and furniture replacement must take place so that the council can release desk and meeting space which can be rented to the external market. It is unlikely that external rental income will be achieved unless the Town Hall is brought into an acceptable state of repair.

Selling the Town Hall and relocating permanently

- 10.4 A current valuation of the Town Hall has been completed at £1.15m without car park and £1.95m with car parking provision. Sale of the site for alternative use (hotel, apartments etc.) could be possible, but it is not recommended by the valuer at this time due to existing market conditions and due to the current condition of the building.
- 10.5 There are no suitable alternative premises to support a permanent relocation. This would mean that the Council would need to build new premises. The cost of building new premises would require additional capital funding and this would increase our revenue costs in the short term.

Relocation of all staff to an alternative building whilst asbestos and build works are completed.

- 10.6 This option has been investigated in detail and an alternative site has been identified for relocation.
- 10.7 Relocation to alternative premises will increase the revenue cost of the refurbishment project by £431,780.00
- 10.8 The increased costs of relocation would result in significant abortive costs, which are not required to ensure that health and safety is maintained.
- 10.9 High level health and safety designs for the Town Hall are now well understood and we are confident that safety can be maintained on all floors within the Town Hall apart from the basement.

- 10.10 The refurbishment works are only extended by a further three months if we remain in situ.
- 10.11 Relocation of all staff will require existing revenue budgets to be reduced, as the level of additional revenue is too high to be taken from Council reserves. This means that we may need to consider voluntary or compulsory redundancy to balance the budget.

## 11.0 **Recommendations**

Cabinet are asked to recommend to full Council that:

- 11.1 The Town Hall refurbishment scheme is amended to reflect an increase in scope and extended timescales for delivery.
- 11.2 Both asbestos and building works are completed whilst Chesterfield Borough Council staff members remain in situ within the building.
- 11.3 The capital programme is updated to reflect a revised capital budget of £2,740,000.
- 11.4 Treasury indicators are updated to reflect that prudential borrowing of £2,091,000 is used to fund the increased capital costs of the scheme.
- 11.5 The Service Improvement Reserve is used to fund £135,000 of additional revenue costs in 2016/2017.
- 11.6 The Council's Operational Services Division is able to recruit resources to enable delivery of the building works programme, within the cost model identified.
- 11.7 Members note that the scheme assumes a minimum of £240,840 income will be generated annually from 2020/21, which can be reinvested in the Council's work to protect and improve front line services to the public.

## 12.0 **Reasons for recommendations**

- 12.1 The Council has a duty to manage asbestos safely and must therefore revise the Town Hall refurbishment plan to take account of this requirement. In addition, the Council is able to maximise additional revenue income by increasing the scope of the scheme.

**Decision information**

<b>Key decision number</b>	695
<b>Wards affected</b>	All wards
<b>Links to Council Plan priorities</b>	

**Document information**

<b>Report author</b>	<b>Contact number/email</b>
Rachel O’Neil	01246 345833 Rachel.Oneil@chesterfield.gov.uk
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
<b>Appendices to the report</b>	
Appendix A	Equality Impact Assessment

**Form to return to Democratic Services with report (will be removed before publication)**

<b>Officers/members consulted on the report</b>	
<b>Chief Executive (WBR)</b>	<input checked="" type="checkbox"/>
<b>Monitoring officer</b>	<input type="checkbox"/>
<b>Chief finance officer</b>	<input checked="" type="checkbox"/>
<b>Policy manager</b>	<input checked="" type="checkbox"/>
<b>Human resources manager</b>	<input type="checkbox"/>
<b>Cabinet member portfolio holder (and consultee cabinet member if applicable)</b>	<input checked="" type="checkbox"/>
<b>Comments from Cabinet Member (if applicable)</b>	



**Chesterfield Borough Council**  
**Equality Impact Assessment – Provisional assessment**

Service Area: Business Transformation  
Lead Officer: Karen Brown

Title of the policy, project, service, function or strategy the preliminary EIA is being produced for:

Great Place Great Service – Town Hall Renovation programme

Is the policy, project, service, function or strategy:

- Existing   
Changed   
New/Proposed

**STEP 1 – MAKE SURE YOU HAVE CLEAR AIMS AND OBJECTIVES**

What is the aim of the policy, project, service, function or strategy?

The aim of the project is to redesign the layout of the office accommodation within the grade 2 listed Chesterfield town hall. This project will ensure the available space is efficiently utilised. There will be permitted changes to the building itself and to furniture. Each office will be designed to accommodate the optimum number of officers in an open plan hot-desk environment. Surplus accommodation will then be available for commercial rent.

Who is the policy, project, service, function or strategy going to benefit and how?

The plan will generally improve the working environment for all officers, members and visitors to the town hall. The project will also deliver increased value for money for citizens of the borough.

What outcomes do you want to achieve?

The Town Hall refurbishment project aims to ensure that office space within the Town Hall is utilised to its best advantage, by opening up offices and updating furniture to create more work space within the building. It will also involve updating the buildings electrical and data network infrastructure to modernise the building and improving ICT by introducing Wi-Fi across the building and improved audio visual and sound reinforcement facilities in key meeting spaces.

The project will also introduce agile working principles and tools to the workforce which will improve the efficiency of the Council.

The project generates additional desk space within the Town Hall which creates opportunities for additional rental income. It will also enable the Council to rationalise its property estate.

In summary outcomes will include:-

- Improved working environment
- Improved disabled toilet and shower facilities
- Improved Audio Visual facilities
- Improved sound enhancement / reinforcement (loop)
- High quality chair provision as standard
- Height adjustable desk incorporated in to office spaces.
- Open plan working, encouraging people to talk.
- Additional Income for the council

What barriers exist for both the Council and the groups/people with protected characteristics to enable these outcomes to be achieved?

In order to facilitate the project, a significant amount of asbestos will need to be removed from the Town Hall.

Whilst the amount of asbestos is significantly more than previously anticipated, it has been established that staff members can safely remain in the town hall whilst the refurbishment work is completed.

Throughout the works staff will be required to relocate from their current office location to alternative temporary offices throughout the building as work zones are created.

Temporary work offices will meet all H&S space standards and will have suitable provision of equipment to ensure that the service can continue to meet its business needs.

Measures will be taken to minimise disruption, both from the asbestos removal and building works however these will have an impact on staff working in the town hall. Relocations and noise will be the main cause of disruption for staff. It is therefore important to ensure the needs of staff are balanced with the need to progress swiftly with the project. All employee and member reasonable adjustments will continue into these arrangements where possible, if changes are required or new adjustments needed these will be negotiated with the employee or member in line with the Council's equality and diversity and HR policies with advice from the equality and diversity section.

It has been identified that both the Voluntary Sector Organisations and Reprographics department will not be able to remain in the basement during the redevelopment. Detailed plans are being developed to facilitate their move in order to meet the needs of these services and staff.

It is not yet established whether the lifts will be fully operational, however it is anticipated that at least one lift will remain in action at any one time.

Where possible town hall staff will be provided with laptops or tablets to enable agile working from different council locations or from their home.

All works will be planned and communicated in detail, including identifying periods when particularly noisy activities will take place, (these activities will be time constrained where possible) this will allow staff the opportunity to work from an alternative locations during these noisy work periods.

## STEP 2 – COLLECTING YOUR INFORMATION

What existing data sources do you have to assess the impact of the policy, project, service, function or strategy?

- Service needs analysis exercises have provided us with :-
  - Details of all staff located within the town hall, or planned to be located to the town hall once works are completed
  - Existing reasonable adjustments for all affected staff
  - Personal Emergency Evacuation Plans (PEEPS)
  - DSE Risk Assessments
  - Workforce Profile

## STEP 3 – FURTHER ENGAGEMENT ACTIVITIES

Please list any additional engagement activities undertaken to complete this EIA e.g. met with the Equalities Advisory Group, local BME groups, Employee representatives etc. Could you also please summarise the main findings.

<b>Date</b>	<b>Engagement Activity</b>	<b>Main findings</b>
Monthly board meetings  2 weekly Project team meetings	Consultation with Trade Unions	Concerns raised over ensuring the safety of all staff during all the work phases
Monthly board meetings  2 weekly Project team  H&S project group commencing in Oct 2016.	Consultation with Union Health and Safety representatives	Detailed work conducted to assess the building plans and understand the implications of many features on staff and visitors who are mobility impaired.  Further assessments needed on the impact of noise, during the works but also in the new office environments



## STEP 4 – WHAT’S THE IMPACT?

Is there an impact (positive or negative) on some groups/people with protected characteristics in the community? (think about race, disability, age, gender, religion or belief, sexual orientation and other socially excluded communities or groups). You may also need to think about sub groups within each equalities group or protected characteristics e.g. older women, younger men, disabled women etc.

Please describe the potential impacts both positive and negative and any action we are able to take to reduce negative impacts or enhance the positive impacts.

### 1. Equality Impacts during the restack

#### Potential negative impact on employees

The following impacts have been identified during the restack:

- **Noise disruption** – this may have a negative impact on employees/members with sensory or other disabilities.
- **ACTION:** The build work programme will minimise staff/member disruption where possible. Noisy work will be completed between 6am and 11am or at weekends where possible and high and medium disruption activities have been identified. These will be communicated to staff and members in advance. Staff will have the opportunity to work flexibly during this period where possible.
- **Restricted operation of lifts** - this may have a negative impact on employees/members with limited mobility or other disabilities.
- **ACTION:** The build work programme will minimise staff/member disruption where possible. One of the lifts may be designated as a safe transit route for asbestos contractors, but the level of disruption is not currently known. Staff and members will be informed in advance and given the opportunity to work flexibly where possible. It will be necessary to review personal equalities evacuation plans for those staff and members adversely affected and alternative arrangements made.
- **Access to amenities** – It is anticipated that the current toilets will receive refurbishment. Kitchen areas and water supplies may be affected. Without action, this may have a negative impact on employees/members who are pregnant or with limited mobility or other disabilities.

- **ACTION:** The build work programme will minimise staff/member disruption where possible, ensuring adequate provision is kept at all times. As the work will be done 1 floor at a time with all staff/members vacated from that floor during the works, access to toilet and kitchen facilities will be maintained throughout. Staff and members will be informed in advance of any issues and given the opportunity to work flexibly where possible.
- **Restricted access to existing escape routes** - this may have a negative impact on employees and members with limited mobility or other disabilities.
- **ACTION:** The level of disruption to the fire exits and escape routes is not currently known. It will be necessary to review personal equality evacuation plans for those staff/members who have limited mobility. It will also be necessary to review the evacuation procedure for the town hall if the escape routes are affected. The build work programme will minimise disruption to escape routes where possible. Staff/members will be informed in advance and given the opportunity to work flexibly where possible. A comprehensive review of all H&S documentation including fire evacuation procedure will be conducted for each phase of the works.
- **ICT and Communication issues** – ICT disruptions may have a negative impact on employees in general. Insufficient communication may affect those who are away on sickness absence, maternity / paternity or those with limited mobility or other disabilities.
- **ACTION:** Staff and members including those returning to work after absence will be informed in advance of disruption and given the opportunity to work flexibly where possible. Clear communication with staff/members on site will be critical to ensure the success of the project and the safety of all users of the space. These communications need to begin prior to the project commencement, clearly communicating what to expect and how the procedures will change when work starts. Communications will run throughout the duration of the works with weekly updates planned, supported by additional communication if required, this will alert staff to the ongoing change on the building and the impact those changes have on key risk assessments and evacuation procedures. At the end of the project revised risk assessments and policies for the site will need to be communicated to all and tested to ensure they are effectively embedded.

## Potential negative impact on the public

- **Access to public spaces** – It is anticipated that public access to the town hall will be effected during several phases of the project. The council chamber and committee rooms will be disrupted during the project. Outside areas may also be affected.
- **ACTION:** The council will request permission to close the pavement to the rear of the Town Hall, which will ensure that members of the public remain safe. Enhanced security and diligence must be observed during the works. Whilst limited access impacts on all groups, mitigating action will ensure the council's functions will continue, and during periods of high disruption, the Winding Wheel will be used to host civic functions. The Winding Wheel is fully accessible with an auditorium on the ground floor as well as lift access and has induction loop / hearing assistors installed in each room.
- **Access to services** – It is anticipated that the public access to the town hall will be effected during several phases of the project. The key service that will be disrupted will be main reception.
- **ACTION:**  
A detailed plan for reception works needs to be conducted, if possible disruptive work will be conducted out of hours to allow the reception area to remain open, where this is not possible it may be feasible to create a temporary reception at the east entrance of the town hall to manage the day to day footfall of visitors to the town hall, alternatively the reception duties may be relocated to the customer services centre. Once plans are finalised they will need to be communicated to internally and externally with clear signage displayed throughout the process.

## 2. Impacts after the restack:

The following impacts have been identified after the restack:

- **Access to amenities** – Amenities including toilets, kitchens and staff welfare facilities will be improved after the renovation,
  - Improved shower facilities will be added to the basement area, including a disabled access shower
  - baby changing and improved disabled access toilets will be provided on the ground floor of the building,
  - All other toilet facilities will be refreshed and modernised
  - Each floor will be fitted with a modern kitchen with appropriate refrigeration, cleaning, storage and food heating facilities to meet the staff welfare needs
  - High quality breakout spaces will ensure employees will be able to hold meetings, take breaks and work in quiet environments when needed. This will have a **positive impact** on all protected characteristics, including but not limited to disability, pregnancy, religious belief.
- **Working Environment** – The Town Hall will be transformed into a modern working environment. This will have a **positive impact** on all protected characteristics, and will aim to meet the current needs of employees in the modern era.
- **Public and Event Spaces** - An event space will be created within the Town Hall. This will create a multifunctional space for meetings, weddings and cultural activities and will generate a rental income for the Council. The induction loops in the reception, committee rooms and council chamber will be renewed and extended to cover the event space. This will have a **positive impact** on all protected characteristics and will be a further asset to the community.
- **ICT infrastructure** – The ICT infrastructure will be enhanced allowing a flexible working and introducing WIFI throughout the building available for use by all. In addition the introduction of mobile working devices for all staff will further enable agile working.
- **Negative impacts** – There are not considered to be any negative impact on any protected group after the restack has been completed.

### Further Action

- It is recommended that equality impacts are reviewed and measured before each key phase of the restack.
- When firm proposals are known, the equality impact on individual teams in effected locations should be assessed at that stage.
- It is recommended that in addition to the messages from the corporate communication channels, line managers have responsibility for ensuring

that personal evacuation plans and display screen equipment risk assessments are kept up to date.

DRAFT

Group or Protected Characteristic	Positive impacts	Negative impacts	Action
<p><b>Age – including older people and younger people.</b></p>	<p><b>Working Environment</b> – The town hall will be transformed into a modern working environment where everyone is included.</p> <p>ICT infrastructure will be enhanced allowing a flexible working and introducing WIFI throughout the building available for use by all.</p>	<p>It is not envisaged that there will be any disproportionate impact on this group.</p>	
<p><b>Disabled people – physical, mental and sensory including learning disabled people and people living with HIV/Aids and cancer.</b></p>	<p><b>Improved facilities for people with disabilities:</b></p> <p>Improved shower facilities will be added to the basement area, including a disabled access shower</p> <p>Improved disabled access toilets will be provided on the ground floor of the building</p> <p>Each floor will be fitted with a modern kitchen with appropriate refrigeration, cleaning, storage and food heating facilities to meet the staff/member welfare needs</p>	<p><b>Noise disruption</b> – this may have a negative impact on staff/members with sensory or other disabilities.</p> <p><b>Restricted operation of lifts</b> - this may have a negative impact on staff/members with limited mobility or other disabilities.</p> <p><b>Access to amenities</b> – It is anticipated that the current toilets will receive refurbishment. Kitchen</p>	<p>The build work programme will minimise staff disruption where possible. Noisy work will be completed between 6am and 11am or at weekends where possible and high and medium disruption activities have been identified, so we are able to advise staff/members in advance and give them the opportunity to work flexibly where possible.</p> <p>One of the lifts may be designated as a safe transit route for asbestos contractors, but the level of disruption is not currently known. Staff/members will be informed in advance and given the opportunity to work flexibly where possible. It will be necessary to review PEEPS or DSE risk assessments for those staff who are adversely affected.</p>

Group or Protected Characteristic	Positive impacts	Negative impacts	Action
	<p>High quality breakout spaces will ensure staff/members will be able to hold meetings, take breaks and work in quiet environments when needed.</p> <p>The introduction of mobile working devices for as many staff/members as possible will further enable agile working.</p> <p>Height adjustable desk incorporated in to office spaces.</p> <p>High quality office chairs.</p> <p>The induction loops in the reception, committee rooms and council chamber will be renewed and extended to cover the event space.</p> <p>An event space will be created within the Town Hall which create a multifunctional space for meetings, weddings and cultural activities.</p>	<p>areas and water may be affected during the refurbishment.</p> <p><b>Restricted access to existing escape routes</b> - this may have a negative impact on staff/members with limited mobility or other disabilities.</p> <p><b>Access to public spaces and public services</b> It is anticipated that the public access to the town hall will be effected during several phases of the project. Services disrupted will include main reception, committee rooms and the council chamber.</p>	<p>The build work programme will minimise staff disruption where possible, ensuring adequate provision is kept at all times. As the work will be done 1 floor at a time with all staff vacated from that floor during the works, access to toilet and kitchen facilities will be maintained throughout. Review emergency procedures including PEEPS for those staff/members who are adversely affected.</p> <p>Alternative arrangements will be made for civic functions, and where necessary, these will be relocated to the Winding Wheel.</p> <p>Ensure clear signage is displayed throughout the process to communicate plans and proposals internally and externally.</p> <p>Alternative suitable arrangements will be made for main reception areas.</p>
<b>Gender – men, women and transgender.</b>	.	<b>Access to amenities –</b> Refurbishments of toilets will affect both ladies and	Ensure clear communication with staff/members.

Group or Protected Characteristic	Positive impacts	Negative impacts	Action
		gents toilets.	As the existing toilets will receive decorative refurbishments only, it is anticipated that any inconvenience will be kept to a minimum.
<b>Marital status including civil partnership.</b>	Register Office and new event space will be created within the Town Hall will create a multifunctional space suitable for weddings and ceremonies.	It is not envisaged that there will be any disproportionate impact on this group	
<b>Pregnant women and people on maternity/paternity. Also consider breastfeeding mothers.</b>	<p>High quality breakout spaces will ensure staff/members will be able to hold meetings, take breaks and work in quiet environments when needed.</p> <p>The introduction of mobile working devices for as many staff as possible will further enable agile working.</p> <p>Baby changing facilities will be provided.</p>	<p><b>Access to amenities</b> – It is anticipated that the current toilets will receive refurbishment. Kitchen areas and water may be affected during the refurbishment.</p> <p><b>Communication issues</b> Insufficient communication may affect those who are away on sickness absence, maternity / paternity or those with limited mobility or other disabilities.</p>	<p>The build work programme will minimise staff/member disruption where possible, ensuring adequate provision is kept at all times. As the work will be done 1 floor at a time with all staff/member vacated from that floor during the works, access to toilet and kitchen facilities will be maintained throughout. Staff/members will be informed in advance of any issues and given the opportunity to work flexibly where possible. It will be necessary to review PEEPS for those staff/members who are adversely affected.</p> <p>Staff/members and those returning to work will be informed in advance of disruption and given the opportunity to work flexibly.</p> <p>Ensure clear communications to staff/members at work and returning to</p>



Group or Protected Characteristic	Positive impacts	Negative impacts	Action
			<p>work after leave or absence.</p> <p>Alert staff/members to the ongoing change on the building and the impact those changes have on key risk assessments and evacuation procedures.</p>
<b>Sexual Orientation – Heterosexual, Lesbian, gay men and bi-sexual people.</b>	<p>It is not envisaged that there will be any disproportionate impact on this group.</p>		
<b>Ethnic Groups</b>	<p>It is not envisaged that there will be any disproportionate impact on this group.</p>		
<b>Religions and Beliefs including those with no religion and/or beliefs.</b>	<p>High quality breakout spaces will ensure employees will be able to hold meetings, take breaks and work in quiet environments when needed</p>	<p>It is not envisaged that there will be any disproportionate impact on this group.</p>	
<b>Other groups e.g. those experiencing deprivation and/or health inequalities.</b>	<p>It is not envisaged that there will be any disproportionate impact on this group.</p>		

From the information gathered above does the policy, project, service, function or strategy directly or indirectly discriminate against any particular group or protected characteristic?

Yes

No

If yes what action can be taken to stop the discrimination?

N/A

**STEP 5 – RECOMMENDATIONS AND DECISION MAKING**

How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?

It has helped to ensure that the restack of the Town Hall will not have an overall disproportionate impact against any of the groups or people with protected characteristics including the public and staff.

Many positive impacts have been identified after the restack has been completed.

How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

It is recommended that equality impacts are reviewed and measured before each key phase of the restack.

When firm proposals are known, the equality impact on individual teams in effected locations should be assessed at that stage.

Responsibility:

Customer, Commissioning & Change Manager assisted by:

Transformation Programme Manager  
Policy Communications Manager and Policy unit  
Corporate Health and Safety Adviser  
Housing Repairs Manager

## **STEP 6 – KNOWLEDGE MANAGEMENT AND PUBLICATION**

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service before WBR, Executive Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager

Name:

Date:

Reviewed by Policy Service

Name: Richard Gadsby and Donna Reddish

Date:

Final version of the EIA sent to the Policy Service

Decision information sent to the Policy Service

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## **For publication**

Budget Monitoring for 2016/17 & Updated Medium Term Financial Plan

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Meeting: Council  
Date: 14 December 2016  
Report by: Acting Chief Finance Officer

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## **For publication**

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### **1.0 Purpose of report**

- 1.1 To provide the Council with an update on the budget position at the end of the second quarter, covering:
- General Fund Revenue
  - General Fund Capital
  - Housing Revenue Account
  - Housing Capital Programme
- 1.1 To meet the requirement in the Financial Procedure Rules to provide the Council with regular updates on the Council's financial position.

### **2.0 Recommendations**

- 2.1 To note the financial performance in the first half of the financial year and the new medium term forecast (Sections 4 and 7).
- 2.2 To note the Efficiency Plan submitted to DCLG (para 3.2).
- 2.3 That the proposed use of reserves as set out in Section 6 of the report be reviewed and confirmed.

- 2.4 To note the changes to the HRA budgets (Section 8).
- 2.5 That the budget preparation guidelines in para. 9.1 be approved.
- 2.6 That the approach to budget consultation be considered (para. 9.3).

### 3.0 **Background**

- 3.1 The Council approved the original budget for 2016/17 on 25<sup>th</sup> February 2016. The Band 'D' Council Tax was set at £149.89. After allowing for planned savings of £1,029k, there was a forecast net budget deficit of £236k. Importantly, this position was only achieved after assuming that all the New Homes Bonus allocation (£902k) and the whole of the estimated gain from Business Rates Pooling (£412k) are used to support the budget.
- 3.2 All of the indications are that the medium term outlook will continue to be challenging. The publication of indicative grant figures for three further years in the 2016/17 settlement has helped to make future forecasts more robust. However, to obtain certainty and stability, the Council applied to take up the offer from the Department for Communities and Local Government of a four year funding settlement and provided them with an Efficiency Plan on 14<sup>th</sup> October 2016. A copy of the Efficiency Plan is included in Appendix A.
- 3.3 Any announcement for 2017/18 and future years will follow the release of the 2016 Spending Review on 23<sup>rd</sup> November 2016. The Medium Term forecast approved by the Full Council on 25<sup>th</sup> February 2016 showed deficits, before the savings targets are taken into account, of £1.3m in 2016/17 rising to £2.7m by 2020/21.
- 3.4 This report and its recommendations were considered by Cabinet at its meeting on 15 November, 2016, where it was resolved that the report and its recommendations be supported and referred to full Council for approval.

#### 4.0 **Current Year's Budget**

4.1 We started the year with a forecast deficit of £236k after allowing for £1,029k of savings. At the end of the second quarter adjustments to the savings target and other variances have produced a revised deficit forecast of **£326k**. A summary of the key variances is provided in the table below:

<b>2016/17 UPDATED BUDGET DEFICIT FORECAST – TO QUARTER 2</b>		
Deficit Forecast at the start of the year		236
<b><u>Budget Saving - increased income:</u></b>		
Queens Park Sports Centres	(206)	
Industrial/Commercial/Retail rental income	(209)	
Renewal of leases	(126)	(541)
<b><u>Budget Saving - reduced expenditure:</u></b>		
Energy budgets	(70)	
Vacancy savings above profiled allowance	(130)	
Grants to Voluntary Organisations	(27)	(227)
<b><u>Budget Increase - reduced income:</u></b>		
Commission from collection of fees	30	
Community Infrastructure Levy	25	
Car Parking	140	
Market Rents	48	243
<b><u>Budget Increase - increased expenditure:</u></b>		
Housing benefits	261	
Old QPSC	85	
Pension costs	23	369
<b><u>Adjustments to savings Targets:</u></b>		
Reversal of original budget	1,029	
Budget challenge	(173)	
Action Plan – Savings achieved	(507)	
Cease & Reduce	(116)	233
Net of all other variances		13
<b>Updated Deficit Forecast</b>		<b>326</b>

4.2 The updated deficit forecast must be reduced in the remaining months of the financial year to avoid or minimise any call on reserves to make up any residual shortfall. Failure to deliver the required savings in the current financial year will put even greater



pressure on future years when the savings targets are already challenging and far greater than those for 2016/17. The actions being taken to reduce the forecast deficit include a voluntary redundancy initiative and strict vacancy control measures. Further work on identifying savings is ongoing.

- 4.3 The first draft budget report for 2017/18, including revised estimates for 2016/17, will be presented to the Cabinet in December. The draft budget report will provide a more up-to-date and comprehensive budget forecast.

## 5.0 **General Fund Capital Programme**

- 5.1 Capital Receipts - To date, capital receipts of £166k have been received. The original forecast for the year was £1.8m but was revised down in the recent budget monitoring report to just £1,029k. This does not include the repayment of the loan by Chesterfield Football Club. The £1,029k has now been revised to £2.6m to reflect repayment of the football club loan and rephrasing of capital receipts for the former fire station and 87 New Square.

- 5.2 General Fund Capital Spend –the original capital budget for 2016/17 was £2.3m. The revised forecast is £6.2m, the £3.9m increase is due to:

- Inclusion of the Waterside infrastructure scheme, the cost of which will be recovered from the landowner - £2.4m;
- An increased allocation for Disabled Facilities Grants from the Better Care Fund - £0.3m;
- Re-profiling of expenditure on the old Queen's Park Sports Centre plus additional spend to deal with unforeseen costs £0.2m;
- Town Hall Alterations moving into 2016/17 plus additional costs for asbestos removal, £0.4m;
- Inclusion of new schemes for Northern Gateway £0.1m, refurbishment of the Winding Wheel lifts £0.1m, Museum Store £0.2m and the Market Hall café £0.1m

- 5.3 Net Capital Financing – The original budget assumed a break even position. The revised capital programme was approved by Council on 14<sup>th</sup> October 2016. A break even position was

achieved by approving additional prudential borrowing of £383k and deferring repayment on prudential borrowing of £994k by one year. An updated capital programme will be reported to members in February 2017.

## 6.0 Reserves

6.1 In addition to the General Working Balance, which is maintained at £1.5m, the Council operates a number of other reserves. Many of the reserves are earmarked and committed for specific purposes, such as property repairs and vehicle & plant replacements. There are three major reserves where the Council has wider discretion on how they are used – the Budget Risk Reserve, the Invest to Save Reserve and the Service Improvement Reserve.

6.2 **Budget Risk Reserve** – the Council maintains this reserve as a supplement to the Working Balance. It is also used to finance the severance costs arising from voluntary staffing reductions and the outcomes of service restructuring exercises. The table below shows the opening balance in the reserve at the start of the financial year and the currently approved or anticipated movements on the reserve. There will be other commitments to include as decisions on new VR/VER applications are determined. There are two new applications of the fund to note:

1. Severance costs arising from the VR/VER initiative at the start of the year were £405k.
2. A carry forward request of £16k for Local Plan preparation costs was approved by Cabinet in June 2016.

<b>Table – Budget Risk Reserve</b>		
	<b>Updated Forecast £'000</b>	
<b>Balance b/fwd 1<sup>st</sup> April</b>	<b>1,043</b>	
<u>Less Approved Commitments:</u>		
Land Charges claims	<b>(16)</b>	
Erin Road Pumping Station	<b>(7)</b>	
Private sector stock survey	<b>(26)</b>	
15/16 carry forward – Local Plan	<b>(16)</b>	Cab 14/6/16
Contribution to group litigation claim for damages re incorrect VAT treatment	<b>(7)</b>	

Dilapidation costs Whitting Valley Road	(17)	
PSN compliance and ICT Project Days	(79)	
VR/VER severance costs	(405)	
Health & Safety Prosecution	(25)	
IDOX – reimbursement (Year 1)	30	
<b>Uncommitted Balance</b>	<b>475</b>	

- 6.3 **Invest to Save Reserve** – The table below shows the opening balance in the reserve at the start of the financial year and the currently approved or anticipated movements on the reserve. The reserve is therefore almost fully committed so any future bids will have to be funded from one of the other usable reserves.

<b>Table - Invest-to Save Reserve</b>		
	<b>Updated Forecast £'000</b>	
<b>Balance b/fwd 1st April</b>	<b>274</b>	
<u>Less Approved Commitments:</u>		
Customer Service Strategy - capital	(105)	
Local Collective Agreement	(10)	
Car park improvements	(111)	
Budget Savings Delivery	(40)	
Treasury management – Property Funds	(7)	
<b>Uncommitted Balance c/fwd</b>	<b>1</b>	

- 6.4 **Service Improvement Reserve** – The table below shows the opening balance in the reserve at the start of the financial year and the currently approved or anticipated movements on the reserve:

<b>Table - Service Improvement Reserve</b>		
	<b>Updated Forecast £'000</b>	
<b>Balance b/fwd 1<sup>st</sup> April</b>	<b>989</b>	
<u>Less Approved Commitments:</u>		
Linacre Master Planning	<b>(39)</b>	
Project Academy (balance)	<b>(13)</b>	
Car parking improvements	<b>(15)</b>	
Innov Centres – telephony system	<b>(204)</b>	
Innov Centres – telephony system - repayments	<b>34</b>	
Northern Gateway	<b>(100)</b>	
Budget Savings Delivery	<b>(110)</b>	
Contribution towards GPGS costs	<b>(5)</b>	
Market Hall café refurbishment	<b>(72)</b>	Cabinet 20/9/16
HLC – reconfigure admin space	<b>(46)</b>	Cabinet 14/6/16
Town Hall restack	<b>(138)</b>	Cabinet 15/11/16
<b>Uncommitted Balance</b>	<b>280</b>	

- 6.5 The uncommitted balances in these three major reserves have now reduced to £0.76m, from £2.3m at the start of the year. There will be significant demands on these reserves to fund budget deficits, investment in transformation projects and to pay for severance costs from staffing restructures. The Cabinet should, therefore, continually review the commitments against these finite financial resources to ensure that they are used in the most effective way.

## **7.0 Medium Term Outlook**

- 7.1 The latest medium term forecast indicates significant deficits in all years. In 2016/17 the deficit has increased by £90k but savings required to achieve the original deficit target have been met in part. The table below compares the latest forecast with the original budget forecast (before savings targets) approved in February:

	<b>Budget Deficit Forecasts</b>			
	<b>2016/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>
<b>Latest Forecast</b>	<b>326</b>	<b>594</b>	<b>680</b>	<b>1,310</b>
Feb 2016 Deficit/(Surplus)				
Amount of savings required to achieve Feb 2016 Deficit/(Surplus)	236 1,029	(28) 2,026	(23) 2,236	631 2,236

## **8.0 Housing Revenue Account (HRA)**

**8.1 Housing Revenue** - At the half year all major income sources, including housing rents, were on target. Expenditure was also in line with the profiled budget, except for Housing Repairs Responsive works which showed an overspend of £336k. However, this was offset by an underspend of £284k on Housing Repairs Planned works, resulting in a net overspend of £52k on repairs to housing properties during the 6 month period.

The repairs budget, and the way in which the maintenance programme for housing stock is delivered, is currently subject to an in-depth review by Savills, in consultation with officers, tenants and elected members. The financial outcomes of this review will be incorporated into the HRA budget for 2017/18 onwards.

**8.2 Housing Capital Programme** - The original HRA capital budget for 2016/17 was £21,975,158. This has now increased following the addition of approved carry forwards (£2,460,900) in relation to schemes not completed in 2015/16. This gives a total budget of £24,436,058 for the year. At the end of September spend was £3 million below the budget profile due to work on some contracts starting later than forecast. Therefore, it is anticipated that it may be necessary to seek approval to carry forward some of the budget into 2017/18 to enable these works to be completed.

**8.3 Future Pressures on the HRA** – In the July 2015 Summer Budget the Chancellor announced a number of changes that will have an impact on the delivery of housing services and the financial viability of the HRA Business Plan. The most significant change was the requirement to reduce social housing rents in England by 1% a year for 4 years from 2016/17. It is estimated that this change will result in a loss of £10 million of rental income over the 4 year period. Officers are currently modelling various options for the Business Plan and a separate report will be presented to Members shortly.

## **9.0 2017/18 BUDGET PREPARATION PROCESS**

9.1 The budget preparation process started in September when budget working papers and guidelines were issued to budget holders. The budgets are prepared on an 'incremental' basis i.e. taking last year's budget as the base and making adjustments for the following:

- Variances that have been reported to and approved by the Cabinet.
- Pay inflation – an allowance of 1% in future years.
- Energy and property maintenance inflation as advised by the Facilities Maintenance Manager.
- Contract inflation as specified within contracts – assuming
  - RPI of 2.0% in 2017/18 and 3.0% in future years; and
  - CPI of 1.0% in 2017/18 and 2.0% in future years.
- Business rates are based on the RPI in the previous September – a rate of 2% for 2017/18 and 3% in subsequent years is assumed.
- No inflation on other general items of expenditure including grants to voluntary organisations.
- Fees and charges increases – an increase of 3% per annum for the period of the MTFP but only where it is considered that the market will bear such an increase.

These budget assumptions will be revised on a continual basis as we move through the budget process and as more up-to-date information becomes available. Cabinet is asked to note the budget setting guidelines.

- 9.2 In terms of the Member reporting process:
- a) Quarter 2 budget monitoring and updated medium term forecast report for Cabinet (November) and full Council (December).
  - b) Approval of the Localised Council Tax Support Scheme for 2017/18 to the full Council in December.
  - c) Monthly Corporate Cabinet/Corporate Management Team budget priority setting workshops arranged from September through February;
  - d) Executive Member portfolio budget reports will be produced for consideration in early December.
  - e) The Cabinet will consider the first draft budget in mid-December and the final budget report in February.
  - f) The full Council will approve the final budget and council tax at the end of February 2017.

Updates will also be provided to the Overview and Performance Scrutiny Forum at key stages in the process.

- 9.3 Consultation with the public – a new consultation process was introduced for the 2015/16 budget setting process which involved presentations and voting exercises at the four Community Assembly meetings during November. The feedback on this new arrangement was generally positive. New arrangements for community engagement were introduced for 2016/17 and community assembly meetings were stopped. However, it is proposed that we hold a one-off community assembly in January to facilitate consultation with the public with a similar format to previous years.

## **10.0 Risk Management**

- 10.1 Budget forecasting, particularly over the medium term, and in the current economic climate is not an exact science. Assumptions have to be made about possible changes where the final outcome could be very different e.g. government grants, pay awards, investment returns, etc. A full budget risk assessment will be included in the budget setting reports later in the process.

## **11.0 Legal Considerations**

- 11.1 There is a legal requirement for the Council to set a balanced budget before the start of each financial year and for the Director of Resources to report on the robustness of the estimates and the adequacy of the reserves. Clearly, there is lot of work to be done over the coming months to reduce the budget deficit forecast in the current financial year and to be in a position to set a balanced budget for 2017/18 in February 2017.

## **12.0 Conclusions**

- 12.1 We are facing a potentially significant budget deficit in the current financial year and some major financial challenges in the years ahead. It is possible that the current years' deficit could be reduced through tight budgetary control through the remainder of the year and the delivery of further savings, with any residual deficit being met from reserves. But we have to maintain our focus on the medium term where the scale of the forecast deficits is such that some significant budget savings are going to have to be implemented. At the same time there are a number of risks that could add further pressure to the forecast deficits in future years e.g. impact of 2017 revaluation on Business Rates income.
- 12.2 The sooner the savings are made the better, as any delay will add further pressure to the future. For example, the £594k deficit forecast for 2017/18 will require savings equivalent to £50k per month to be found if implemented from the 1<sup>st</sup> April 2017 but the monthly target will double to £100k if implementation is delayed by six months. Achieving savings of this magnitude will require some fundamental changes to the range and quality of the services the Council provides.
- 12.3 Delivering the required budget savings has to be the number one corporate priority.



## 13.0 Recommendations

- 13.1 To note the financial performance in the first half of the financial year and the new medium term forecast (Sections 4 and 7).
- 13.2 To note the Efficiency Plan submitted to DCLG (para 3.2).
- 13.3 That the proposed use of reserves as set out in Section 6 of the report be reviewed and confirmed.
- 13.3 To note the changes to the HRA budgets (Section 8).
- 13.5 That the budget preparation guidelines in para. 9.1 be approved.
- 13.6 That the approach to budget consultation be considered (para. 9.3).

## 14 Reasons for recommendations

- 14.1 To monitor the Council's finances.

### Decision information

<b>Key decision number</b>	<b>660</b>
<b>Wards affected</b>	<b>All</b>
<b>Links to Council Plan priorities</b>	

### Document information

<b>Report author</b>	<b>Contact number/email</b>
Helen Fox	01246 345452 helen.fox@chesterfield.gov.uk
<b>Background documents</b> These are unpublished works which have been relied on to a material extent when the report was prepared.	
None.	
<b>Appendices to the report</b>	
Appendix A	Efficiency Plan 2016/17 to 2019/20

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# Efficiency Plan 2016/17 – 2019/20

## 1.0 Introduction

- 1.1 Our efficiency plan has been developed so that the Council can qualify for a four year funding settlement from Government for the period 2016/17 to 2019/20.
- 1.2 We believe a four year settlement is essential to the medium-term financial stability of the Council although it only relates to the Revenue Support grant, which is a decreasing proportion of the Council's total financing requirement. This settlement will support delivery of the medium-term financial strategy agreed by Council in February 2016.

## 2.0 The financial challenge

- 2.1 Since 2010 the Council has seen significant year on year funding reductions with the Revenue Support grant falling from £10,150,000 in 2010/11 to £1,836,000 in 2016/17. Our medium-term financial forecast assumes further reductions over the next 3 years to £434,000 by 2019/20.
- 2.2 The medium-term financial strategy and forecast approved in February 2016 showed that savings of £8.3m were required over the four year period of this efficiency plan. Of this, £7.5m have been identified and work continues to deliver these savings. The table below shows the phasing and extent of the challenges faced.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Estimated income from traditional sources of funding (incl. Revenue Support grant, NNDR, Council tax)	(10,491)	(10,195)	(9,912)	(9,726)
Net expenditure	11,756	12,193	12,125	12,593
Savings identified	(1,029)	(2,026)	(2,236)	(2,236)
Forecast (surplus)/deficit	236	(28)	(23)	631
Total savings required	1,265	1,998	2,213	2,867

- 2.3 The level of reserves at the start of 2016/17 was £7.2m. This is expected to fall to £3m by the end of the year due to use of earmarked reserves for

property repairs, equipment replacement and financing of an increased provision for backdated business rate appeals.

### **3.0 The Council's Priorities**

- 3.1 Following a Local Government Association Peer Challenge in late 2013, a recommendation was made that Council sets out its strategic plans on a longer term basis. A four year Council Plan is one element of the Council's response to this, along with a revised medium-term financial strategy and plan, and strengthened transformation programme. These enable the Council to plan effectively for the financial and policy challenges it faces.
- 3.2 The Council Plan 2015 – 2019 defines the Council's vision, key priorities and aims, taking account of and responding to a wide range of evidence on the current "state of the borough". The plan provides focus and sets out a range of policy and service commitments that will require collective corporate effort from elected members and officers.
- 3.3 The Council's Vision is "Putting Our Communities First" and its key priorities:-
- To make Chesterfield a thriving borough
  - To improve the quality of life for local people
  - To provide value for money services
- 3.4 Underpinning the entire plan is the objective to become financially self-sufficient by 2020, so we can continue to deliver the facilities and services our communities need.

### **4.0 Responding to the challenge**

- 4.1 We have a proven track record of successfully responding to the financial pressures currently facing local government while maintaining quality public facilities and services with high satisfaction levels. We are continuing on our successful transformation journey and the following paragraphs highlight the activities we have already started and/or intend to progress during the course of the period 2015-2019.

### Great Place: Great Service (GP:GS) transformation programme

4.2 The GP:GS programme comprises four key strategies of Customer Service, ICT, Workforce and Asset Management and aims to transform and modernise facilities and service delivery. It is a ten year (2015 – 2025) transformation programme, which is being delivered through a range of workstreams including:

- Establishing solid foundations
- Smarter working
- Estate rationalisation
- Commercialisation
- Procurement
- Change readiness and change management

4.3 Over the ten year period, we estimate that the programme will generate £4.07 million of additional revenue income and £25 million plus of extra capital resources.

### Budget Action Plan

4.4 The Council has also developed a budget action plan, which is subject to regular review, and includes a range of efficiency saving activities:

- Cease and reduce - the Council's medium-term financial strategy promotes the view that resources should be re-directed or re-allocated to the Council's stated priorities. A range of services have therefore been identified for either complete cessation or reduction using lean thinking techniques to challenge traditional systems and processes and increase efficiency, enhance service delivery and drive cost savings. Recent reviews of CCTV, building cleaning, sustainability, arts development, community engagement and democratic services have produced significant savings for the General Fund.
- Implementing annual budget challenge sessions for all services
- Significantly reducing the size of the Council's senior management structure



- Introducing a voluntary redundancy / voluntary early retirement scheme (VR/VER)
- Executing a new pay and performance agreement
- Developing and delivering a commercialisation strategy
- Establishing an Invest to Save reserve to fund initiatives which will save money with a payback period of no more than three years
- Establishing a budget risk reserve to cover budget risks and to help finance the severance costs from staffing reductions arising from implementation of the VR/VER scheme and wider transformation programme
- Accelerating the sale of surplus assets to provide capital receipts to offset the need for prudential borrowing and fund the GP:GS transformation programme
- Review of major contracts to achieve economies of scale – we are actively looking at the possibility of jointly re-procuring the Waste Collection and Recycling contract with neighbouring authorities.
- Shared services – we are currently leading on the establishment of a Derbyshire-wide building control service and exploring other shared services opportunities with Derbyshire and Sheffield City Region authorities.

#### Growing our economic base

- 4.5 The Council sees the economic development of the borough as a major contributory factor to balancing the books. There are a number of schemes currently being delivered, which will create hundreds of new jobs, increase housing provision and deliver new retail, commercial and leisure opportunities.
- 4.6 Major schemes include the redevelopment of an area of Chesterfield town centre to include a new hotel, restaurants and small business units (Northern Gateway), the opening of a £400 million tourism destination resort on the edge of the borough (Peak Resort), and the £340 million development of an area of derelict industrial land, which will provide

substantial numbers of new housing units, alongside retail and commercial opportunities (Waterside).

- 4.7 These economic development activities have been partly funded by Sheffield City Region, with the Council looking to achieve full constituent membership of the Sheffield City Region Mayoral Combined Authority and access to the full benefits of the devolution deal agreed with Government from May 2017. While the above activities have a clear and positive economic impact for the Borough and its communities, they also have the potential to make a significant contribution in terms of alleviating the financial pressures we face by increasing our council tax base, generating additional new homes bonus receipts and growing our share of business rates income.

#### Funding Certainty

- 4.8 Our plans for investment in economic development activities are medium to long term and therefore certainty around central government funding over the next four years is critical to our ability to commit and invest in such activities; activities that do not deliver immediate savings but which will help us to achieve our target of financial self-sufficiency by 2020.

#### Use of Reserves

- 4.9 We have recently reviewed our levels of reserves and are predicting that they will be close to £4 million by 2019/20. This is considered adequate given the Council's known investment needs and the risks we face, but reserves can only be used once. The focus must therefore continue to be on managing the Council's base budget by reducing expenditure and increasing income.
- 4.10 Our policy on the use of reserves is to use earmarked reserves for their intended purpose with surplus reserves used for investment in the Council's priorities and/or the GP:GS transformation programme.

## **5.0 Risks & Uncertainties**

- 5.1 The Council’s Annual Governance Statement and Risk Management Strategy both highlight our ability to deliver the savings and income required to achieve a balanced year on year budget as a key risk for the authority.
- 5.2 This risk is compounded by a number of external factors that are beyond our influence, but which will potentially have a significant impact on our traditional sources of funding:

Risk	Issues
Volatility of business rates	<ul style="list-style-type: none"> <li>• Resetting of Business Rates baseline</li> <li>• Uncertainty of outcomes of Business Rates appeals and impact on revenue</li> </ul>
New Homes Bonus	<ul style="list-style-type: none"> <li>• 100% currently utilised to fund services</li> <li>• Government have indicated that scheme will be subject to change but have given no indication of scale or timing</li> </ul>
Leaving European Union	<ul style="list-style-type: none"> <li>• Uncertainty around economic growth with consequent impact on major income streams for authority such as planning fees/commercial rents etc.</li> <li>• Impact on investment returns</li> </ul>

## **6.0 Governance & Monitoring**

- 6.1 This Efficiency Plan will be monitored and reviewed throughout the financial year as part of our financial reporting arrangements. These arrangements include budget challenge sessions at monthly meetings of the Council’s Cabinet and Corporate Management Team, quarterly reporting of the Council’s latest budget position to meetings of the Cabinet and Overview and Performance Scrutiny Forum, and the annual cycle of Council meetings to set the council tax and approve the budget estimates for future financial years.
- 6.2 The GP:GS executive board, which is made up of elected members, senior officers, trade union representatives and senior staff from our public/private partnership delivery partners, also meets monthly to monitor progress against the key transformation programme objectives and to ensure that



any actions required to keep projects on track are properly resourced and undertaken.

## **7.0 Conclusion**

7.1 Chesterfield Borough Council already operates on a four year strategic planning horizon. The Council Plan 2015-19 sets out the Council's vision, strategic priorities and key policy and service commitments. Plan delivery is, however, contingent on the quality of construct of the Council's medium-term financial strategy and plan and our ability to align sustainable budgetary provision to the commitments made. As is referenced above, the Council is well placed through the GP:GS transformation programme and other agreed measures to deliver the savings required to achieve a balanced budget over the period 2015-19 and beyond; and from 2020 to move to a position of financial self-sufficiency. Nonetheless having surety of Revenue Support grant allocations for the period 2016/17 to 2019/20 would be a welcome constant at this point in time and we therefore respectfully ask that the Government affords Chesterfield Borough Council a four year funding settlement in response to our submission of this Efficiency Plan.

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## **For publication**

### **Local Council Tax Support Scheme 2017/18**

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Meeting: Council

Date: 14<sup>th</sup> December 2016

Report by: Director of Finance & Resources

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#### **1.0 Purpose of report**

1.1 To gain approval for the Local Council Tax Support (LCTS) scheme to apply in 2017/18.

#### **2.0 Recommendations**

2.1 That Council agrees to continue with the current Local Council Tax Support scheme for 2017-18. The scheme is based on The Council Tax Reduction Scheme England Regulations 2012 amended to reflect the following local decisions concerning the key principles of the scheme:

- For those of working age the maximum amount of Council Tax that will be eligible for reduction is 91.5% of their full Council Tax Liability.
- The Council continues its policy of disregarding war pensions for the purposes of calculating income in respect of the Local Council Tax Support scheme.
- The 'taper', i.e. the rate at which support is withdrawn as income increases be maintained at 20%.

2.2 That the Director of Finance and Resources be granted delegated powers to update the 2017/18 scheme to reflect such up-ratings of

premiums, allowances and non-dependent deductions as may be determined by the Department of Work and Pensions, and for other minor technical changes which may be required.

- 2.3 That the current local council tax discounts, which were originally implemented in 2013/14, be continued (para. 3.4).

### **3.0 Background**

- 3.1 Prior to April 2013 central government funded the actual cost of the Council Tax Benefit scheme (CTB). In the 2010 Spending Review the Government announced its intention to introduce a Localised Council Tax Support Scheme (LCTSS) from April 2013 to replace the national CTB scheme.

- 3.2 As part of a wider package of public expenditure reductions and reforms to the welfare benefit system the proposals were required to deliver a 10% reduction in expenditure. The Council implemented a local scheme in respect of 2013/14 which required property occupiers of working age to pay at least the first 8.5% of the Council Tax liability for their property. Those of pensionable age continued to receive up to 100% support.

- 3.3 Under the localised arrangements local councils were required to manage the 10% reduction in Government support and in future years to absorb the burden of any additional funding required should caseloads and costs increase. These additional financial costs are shared between the precepting authorities through the mechanisms of the Collection Fund, which based on the 2016/17 precepts gives the following shares: Derbyshire County Council (73.9%), the Borough Council (9.5%), the Police Authority (11.2%), Fire and Civil Defence (4.5%) and the Parish Councils (0.9%).

- 3.4 To help mitigate the 10% funding reduction, the Council agreed a number of changes to other Council Tax discounts and exemptions from April 2013. The changes included:

- A local discount of 100% for vacant properties, which would previously have qualified for an exemption under class C, for periods of up to three months. A three month discount (reduced from six months) was agreed to avoid having to collect small amounts of debt which would arise as residents

sold or moved property. In a situation where a property becomes occupied or furnished for a period of 6 weeks or less it will only be eligible to receive discount for any of the original three month period which remains.

- A local discount of 100% for properties which are uninhabitable due to them requiring or undergoing major structural repairs or alterations that would have previously qualified for exemption under class A for a period of up to 12 months was also agreed. While this exemption is unchanged it has now become a locally determined discount.
- Removal of the residual 10% discount for second homes.
- A 150% charge for property empty for more than 2 years.

3.4 This report and its recommendations are due to be considered by Cabinet at its meeting on 13 December, 2016.

#### **4.0 Previous Years' Schemes**

4.1 The key statistics to note include:

- The number of working age people receiving support has reduced from 6,438 on 1<sup>st</sup> April 2013 to 5,996 as at 28<sup>th</sup> November 2016; a reduction of 442 or 6.9%.
- The number of pensioners receiving support has reduced from 5,342 on 1<sup>st</sup> April 2013 to 4,324 as at 28<sup>th</sup> November 2016; a reduction of 1018 or 19.1%.
- The number of households receiving support has reduced from 13,925 in 2013/14 to 10,320 in 2015/16 (to date); a reduction of 3,605 or 25%.
- The value of the support given has reduced from £8.24m in 2013/14 to £7.98m in 2016-17 to date; a reduction of £256k or 3%.
- The collection rate for the element of tax that is payable by those who previously received 100% Council Tax Benefit was 71% for 2013/14, 80% for 2014/15, 85% for 2015/16 and 67% to date for 2016/17.

4.2 The collection rates achieved to date, whilst in excess of the 67% collection rate forecast originally assumed when the local scheme

was first introduced, is nevertheless well below the rate for the other Council Tax payers of above 97%.

## **5.0 Proposed Scheme for 2017/18**

- 5.1 Welfare Reform changes to the benefits and tax credits people can receive continues. There is a three year freeze on working age benefit increases. Because the allowances and premiums used to assess Council Tax Support for working age claimants mirror those in Housing Benefit, this freeze applies to working aged Council Tax Support recipients also. There is also the extension of the benefit cap to more households as the total amount of benefit income (excluding CTS) has reduced from 7<sup>th</sup> November. This means that currently 80 households in Chesterfield are subject to Housing Benefit restrictions compared to 12 cases before the 7<sup>th</sup> November. The Implication on Council Tax Support expenditure of other benefit reductions is being monitored. It is difficult to forecast what the financial impact on the CTSS would be and what mitigating actions might be required.
- 5.2 If the Council plan to make any significant changes to the scheme there is a legal duty to consult stakeholders and to undertake an equalities impact assessment, an exercise that would take a few months to do properly. In view of these uncertainties and constraints it is proposed to leave the scheme unchanged for 2017/18.
- 5.3 The experience of the schemes in previous years has also been a key consideration in arriving at the recommendation to continue with the current scheme for 2017-18. The collection rate at 31<sup>st</sup> March 2016 at 85% has surpassed our initial forecast of 67% when the scheme was first introduced. If the minimum contribution rate is increased above the current 8.5% level the contributions would inevitably become more difficult to collect and could become uneconomic to recover.
- 5.4 The operation of the scheme depends upon the premiums, allowances and non-dependent deductions for the elderly being uprated in accordance with figures provided by the Department for Work and Pensions. For working age claimants, the premiums and allowances are uprated in accordance with those provided by the DWP for Housing Benefits and the non-dependent deductions are

the same as those for elderly cases. It is recommended that delegated powers are granted to the Director of Finance and Resource to amend the 2017/18 local scheme with the relevant details. In addition to these specific delegations it is considered appropriate that the delegation should be extended to cover other minor technical changes where amendment of the scheme may be necessary during the course of the financial year in order to ensure that the local scheme reflects accepted practice and DWP guidance.

- 5.5 Given the continued financial pressures on the Council's finances it is also recommended that the Council Tax Discounts and Exemptions outlined in paragraph 3.4 be maintained at their current levels. While these measures do create an added financial burden for the tax payers affected they do, nevertheless, act as incentives to bring property into use.
- 5.6 The Council will continue to work with individuals and the local advice agencies to ensure that those experiencing difficulties paying will receive appropriate advice and support.
- 5.7 The impact of the welfare, tax and living wage changes will be monitored throughout 2017-18 to enable a review of the options in good time for setting the scheme for 2018-19.

## **6.0 Financial Considerations**

- 6.1 Local Council Tax Support will be calculated using 91.5% of the Council Tax liability, leaving residents of working age to pay a minimum of 8.5% themselves. Assuming they were living in a Band A property then the Council Tax Liability would be in the region of £88.59 per annum (£1,042.21 x 8.5%) for a couple or £66.44 per annum (£88.59 less 25% discount) for a single person, before any award of CTS. Those of pensionable age will be eligible for CTS of up to 100% of their council tax liability.
- 6.2 Continuing with an 8.5% minimum contribution rate will mean that part of the cost of the Local Scheme will fall upon the Council, rather than being passed on to those of working age. A key factor in this decision has been that if the full cost of the reduction in Central Government support were passed on to claimants the amount due may well become uncollectable. On

the basis of evidence to date a Council Tax liability of 8.5% for those of working age is a collectable amount in most cases, with a recorded collection rate of 85% in previous financial years.

- 6.3 If Council adopts the recommended approach then the income that will be generated from charging a minimum of 8.5% Council Tax to those of working age on benefits is estimated to be some £510k after an assumed non-collection rate of 15%. The income will be shared amongst the precepting authorities.
- 6.4 It is not possible to quantify precisely what the LCTSS costs because the major element of funding, Government grant, is no longer separately identified but is now combined into the overall Funding Settlement. The Settlement Funding amount continues to reduce each year as part of the Government's austerity measures. In the first year of the scheme (2013/14), when the funding was separately identified, it was estimated that the net cost of the scheme, after Government funding, was £1.1m. Of the £1.1m, it was estimated that the changes to other discounts and the requirement to pay the first 8.5% would reduce the net cost down to £0.4m which was then to be shared amongst the precepting authorities through the mechanics of the Collection Fund. It should also be noted that as case load decreases, which has happened each year since 2013/14, this will increase the Tax Base and increase the overall tax raising capacity. It is estimated that by 2016/17, 584 Band 'D' equivalent properties will have been added to the Tax Base since the first year of the CTSS (2013/14), potentially generating over £0.8m additional income to the Collection Fund.
- 6.5 In 2013/14, £66k of the CTS funding which the Council received was earmarked as relating to the parish councils and this amount was paid over to the parishes. In setting the Budget it was agreed that the parish funding would be phased out over a period of ten years to reflect the fact that the Council's funding was being reduced.

## **7.0 Legal and data protection implications**



- 7.1 Sections 9 to 12 of the Local Government Finance 2012 give the Council the necessary legal powers to implement the proposals made in this report regarding the Local Council Tax Support Scheme and other Council Tax discounts.
- 7.2 The Council Tax Support Scheme will need to be adopted by 31<sup>st</sup> January each year and will be required to meet the requirements as set out by legislation.
- 7.3 The Local Council Tax Support Scheme and changes to council tax discounts must be advertised within 21 days of the decision to adopt them being made.

## 8.0 Equalities Issues

8.1 Council tax support is intended to provide financial support to some of the most vulnerable groups in society. The Government has already given a commitment to protect those of state pension age but does not intend to prescribe in statute which other vulnerable groups must be protected. Instead, local authorities are expected to take into account existing duties in relation to vulnerable groups in designing their schemes. The following duties must therefore be considered:

- The public sector Equality Duty;
- The duty to mitigate the effects of child poverty; and
- The duty to prevent homelessness.

A full Equalities Impact Assessment (EIA) was prepared prior to the implementation of the original scheme in 2013/14 and this was reported to the Council as part of the process of adopting the scheme.

## 9.0 Risk management

9.1 The key risks are summarised in the table below:

Description of Risk			Mitigating Actions	Residual	
	Impact	Likelihood		Impact	Likelihood
Government funding is fixed but demand	High	Possible	Prudent assumptions	Medium	Possible

<p>for support could increase from:</p> <ul style="list-style-type: none"> <li>• Pensioners as the stigma of 'benefit' removed.</li> <li>• Job shock in the local economy eg major employer goes out of business.</li> <li>• Pensioners because they are living longer</li> <li>• Other welfare reforms affect the incomes of those in receipt</li> <li>• Higher levels of Council Tax required to achieve a balanced budget</li> </ul>			about take-up.		
<p>Reduced demand for support from:</p> <ul style="list-style-type: none"> <li>• Working age claimants as the economy recovers and more people move into work;</li> <li>• Declining pensioner caseloads.</li> </ul>	Medium	Possible	Monitor trends	Medium	Likely
<p>Difficulties in collecting the amounts due.</p>	Medium	Definite	<p>Flexible recovery procedures.</p> <p>Spread the risk by funding the grant cut from a variety of measures.</p>	Medium	Likely
<p>Tax avoidance</p>	Medium	Possible	<p>Rigorous and adequately resourced validation and recovery procedures.</p>	Low	Possible

## 10.0 Recommendations

10.1 That Council agrees to continue with the current Local Council Tax Support scheme for 2017-18. The scheme is based on The Council Tax Reduction Scheme England Regulations 2012 amended to reflect the following local decisions concerning the key principles of the scheme:

- For those of working age the maximum amount of the Local Council Tax that will be eligible for reduction is 91.5% of their full Council Tax Liability.
- The Council continues its policy of disregarding war pensions for the purposes of calculating income in respect of the Council Tax Support scheme.
- The 'taper', i.e. the rate at which support is withdrawn as income increases be maintained at 20%.

10.2 That the Director of Finance and Resources be granted delegated powers to update the 2017/18 scheme to reflect such up-ratings of premiums, allowances and non-dependent deductions as may be determined by the Department of Work and Pensions, and for other minor technical changes which may be required.

10.3 That the current local council tax discounts, which were originally implemented in 2013/14, be continued (para. 3.4).

## **11.0 Reasons for recommendations**

11.1 To ensure that the Council is able to continue to operate a localised scheme providing council tax support from April 2017.

### **Decision information**

<b>Key decision number</b>	<b>687</b>
<b>Wards affected</b>	<b>All</b>
<b>Links to Council Plan priorities</b>	To provide value for money services.

### **Document information**

<b>Report author</b>	<b>Contact number/email</b>
----------------------	-----------------------------

Helen Fox	01246 345452 helen.fox@chesterfield.gov.uk
<b>Background documents</b> These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>None</i>	

## COUNCIL MEETING – 14 DECEMBER 2016 MINUTES OF COMMITTEE MEETINGS

These Minutes are of Committee meetings taken under delegated powers since the last meeting of Council. The Minutes are for information only and there will be no questions or discussion on the Minutes at the Council meeting.

Please click on the links below to view the Minutes you want to read.

<b>Appeals and Regulatory Committee</b>	<a href="#">12 October</a> <a href="#">19 October</a> <a href="#">2 November</a> <a href="#">2 November (Full Committee)</a> <a href="#">30 November</a> <a href="#">30 November (Full Committee)</a>
<b>Licensing Committee</b>	<a href="#">5 October</a> <a href="#">16 November</a> <a href="#">30 November</a>
<b>Planning Committee</b>	<a href="#">10 October</a> <a href="#">31 October</a> <a href="#">21 November</a>
<b>Standards and Audit Committee</b>	<a href="#">21 September</a>

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## CABINET

**Tuesday, 4th October, 2016**

Present:-

Councillor Burrows (Chair)

Councillors T Gilby  
T Murphy  
Blank

Councillors Huckle  
Serjeant  
A Diouf

Non Voting Bagley  
Members J Innes  
Brown

Hollingworth  
Wall

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**72 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Ludlow.

**73 MINUTES**

**RESOLVED –**

That the minutes of the meeting of Cabinet held on 20 September, 2016 be approved as a correct record and signed by the Chair.

**74 FORWARD PLAN**

The Forward Plan for the four month period October, 2016 to January, 2017 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

**75** **DELEGATION REPORT**

Decisions taken by Cabinet Members during July and August were reported.

**\*RESOLVED –**

That the Delegation Report be noted.

**76** **CONSULTATION RESPONSE TO DERBYSHIRE CLINICAL COMMISSIONING GROUPS 21C JOINED UP CARE CONSULTATION**

The Health and Wellbeing Manager submitted a report to inform members of the key aspects of the current consultation by the North Derbyshire Clinical Commissioning Group on new ways of delivering health services for older people under the umbrella of 21C #JoinedUpCare, and to seek approval for the formal submission of comments in response to this consultation.

The North Derbyshire Clinical Commissioning Group had published a consultation document entitled Better Care Closer to Home under the umbrella of 21C#JoinedUpCare. The report noted that the 21C#JoinedUpCare programme aimed to find new ways of delivering health care services in order to both improve services and to use public money in the most effective way. The report outlined the proposals included in the consultation document and detailed how these services could potentially be delivered in future across Derbyshire with regard to Community Hospitals and other community based services.

The proposed response to the consultation proposals from Chesterfield Borough Council was included as an appendix to the officer's report. Members noted the contents of the report but did express concern at the lack of detail surrounding some of the proposed changes to service provision of inpatient care and care for people with dementia provided in the consultation document.

**\*RESOLVED –**

1. That the report be noted.
2. That the comments outlined at Appendix A of the officer's report be formally submitted to the North Derbyshire Clinical Commissioning



Group, subject to the addition of the further suggested paragraph and the strengthening of other specified paragraphs to fully reflect Cabinet's concerns and observations.

## **REASON FOR DECISIONS**

To provide comment and feedback in response to the North Derbyshire Clinical Commissioning Group consultation on 21C #JoinedUpCare to ensure the views of Chesterfield Borough Council are taken into account in future delivery of health services for older people.

## **77 UPDATE ON GENERAL FUND CAPITAL PROGRAMME**

The Acting Chief Finance Officer submitted a report to provide members with an update on the General Fund Capital Programme. The Capital Programme for 2016/17 had been approved as part of the budget setting process in February 2016 and included two major capital schemes, the new Queens Park Sports Centre and the Waterside scheme.

The report provided details on the progress of current major capital schemes including the new Queen's Park Sports Centre as well as the demolition of the old centre, along with details of new schemes which had recently been approved and that required inclusion in the capital programme. The report also gave information on the financing of the schemes and details of capital receipts for the current year, as well as forecasts of receipts for subsequent years.

A prioritised list of capital schemes to go on a waiting list, pending the availability of capital receipts was also provided for information.

### **\*RESOLVED –**

That it be recommended to Full Council for approval that:

1. The updated General Fund Capital Programme expenditure and financing, including provision for the demolition of Queens Park Sports Centre, and increased spending on Disabled Facilities Grants be approved.
2. The new capital schemes, as detailed at paragraph 6.1 of the officer's report, be added to the Capital Programme.

3. The prioritised list of “waiting list” schemes be noted pending the availability of additional capital receipts.

### **REASON FOR DECISIONS**

To update the Council’s General Fund Capital Programme and ensure that it is affordable and deliverable over the medium term.

**CABINET****Tuesday, 1st November, 2016**

Present:-

Councillor Burrows (Chair)

Councillors T Gilby  
T Murphy  
BlankCouncillors Huckle  
Ludlow  
A DioufNon Voting Members Bagley  
J Innes  
BrownHollingworth  
Wall

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**79 APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Serjeant.

**80 MINUTES****RESOLVED –**

That the minutes of the meeting of Cabinet held on 4 October, 2016 be approved as a correct record and signed by the Chair.

**81 FORWARD PLAN**

The Forward Plan for the four month period 1 November, 2016 to 28 February, 2017 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

**82**      **DELEGATION REPORT**

Decisions taken by Cabinet Members during September and October, 2016 were reported.

**\*RESOLVED –**

That the Delegation Report be noted.

**83**      **APPROVAL OF A CORPORATE CONCESSIONS POLICY**

The Policy and Communications Manager submitted a report recommending for approval a Corporate Concessions Policy for the Council. The proposed Corporate Concessions Policy had been developed as a result of the recommendations made by an Overview and Performance Scrutiny Forum project group report which had examined how Chesterfield Borough Council offered concessions on fees and charges made on chargeable services.

The review had looked at the consistency, fairness and objectives in the provision and application of concessions across council services. On 12 January, 2016 Cabinet had approved in principle all of the recommendations of the scrutiny project group report, but with the caveat that before the implementation of any of the resolutions that could have a financial implication for the Council, further investigation on the impact should be carried out by officers and brought to Cabinet for consideration.

The scrutiny report had also recommended that a member and officer working group be established to further look at how the council offered concessions with the objective of developing a corporate policy on concessions. The working group had undertaken further research into how concessions were offered by the council and along with considerations regarding best practice, scrutiny recommendations and officer experience, a proposed corporate concessions policy has been developed.

The proposed Corporate Concessions Policy had been formulated to ensure that a consistent approach was taken to how concessions were implemented within discretionary services across the council, but while also retaining the flexibility for individual services to achieve the Council's

social and legal obligations, as well as allowing it to meet its commercial needs.

The full proposed Corporate Concessions Policy was attached as an appendix to the officer's report.

**\*RESOLVED –**

1. That the corporate concessions policy be approved and implemented for 2017/18.
2. That the Deputy Leader be delegated authority to approve minor concessions policy amendments between formal review periods.
3. That a full review of the corporate concessions policy takes place after two years of its implementation.

**REASON FOR DECISIONS**

To ensure a consistent approach to concessions within discretionary services while retaining the flexibility needed to achieve the Council's social and legal obligations, as well as its commercial needs.

**84 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC**

**RESOLVED –**

That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following item of business on the grounds it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972.

**85 INCREASING HOUSING STOCK**

The Housing Manager submitted a report seeking approval for the implementation of new methods of delivering additional council properties

and other housing tenures in Chesterfield, and to seek permission to make alterations to the Housing Acquisitions Policy in order for the council to better meet housing needs in the borough.

The report noted that housing delivery in Chesterfield had been well below Local Plan targets for many years, with a range of national and local factors creating the low delivery of housing supply which had in turn affected income to the council in the form of New Homes Bonus and Council Tax. In order to address these problems the Housing Service had identified several options to help meet demand for new council and affordable housing, as well as to increase the supply of private housing in Chesterfield

The Housing Manager outlined the proposed actions to promote increased housing supply in Chesterfield, including:

- Developing a partnership with a Registered Provider in order to develop social housing on council owned land which could not be provided by the council independently.
- Making amendments to the Strategic Acquisitions Policy to allow for more properties to be purchased and put back into use to meet the needs of larger families,
- That in areas with a high supply of social and affordable properties instead of requiring private developers to have a percentage of affordable housing to instead request a sum of money is commuted to allow small infill plots and under used garage sites in these areas to be developed.
- Conducting a review the council's garage plot sites across the borough which were under used and in poor condition, in order to look at their potential for housing development.

The report also contained details on the legal, financial and equalities implications of the proposals.

**\*RESOLVED –**

1. That Housing Revenue Account land, Right-to-Buy receipts and Section 106 monies for affordable housing be used to deliver a larger development programme of new Council Housing in

partnership with Registered Providers, commencing with the redevelopment of the former Brockwell Court site with Great Places Housing Group.

2. That the purchase and refurbishment cost limit on former Right-to-Buy properties and property acquisitions be increased from £90,000 to £150,000.
3. That Commuted Sums, generated from development on sites where additional onsite delivery is not required, be utilised to fund the development of small infill sites on Council estates to deliver new Council Housing units.
4. That a further report be brought to Cabinet with a proposed programme of disposal, development and refurbishment of Housing Revenue Account plot garage sites across the Borough to deliver new affordable and market houses.

## **REASONS FOR DECISIONS**

To manage the Council's Housing assets effectively and to support the Housing Capital Investment Programme.

To contribute to the Council's Priorities - 'to improve the quality of life for local people' and 'to provide value for money services'.

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**CABINET****Tuesday, 15th November, 2016**

Present:-

Councillor Burrows (Chair)

Councillors T Gilby  
T Murphy  
Blank  
Huckle

Councillors Ludlow  
Serjeant  
A Diouf

Non Voting Bagley  
Members J Innes  
Brown

Hollingworth  
Wall

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**87 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**88 MINUTES****RESOLVED –**

That the minutes of the meeting of Cabinet held on 1 November, 2016 be approved as a correct record and signed by the Chair.

**89 FORWARD PLAN**

The Forward Plan for the four month period 1 December, 2016 to 31 March, 2017 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

90 **GENERAL FUND REVENUE AND CAPITAL BUDGET MONITORING REPORT AND UPDATED MEDIUM TERM FINANCIAL FORECAST - SECOND QUARTER 2015/16**

The Director of Finance and Resources submitted a report outlining the budget position at the end of the second quarter, covering the General Fund Revenue account, the General Fund Capital account, the Housing Revenue account as well as the Housing Capital Programme.

The Director of Finance and Resources noted that the medium term financial outlook would continue to be challenging, and that in order to obtain some certainty and stability for the council's finances the offer from the Department for Communities and Local Government to apply for a four year funding settlement had been taken up, and as a condition of doing so the council had submitted an Efficiency Plan to the department on 14 October 2016. The report noted that the council had started 2016/17 with a forecast deficit of £236,000 after £1,029,000 of projected savings, but that by the end of the second quarter, taking into account adjustments to the savings target as well as other variances, there was a revised deficit forecast of £326,000. A table providing a summary of the key variances from the original was included in the report. The report also included an update on the position regarding capital receipts as well as details of the various reserves, including the General Working Balance, Budget Risk Reserve and Invest to Save Reserve maintained by the council.

The report noted that the council continued to face major financial challenges in the years ahead. It was noted that the current years' deficit could be reduced by tight budgetary control throughout the remainder of the year, and that any residual deficit could be met from reserves. The Director of Finance and Resources noted however that the use of reserves was not a sustainable solution and that the focus should be on providing longer term solutions. It was also noted that attention should to be maintained on the medium term where the scale of the forecast deficits was such that some significant budgetary savings would need to be considered and implemented.

**\*RESOLVED –**

1. That the financial performance in the first half of the financial year and the new medium term forecast be noted.
2. That the efficiency plan submitted to the Department for Communities and Local Government be noted.
3. That the proposed use of reserves, as set out in section 6 of the officer's report be noted.
4. That the changes to the Housing Revenue Account budget, as set out in section 8 of the officer's report be noted.
5. That the budget preparation guidelines, as set out at paragraph 9.1 of the officer's report be supported.
6. That the revised approach to budget consultation, as set out at paragraph 9.3 of the officer's report be supported.
7. That the officer's report and its recommendations be referred to full Council for their consideration and approval.

**REASON FOR DECISIONS**

To monitor the Council's finances.

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**CABINET****Tuesday, 29th November, 2016**

Present:-

Councillor Burrows (Chair)

Councillors T Gilby  
T Murphy  
Blank  
Huckle

Councillors Ludlow  
Serjeant  
A Diouf

Non Voting Members Bagley  
J Innes  
Brown

Hollingworth  
Wall

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**92 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**93 MINUTES****RESOLVED –**

That the minutes of the meeting of Cabinet held on 15 November, 2016 be approved as a correct record and signed by the Chair.

**94 FORWARD PLAN**

The Forward Plan for the four month period 1 December, 2016 to 31 March, 2017 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

**95 CIVIC ARRANGEMENTS 2017/18**

The Democratic Services Manager submitted a report to confirm arrangements for the civic year 2017/18 in respect of the election of the Deputy Mayor, the Annual Council Meeting and Civic Dinner, and Civic Service.

The report noted that each year the Council is asked to confirm its civic arrangements for the forthcoming municipal year, namely the appointment of Deputy Mayor, the date of the Annual Council meeting to elect the Mayor and Deputy Mayor and the associated civic events. The appointment of Deputy Mayor as Vice Chairman of the Council is a statutory appointment under Part 1 of the Local Government Act 1972. In the case of a Borough Council the Vice Chairman is entitled to use the title of Deputy Mayor.

**RESOLVED –**

1. That it be recommended to Council that Councillor Stuart Britain be invited to become Deputy Mayor of the Borough for 2017/18.
- \*2. That it be noted that the Annual Council meeting will be held on Wednesday 10 May 2017, followed by a civic reception at the Winding Wheel.
- \*3. That it be noted that the Annual Civic Service and Procession will be held on Saturday 13 May 2017.

**REASON FOR DECISIONS**

To enable the Council to confirm civic arrangements for 2017/18

**96 VENUES FEES AND CHARGES 2017/18**

The Arts and Venues Manager submitted proposals for the levels of fees and charges to be levied for lettings at the Pomegranate Theatre, the Winding Wheel, the Assembly Rooms in the Market Hall and Hasland Village Hall for 2017/18.

The report provided details of the charges currently applied to different categories of hirers at the two main cultural venues, and set out proposed increases. It also included details of charges and proposed increases at the Market Hall Assembly Rooms and Hasland Village Hall.

Following a review in 2011 the Council had implemented an improvement programme for the venues with the key aims of integrating the operation of the venues, improving the arts and cultural offer and reducing the overall subsidy to the Council tax payer. It was noted that the review had contributed in part to the reductions in subsidy required by the venues, with savings in net controllable costs of £282,000 being achieved compared to the 2011/12 outturn.

The report recommended that after no increases in charges in 2016/17 for the Pomegranate Theatre and the Winding Wheel, there should now be an increase in the hire rates charged for the two venues in order that the net operational costs of running the venues could continue to be reduced. It was also recommended that the charges for the Assembly Rooms at the Market Hall as well as for Hasland Village Hall should be increased.

The option of introducing a significantly greater increase to the charges was ruled out as there would have been a risk of losing potential hirers. Another option of leaving the charges unchanged was also ruled out as increases in the charges were still required to develop a sustainable business plan for the Venues.

**\*RESOLVED –**

1. That an average increase of 5% be levied on the theatre hire charges for the Pomegranate Theatre, as detailed at Appendix A of the officer's report, from 1 April 2017.
2. That an average increase of 4% be levied on the room hire charges at the Winding Wheel, as detailed at Appendix B of the officer's report, from 1 April 2017.
3. That an average increase of 3.5% be levied on all equipment hire charges at the Winding Wheel, as detailed at Appendix B of the officer's report, from 1 April 2017.

4. That an average increase of 4.5% be levied on professional companies and commercial use at the Winding Wheel from, as detailed at Appendix C of the officer's report, from 1 April 2017.
5. That an average increase of 3.5% be levied on all room hire charges at the Assembly Rooms in the Market Hall, as detailed at Appendix D of the officer's report, from 1 April 2017.
6. That an average increase of 3.5% be levied on all current room hire charges at Hasland Village Hall, as detailed at Appendix E of the officer's report, from 1 April 2017.
7. That the new Council Concessions Policy be applied to cultural venues fees and charges, where applicable, from 1 April 2017.
8. That the booking fee for tickets be increased to £1 per ticket from 1 May 2017.

## **REASON FOR DECISIONS**

To make further progress towards a sustainable financial position for the venues.

## **97 ENVIRONMENTAL HEALTH FEES AND CHARGES 2017-18**

The Senior Environmental Health Officer submitted a report recommending for approval proposed fees and charges for various environmental health functions, including Pest Control, Dog Control and Fixed Penalty Levels, for 2017/18. The proposed fees and charges were outlined at Appendix A of the officer's report.

The fees and charges proposals had taken into account:

- the general principles that govern the Council's approach to charging;
- the demand for, and income received from these services, especially since the introduction of a charge in April 2014 for treatment of pests posing a significant public health risk;
- a comparison of fees and charges made by other authorities in Derbyshire;



- the councils corporate concessions policy.

**\*RESOLVED –**

1. That the fees and charges for Environmental Health Services, including concessionary rates (where applicable), as detailed at Appendix A of the officer's report be approved and implemented from 1st April 2017.
2. That the Senior Environmental Health Officer be granted discretion to offer reduced charges for micro-chipping of dogs at promotional events and during campaigns.
3. That the Senior Environmental Health Officer be granted discretion to offer an alternative enforcement option for fly-tipping offences, where appropriate in place of issuing a fixed penalty notice.
4. That when developed, the Pest Control Business Plan be given full consideration by Cabinet.

**REASON FOR DECISIONS**

To set the environmental health fees and charges for 2017/18.

**98 SHEFFIELD CITY REGION SOCIAL HOUSING COMPACT**

The Housing Manager submitted a report seeking approval for Chesterfield Borough Council to sign up to the Sheffield City Region Social Housing Compact.

In January 2016 a seminar had been held to bring local authorities, ALMO's, Housing Associations and the Homes and Communities Agency together in order to discuss how all parties could continue to work together in order to increase new housing supply in the Sheffield City Region. This seminar had resulted in the formation of a steering group to develop a Social Housing Compact for the Sheffield City Region. The report noted that the objectives of the Compact included:

- Creating a common purpose for local authorities, ALMO's and Housing Associations providing and managing social and affordable housing in the Sheffield City Region;

- Providing an effective mechanism for engagement with the Local Enterprise Partnership, Sheffield City Region Combined Authority and the Homes and Communities Agency.
- Complementing the work of key housing organisations involved in affordable housing policy issues and avoiding duplication by focusing on issues specific to the Sheffield City Region;
- Enhancing and increasing opportunities for joint working, shared services, joint procurement and bidding for external resources.

The Housing Manager also noted that Compact had an action plan that showed how its objectives would be taken forward and measured.

**\*RESOLVED –**

1. That Chesterfield Borough Council signs up to the Sheffield City Region Housing Compact.
2. That the Cabinet Member for Housing be delegated responsibility to sign the Social Housing Compact on behalf of Chesterfield Borough Council.

**REASONS FOR DECISIONS**

To help achieve the Council priorities:

- To improve the quality of life for local people.
- To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs.

**99 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC**

**RESOLVED –**

That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following item of business on the grounds it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972.

**100 SUPPORTED HOUSING CAPITAL INVESTMENT STRATEGY 2016 - 21**

The Housing Manager submitted a report recommending for approval and implementation the proposed Supported Housing Capital Investment Strategy, 2016 -2021.

The proposed Supported Housing Capital Investment Strategy, 2016-2021 had been written in order to address a series of challenges faced by the the council as a provider of supported housing, including the low demand for properties and the subsequent impact of this situation on the long term viability of the Housing Revenue Account Business Plan. The proposed strategy included a range of actions including;

- Internal and external refurbishment of some schemes
- Closure and demolition where appropriate
- Introduction of local lettings policies for supported accommodation
- Introduction of a marketing strategy specifically for supported accommodation
- An incentive scheme for people to 'downsize' and / or release general needs accommodation.

The report also sought Cabinet approval for the closure and demolition of Duewell Court at Barrow Hill. The report noted that due to the condition of the properties, the presence of asbestos and the subsequent difficulty of carrying out essential maintenance and fire safety work with the properties occupied by tenants; that the most cost effective solution and also the one best for the remaining residents would be to close and demolish Duewell Court. The remaining tenants would be offered the opportunity to transfer to alternative properties anywhere within the Borough, and would also be eligible for home loss and disturbance payments.

**\*RESOLVED –**

1. That the Supported Housing Capital Investment Strategy 2016 – 2021 be adopted and implemented.
2. That Duewell Court, Barrow Hill be closed and demolished, and that the Housing Manager be delegated authority to tender for, and appoint a demolition contractor.

3. That the Housing Manager be delegated authority to make offers of equivalent accommodation to the affected tenants of Duewell Court.
4. That the Housing Manager be delegated authority to make Home-loss Payments in line with statutory amounts and a disturbance payment to the displaced tenants of Duewell Court.
5. That a further report be brought to Cabinet following an appraisal of Aston Court and Mallard Court at Staveley and of Markham Court at Duckmanton.

### **REASON FOR DECISIONS**

To meet the Councils priority 'to improve the quality of life for local people' and objective 5 'To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs.

**CABINET****Tuesday, 6th December, 2016**

Present:-

Councillor Burrows (Chair)

Councillors T Gilby  
Blank  
HuckleCouncillors Ludlow  
A DioufNon Voting Members Bagley  
J Innes  
BrownHollingworth  
Wall

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**102 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors T Murphy and Serjeant.

**103 FORWARD PLAN**

The Forward Plan for the four month period December 2016 to January 2017 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

**104 TOWN HALL REFURBISHMENT**

The Customer, Commissioning and Change Manager submitted a report detailing proposed changes to the Town Hall refurbishment scheme and

to request that the proposed changes be supported and recommended to full Council for approval.

The Customer, Commissioning and Change Manager noted that the Town Hall refurbishment scheme was a key component of the council's Great Place: Great Service transformation programme and as an "invest to save" project would generate significant income for the council to use in protecting and improving front line service provision.

The report noted that much of the accommodation in Chesterfield Town Hall was currently being underutilised, and that the refurbishment project would ensure that the office space within the Town Hall would be used in the most effective and efficient way. These efficiencies and improvements would be created by opening up office space (within the constraints of the Town Hall being a listed building), updating furniture to create more work spaces, and improving ICT by introducing Wi-Fi and improved audio visual facilities. The project would also introduce and enable agile working for staff, freeing up additional desk space and providing improved meeting facilities in the Town Hall; which would in turn create additional income generation opportunities for the council. The Customer, Commissioning and Change Manager noted that these measures were critical in ensuring that the Council was able to balance its budget over the medium term and to continue deliver great services to residents of the borough.

The report contained information on the work that had been carried out so far with regard to asbestos containing materials within the Town Hall. The project plan had been revised to take into account the amount and nature of the asbestos that had found during investigative surveys, which had in turn increased both the budget required and the time required to complete the refurbishment. Information on the steps that would be taken to ensure the health and safety of staff and visitors to the Town Hall were also provided in the report. The Council's Operational Services Division would be commissioned to complete the building works for the refurbishment project. It was anticipated that the refurbishment works would be completed by December 2017.

The revised project would require a capital budget of £2,740,000, of which £850,000 had already been approved and included in the council's Capital Programme. It was proposed that the remainder of the budget should be funded through prudential borrowing and repaid from future capital receipts. The Customer, Commissioning and Change Manager advised that the Town Hall refurbishment scheme had been projected to

generate a minimum of £141,840 rental income from 2018/19, and a minimum of £240,840 rental income per year from 2020/21, the receipt of which would have a positive impact on the Council's revenue budget.

Cllr Diouf wished asked that his vote be recorded against the recommendations as he felt he had not been given adequate opportunity to ask questions regarding the report during the meeting.

**\*RESOLVED –**

That it be recommended to full Council:

1. That the Town Hall refurbishment scheme be amended to reflect the increased scope and extended timescales required for delivery.
2. That both the asbestos and building works are completed whilst Chesterfield Borough Council staff members remain in-situ within the Town Hall.
3. That the Capital Programme be updated to reflect the revised capital budget of £2,740,000.
4. That the Treasury indicators be updated to reflect that prudential borrowing of £2,091,000 be used to fund the increased capital costs of the scheme.
5. That the Service Improvement Reserve be used to fund £135,000 of additional associated revenue costs in 2016/2017.
6. That it be noted that the council's Operational Services Division is capable of recruiting the resources required to enable delivery of the building works programme within the cost model identified.
7. That it be noted that the scheme assumes a minimum £240,840 of income will be generated annually from 2020/21, which would then be able to be reinvested in the council's work to protect and improve front line services to the public.

**REASONS FOR DECISIONS**

The Council has a duty to manage asbestos safely and must therefore revise the Town Hall refurbishment plan to take account of this

requirement. In addition, the Council is able to maximise additional revenue income by increasing the scope of the scheme.



## JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 1st November, 2016

Present:-

Councillor Burrows (Chair)

Councillors	T Gilby Huckle T Murphy Ludlow J Innes	Councillors	Blank Elliott Simmons A Diouf
Non-Voting Members	Bagley Brown		Hollingworth Wall

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**20**     **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Davenport, Dickinson and Serjeant.

**21**     **MINUTES**

**RESOLVED –**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 26 July, 2016 be approved as a correct record and signed by the Chair.

**22**     **LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC**

**RESOLVED –**

That under Regulation 21 (1)(b) of the Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the following Paragraphs of Part 1 of Schedule 12A to the Local Government Act 1972 – Paragraphs 1 and 4, on the grounds that it contained information relating to individuals and to consultations or negotiations in connection with any labour relations matter arising between the authority and employees of the authority.

## **23 POLICY AND COMMUNICATIONS RESTRUCTURE - PHASE 1 ELECTIONS SECTION**

The Policy and Communications Manager submitted a report recommending for approval a new employee structure for the Elections service.

Following the implementation of the Corporate Management Team (CMT) restructure in March 2016, CMT members had been tasked with reviewing their service areas with a view to improving effectiveness, efficiency and increasing positive outcomes. Within the Policy and Communications and Democratic Services areas a number of key drivers had emerged which were being used to inform a restructure of the two services. However, during the exploration of these issues, the current Democratic Services and Elections Manager had submitted their resignation. The opportunity had therefore been taken to consider the impact of merging Democratic Services functions into the Policy and Communications Service to address current staffing issues and create further efficiency savings.

As there would be no permanent officer support within the Elections service following the departure of the current manager, the Policy and Communications Manager had put forward a new structure for the Elections service. The report proposed to retain the Electoral Services functions under the Directorate of Resources and establish a new Elections Manager role to provide leadership and specialist expertise. The new structure was included as an appendix to the report.

A further report with proposals for merging the remaining parts of Democratic Services within the Policy and Communications Service would be submitted to the Joint Cabinet and Employment and General Committee once consultation with relevant stakeholders had taken place.

The report contained details of the human resources and people management implications, staff and trade union consultations and financial implications. An equalities impact assessment had been completed and was attached as an appendix to the report.

**\*RESOLVED –**

1. That Phase 1 of the Policy and Communications Restructure, which proposes a revised structure for the Elections service, be approved.
2. That the Director of Resources in consultation with the HR Manager be authorised to make appointments to the revised structure for the Elections service.

**REASON FOR DECISIONS**

To deliver an effective corporate service to meet the changing needs of the Council.

**24 ENVIRONMENTAL SERVICES RESTRUCTURE - PHASE 2**

The Commercial Services Manager submitted a report recommending for approval a new operating structure for the delivery of the Council's Environmental Services.

A series of workshops had been held with all Environmental Services staff to gain their views on service improvement opportunities. The report considered the major impact that Environmental Services has on the aesthetics of the Borough and its residents, noting that it was essential that the service was operated effectively and consistently throughout the borough. In addition, there were opportunities for the service to operate on a more commercial basis by reducing external expenditure on sub-contractors and generating additional income.

The report outlined proposed changes to the staffing structure, which included the need for a greater focus on flexible working, a transparent and robust management reporting structure, larger teams of multi-skilled staff and more efficient service delivery. The new structures, job descriptions and person specifications were included as appendices to the report. It was also noted that savings would be made by hiring fewer mechanical sweepers but operating the sweepers for longer periods and

reducing the reliance on agency and seasonal workers by combining roles into a single streetscene service able to support all areas of work.

The current contract for the Arboricultural Service had ended and the report proposed to bring the service in house. Discussions with the current contractor were needed regarding the potential transfer of staff to the Council.

The report outlined the savings that would be achieved following implementation of the new operating structure. The report also included details of the consultations that had taken place, the risks associated with the proposals, equalities issues and alternative options along with their reasons for rejection.

**\*RESOLVED –**

1. That Phase 2 of the Environmental Services restructure, which proposes a revised operational structure, be approved.
2. That the proposal to provide the Arboricultural Service in house be approved and that discussions be progressed with the current contractor, if required, regarding the potential for TUPE transfer of staff to the Council.
3. That the Commercial Services Manager be authorised to make appointments to the revised operational structure for Environmental Services.

**REASON FOR DECISIONS**

To propose a new operating structure for the Council's Environmental Services that will improve the consistency of service delivery and address current issues within the service.

**OVERVIEW AND PERFORMANCE SCRUTINY FORUM****Tuesday, 8th November, 2016**

Present:-

Councillor P Gilby (Chair)

Councillors	J Barr	Councillors	Miles
	Borrell		Flood
	Callan		Perkins
	Catt		Sarvent
	T Gilby +		

Anita Cunningham, Policy and Scrutiny Officer  
 Rachel Lenthall, Committee and Scrutiny Co-ordinator  
 Donna Reddish, Policy and Communications Manager +

+ Attended for Minute No. 25

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

No declarations of interest were received.

**24 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Derbyshire, V Diouf and Dyke.

**25 DEPUTY LEADER AND CABINET MEMBER FOR PLANNING - COUNCIL PLAN AND PERFORMANCE**

The Deputy Leader and Cabinet Member for Planning and the Policy and Communications Manager attended to provide a report on the progress made during the second year of delivery of the Council Plan 2015 – 2019.

The Deputy Leader advised that significant progress had been made with 85% of the key deliverables being achieved during year one of the four year plan. The plan was revised and approved by full Council in February, 2016 to take into account new data available during 2015/16 which included the indices of multiple deprivation and the new health profile.

The second year of the plan was the half way point and 54 key activities had been identified for priority delivery in 2016/17. The Policy and Communications Manager added that 35 of these key activities had either been completed or were still on target for completion during 2016/17.

The Policy and Communications Manager noted that there were 15 key activities RAG rated as amber and 5 rated as red. The contributing factors to the awarding of an amber or red rating included a reliance on external funding which was becoming harder to get, risks and uncertainties around government legislation and a reduction in financial and human resources. A Corporate Cabinet/CMT Away Day was held on 8 November, 2016 which looked at priority areas that needed focus in the next two years.

Members were aware of the difficulty accessing external funding and concerns were raised that community groups were not winning funding bids if there was a connection to the Council. The Policy and Communications Manager replied that a link between external bodies and the Council was being created by including activities in the council plan and the Council needed to be aware of the effect this may have on external bodies applying for grants. Members suggested that a better option could be that the Council gave advice and support to groups requesting funding rather than supporting the specific bid. In addition, there had been issues with information being requested on leases and terms of ownership as part of funding applications.

The Policy and Communications Manager added that there were a lot of activities on the council plan that required external funding and careful consideration was needed to prioritise commitments where there was a greater need of funding.

Members thanked the Deputy Leader and Policy and Communications Manager for attending and providing the update.

### **RESOLVED –**

1. That the progress to date be noted.
2. That the work undertaken on the Corporate Cabinet/CMT Away Day on 8 November, 2016 to prioritise the remaining targets be noted.
3. That the funding concerns be reported back to the Scrutiny Project Group on Friends of Groups.

**26 FORWARD PLAN****RESOLVED –**

That the Forward Plan be noted.

**27 SCRUTINY MONITORING****RESOLVED –**

That the Scrutiny Monitoring Schedule be approved.

**28 CORPORATE WORKING GROUP PROGRESS UPDATES**

Councillor J Barr as lead member for the scrutiny review of concessions on fees and charges and scrutiny committee appointee to the Concessions Policy Working Group provided an overview of the work undertaken by both the project group and the corporate working group.

The Scrutiny Project Group (SPG) was set up in 2015 following concerns raised by officers about the non-standardisation of concessions across the Council and the issues created by concessions when services were under pressure to reduce budgets. The SPG used a document published by the Audit Commission called “Positively Charged” and carried out research into the concessions offered by other councils. Cabinet members were consulted along with officers from all the departments that offered concessions for Council services. The SPG was conscious that the Council needed to be financially self-sufficient by 2020 and that service manager’s needed to achieve budget savings. The group came up with the idea of formulating a corporate policy for concessions.

A report from the scrutiny review was submitted to Cabinet with 10 recommendations which sought to ensure that the concessions made on fees and charges enabled service costs to be covered and proposed that a member officer working group be established to develop a corporate policy on concessions.

Members asked how many of the recommendations had been maintained in the policy. Councillor Barr replied that though there were concerns over changes to over 60s concessions, consultation with community forums

had been positive and all of the recommendations had been incorporated into the policy.

Members asked if the input from scrutiny had been appreciated. Councillor Barr answered that it had been appreciated and basing their findings on detailed research had given weight to the recommendations. There had also been an appreciation from officers who recognised the work scrutiny had put in to improve the concessions situation.

Members raised a concern over an inconsistent concession that was being offered on the removal of waste that was not covered in the new concessions policy. Councillor Barr suggested speaking to the Senior Environmental Health Officer regarding this issue.

The Chair thanked the Members that represented scrutiny on the Corporate Working Group.

#### **RESOLVED –**

1. That the incorporation of the recommendations from the scrutiny review on concessions on fees and charges into the corporate Concessions Policy be noted.
2. That monitoring a report be brought to the Overview and Performance Scrutiny Forum in January, 2016 to confirm that all the recommendations from the scrutiny review have been resolved.
3. That the members of the Scrutiny Project Group on concessions on fees and charges meet to review how the group operated and provide feedback to a meeting of the Overview and Performance Scrutiny Forum early in 2017 on what was positive about the review and what could have been improved.

#### **29 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM**

The Work Programme for the Overview and Performance Scrutiny Forum was considered. The Chair advised that an extra meeting of the Forum had been arranged for 22 November, 2016 to receive an update on the Budget Monitoring position.



The next Scrutiny Project Group was due to start soon and would review the future of the old Queen's Park Sports Centre. The scrutiny review into Friends of Groups was putting together a draft report which was expected to be received in January, 2017 by the Community, Customer and Organisational Scrutiny Committee.

The item on Constitution Reform had been moved to the work programme of the Community, Customer and Organisational Scrutiny Committee as it fell within the remit of that committee.

The Chair and the Policy and Scrutiny Officer attended the Corporate Cabinet/CMT Away Day on 8 November, 2016 to deliver a presentation on overview and scrutiny work programming. At the away day senior cabinet members, their assistants and senior officers were reminded of the work that took place on the work programme planning days that were carried out earlier in the year and there was the opportunity for discussion to find ways to improve the process. The overview and scrutiny management team consisting of the Scrutiny Committee Chairs and the Policy and Scrutiny Officer had identified three key ways that the process could be improved:

1. Better alignment of work programme planning with corporate priorities and budget setting timetables.
2. Prioritise the long list and be strict about the short list.
3. Allow more time after work programme planning to formulate and consult members and officers before gaining approval from Overview and Performance Scrutiny Forum.

The work programme planning days were generally supported, there had been good feedback received in the evaluation and bringing cabinet members together with scrutiny members and senior managers was valued. Suggestions were received from the away day which included:

- The timetabling of the planning days with the budget decisions worked well however the planning days could be brought earlier to get ahead of budget decisions.
- The planning days had improved cabinet members' and officers' understanding of scrutiny.
- The format and scheduling of the planning days worked well.
- Cabinet members needed to be made more aware of key dates and timetables from senior and service officers so they could get involved in work programming.

The Chair added that it was important to involve back benchers in the consultations on the work programme planning days as there were good opportunities for back benchers to be involved in scrutiny work.

## **RESOLVED –**

1. That the slides from the presentation on work programme planning be shared with scrutiny members' groups to invite suggestions for improving the work programme planning.
2. That an item be included on the agenda for the Overview and Performance Scrutiny Forum on 22 November, 2016 to take suggestions and discuss ways to improve work programme planning.

## **30 JOINT OVERVIEW AND SCRUTINY**

No issues were raised for Joint Overview and Scrutiny.

## **31 OVERVIEW AND SCRUTINY DEVELOPMENTS**

### *a) Report from 'Scrutiny and Effective Challenge' Training Session*

Councillor Sarvent provided a report following a training session called "Raising the Bar in Scrutiny and Effective Challenge" run by East Midlands Councils and facilitated by Dr Stephanie Snape. The session sought to explore the relevance of scrutiny, discuss new opportunities for scrutiny and review the pivotal influencing role of scrutiny.

The attendees were asked to consider how scrutiny had reacted to changes, how many of these changes scrutiny had examined and did scrutiny add value. Councillor Sarvent shared with the group the work that scrutiny members at Chesterfield Borough Council (CBC) had undertaken for the scrutiny review on concessions on fees and charges which had resulted in a policy being created and adopted.

The relevance of scrutiny was discussed, particularly which topics were trending and how scrutiny decided which topics it would review. Councillor Sarvent explained the work programme planning sessions CBC held and received positive comments from attendees from other authorities who were keen to promote this approach.

Due to the reductions in levels of funding from the government, the group discussed commercialisation and financial drivers. With Councils looking to maximise income, the group shared examples of how scrutiny had impacted on managing the budget and discussed the commercialisation work being undertaken by other councils.

Finally, the session looked at the influencing role of scrutiny and how different influencing styles helped with the scrutiny function. The group discussed how teams that included different styles of person had a greater capacity to influence.

Councillor Sarvent reported that she felt reassured that CBC was moving in the right direction and scrutiny was having a positive impact. Members agreed that pre-decision scrutiny was successful and had reduced the need for call-ins.

The Chair noted that Councillor Sarvent's report would be received at the next Member Development Working Group to discuss the potential to convert it into a short induction session on scrutiny for all councillors. Members thanked Councillor Sarvent for the report.

#### *b) Report on Questioning Skills and Procurement Training Plans*

The Policy and Scrutiny Officer updated members on the status of training in relation to questioning skills and procurement included in the member development plan. A local external provider had been approached to provide questioning skills training and it was proposed to hold the training in January or February 2017.

A conversation had taken place with the Customers, Commissioning and Change Manager to discuss whether the procurement team would facilitate training for scrutiny members on procurement. Members felt that they would benefit from a more in-depth training session though this would not be available straight away.

#### *c) Sheffield City Region Overview and Scrutiny Committee Progress Report*

The Chair reported back as a member of the Sheffield City Region (SCR) Overview and Scrutiny Committee (OSC). As a non-constituent member of SCR, CBC has 1 place on the OSC. The committee had received reports from the SCR Executive Team including from CBC's Chief

Executive, Huw Bowen as the SCR Lead on Housing Strategy, and the Mayor of Doncaster, Ros Jones on a range of topics including devolution deals, large projects that SCR are involved in and the SCR infrastructure fund.

The OSC have discussed how they would like to operate; currently there is no resource to carry out any project group work but it is hoped that this would change if the next devolution deal is granted. The Chair added that it would be beneficial to look at how to align SCR scrutiny work with the scrutiny work carried out at CBC. Members acknowledged that it would be useful to know how other councils operated their scrutiny function.

### **RESOLVED –**

1. That the report provided by Councillor Sarvent from the Raising the Bar in Scrutiny and Effective Challenge training be noted.
2. That Councillor Sarvent's report be taken to the next meeting of the Member Development Working Group.
3. That an update be taken by the Policy and Scrutiny Officer to the next meeting of the Member Development Working Group on the plans for questioning skills and procurement training.
4. That a link to the Sheffield City Region Overview and Scrutiny Committee meeting papers website be shared with members of the Overview and Performance Scrutiny Forum.

## **32 MINUTES**

### **RESOLVED –**

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

**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE****Tuesday, 13th September, 2016**

Present:-

Councillor Slack (Chair)

Councillors Borrell  
MilesCouncillors Flood  
Bagley

Councillor Bagley +

Wendy Blunt, Health and Wellbeing Officer ++  
James Creaghan, Senior Public Health Manager (Mental Health,  
Workplace Health and Chesterfield Locality), Derbyshire County Council ++  
Anita Cunningham, Policy and Scrutiny Officer  
Dianne Illsley, Community Safety Officer +++  
Brian Offiler, Committee and Scrutiny Coordinator

+ Attended for Minute Nos. 21, 22, 23 and 24

++ Attended for Minute No. 21

+++ Attended for Minute Nos. 22, 23 and 24

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

No declarations of interest were received.

**20 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Jeannie Barr, Dyke and Sarvent.

**21 CABINET MEMBER FOR HEALTH AND WELLBEING - HEALTH  
SCRUTINY AND DEPRIVATION, INCLUDING 'PRESS RED' WORK**

The Assistant Cabinet Member for Health and Wellbeing explained that the recently appointed Health and Wellbeing Manager, who was unavailable to attend the meeting due to a prior commitment, had the important role of

improving the general health and wellbeing of the people of Chesterfield. He would develop a Health and Wellbeing Strategy by the end of the year and was preparing a report for Cabinet in October on the current consultation on integrated healthcare being undertaken by the North Derbyshire Clinical Commissioning Group.

The Senior Public Health Manager (Mental Health, Workplace Health and Chesterfield Locality), Derbyshire County Council, outlined some of the issues arising from the Chesterfield Health and Wellbeing Partnership Plan. The 2015 Index of Multiple Deprivation (IMD) data showed Chesterfield was the 85<sup>th</sup> most deprived district (of 326 English local authority areas) with pockets of deprivation in different wards. The Partnership Plan aimed to identify actions both borough-wide and targeted at specific needs in particular areas to address the root causes of deprivation.

The Chesterfield Health and Wellbeing Partnership, which included Members and officers from the Council, had identified five priorities:

- Social Capital
- Financial Inclusion
- Mental Health and Wellbeing
- Healthy Lifestyles
- People

To deliver against these priorities, a multi-agency partnership approach was being used in target areas, based on the following key principles:

- Identifying Need - based on IMD, NHS and local Council data
- Asset Mapping - to identify local facilities (open spaces, buildings, groups)
- Community Engagement – to build relationships with local people
- Community Consultation – to identify what local people want
- Local Action Plan - to develop and deliver actions
- Ongoing Engagement, Consultation and Delivery

This approach had been used by the Press Red consultancy firm on the Inactivity project in Rother ward, and the Senior Public Health Manager outlined some of the key findings from this project:

- Learned helplessness – the status quo became normal
- Community safety issues – going out after dark, the state of public spaces, concern about the behaviour of others
- 1/3 people not even thinking about being active, but 2/3 are
- People busy, especially with families and work
- Childcare a challenge
- Affordability of activities provided
- Gap in knowledge about what's on offer locally

A localised action plan had been developed through the South Health and Wellbeing Group. One initiative was Gussie's Kitchen (a Fareshare project) at St Augustines' Church, which provided a low cost meal, but also opportunity for social interaction and for agencies to make contact with people and offer support. It was emphasised that such initiatives required ownership by the local community with support from agencies.

Based on the IMD data of the most deprived areas and the experience of the project in Rother ward, this approach had already been started in Barrow Hill and New Whittington and was planned to commence in Loundsley Green, St Helens, Middlecroft and Poolsbrook, Lowgates and Woodthorpe and Hasland North East over the next 18 months. It was noted that the specific needs of each area would need to be identified to enable appropriate local action plans to be developed.

Arising from Members' questions and discussion the following points were raised:

- possibly extending the Gussie's Kitchen project to include elderly residents
- considering distribution of food boxes, as part of the Fareshare project, using food from supermarkets which would otherwise go to waste
- recipe cards
- involvement of College students in projects to develop links with educational establishments
- developing links between schools and College and businesses to raise educational aspirations.

The recently appointed Health and Wellbeing Officer outlined her role in seeking to achieve improved health and wellbeing outcomes through a range of initiatives, such as:

- Health, Wealth and Wellbeing projects currently working with a range of agencies in Barrow Hill, St. Helens, Poolsbrook, Middlecroft, Holme Hall and Grangewood, with further projects in Brimington, Dunston and Mastin Moor planned later in the year – including visits to individual properties;
- the Holiday Hunger programme in Barrow Hill over the summer holidays – providing breakfast and packed lunch through Fareshare, but also including a reading challenge and outdoor activities. It was hoped to roll this out to other areas next year;
- Time 4 U Café in Rother and Holme Hall – enabling agencies to provide information and craft activities. This would be run in Barrow Hill next month;
- Community Garden behind St. Augustines' Church;
- Equipped 2 Succeed course – providing a second chance to learn;
- Council Healthy Workplace Group – including a weight management group to start next week;
- the Inactivity Project and work undertaken by Press Red.

She emphasised the benefit of a good working relationship with the Public Health service and partnership working through the Chesterfield Health and Wellbeing Partnership and Chesterfield Health and Wellbeing Group.

Members expressed concern that some schools had not signed up to take part in the Holiday Hunger programme, and it was confirmed that arrangements would be considered for future programmes, in order to ensure that the families most in need were able to be included.

The potential impact of possible future reductions in public transport services in areas where many people did not have access to a vehicle was raised as an area of concern.

## **RESOLVED –**

That progress on the work to address deprivation in the borough be reported to the Committee in six months' time.



## **CRIME AND DISORDER COMMITTEE**

For Minute Nos. 22, 23 and 24 the Committee sat as the Council's designated Crime and Disorder Committee, in accordance with Section 19 of the Police and Justice Act 2006.

**22** **CABINET MEMBER FOR HEALTH AND WELLBEING - UPDATE AS CHESTERFIELD SCRUTINY MEMBER OF THE DERBYSHIRE POLICE AND CRIME PANEL**

The Cabinet Member for Health and Wellbeing, as Chesterfield Scrutiny Member of the Derbyshire Police and Crime Panel (PCP) was unable to attend the meeting but submitted the minutes of the meeting of the PCP held on 14 July, 2016 for the information of the Committee.

### **RESOLVED –**

That the minutes of the Derbyshire Police and Crime Panel meeting held on 14 July, 2016 be noted.

**23** **CABINET MEMBER FOR HEALTH AND WELLBEING - PROGRESS REPORT ON COMMUNITY SAFETY PARTNERSHIP**

The Assistant Cabinet Member for Health and Wellbeing and the Community Safety Officer presented a report on the progress of the Community Safety Partnership (CSP) towards the delivery of the current Community Safety Action Plan (2016/17), to inform Members of the current crime trends and to present the Derbyshire Police and Crime Commissioner's (PCC) Police and Crime Plan for 2016-21.

The CSP's performance to April 2016 as recorded by the Safer Derbyshire Research and Information Unit was attached to the report as Attachment A.

The data showed that reported crime in Chesterfield had reduced by 0.6% in the 12 months to April, 2016 compared with the previous 12 months. The largest reductions had been in respect of Shoplifting, Other Theft Offences and Theft from a Vehicle, whilst the largest increases had been in Violence with Injury and Violence without Injury. There had been a 6.1% reduction in

calls for service relating to Anti-Social Behaviour compared to the previous 12 months.

The Community Safety Officer referred to some of the activities funded through the CSP, including a project at Hasland Park and activities on Langer Field, which it was hoped to continue through the winter, subject to match funding being obtained.

The Community Safety Officer circulated information about the County Lines Action Plan, developed as a multi-agency approach to improve information sharing between agencies to combat the supply of drugs through criminal gangs and to protect vulnerable people. The recently appointed Assistant Community Safety Officer would lead progress of the Action plan through the County Lines Action Meeting, including prevention and diversionary work ('Prison Me, No Way' project).

The Derbyshire PCC's Police and Crime Plan for 2016-21 was attached to the report as Attachment B. The Plan identified 13 priority risk and threat areas:

- Substance Misuse
- Safeguarding Children
- Safeguarding Adults
- Domestic Abuse
- Organised Immigration Crime, Human Trafficking and Exploitation
- Organised Crime Groups
- Rape and Sexual Assault
- Terrorism and Domestic Extremism
- Acquisitive Crime and Offender Management
- Cyber Crime
- Killed and Seriously Injured Road Collisions
- Economic Crime
- Anti-Social Behaviour

The PCC's allocation of resources to Chesterfield CSP would be considered against these priority areas. Funding of £25,000 p.a. from the PCC would be available to the CSP for the next three years. Due to the short timescales involved, it was proposed to submit bids for next year on the same basis as for the current year.

In response to questions from Members it was confirmed that it was hoped to continue activities at Whitecotes School through Sporting Futures, subject to match funding being obtained. It was noted that it had not been possible to continue the programme of door-to-door visits to identify people's community safety concerns, although some information did come through the Safer Neighbourhood Teams.

**RESOLVED –**

- (1) That the report be noted.
- (2) That a further progress report on the Community Safety Partnership's Action Plan and Performance on crime data be provided at the next Crime and Disorder Committee.

**24 SCRUTINY MONITORING (CRIME AND DISORDER MATTERS)**

The aspects of the Scrutiny recommendations monitoring schedule that related to Crime and Disorder matters were considered by the Committee.

In respect of the Committee's recommendation that a review be carried out of the decision to stop locking the park gates at night it was noted that currently the gates at Eastwood Park were continuing to be locked. Activities were being planned for the park to encourage a sense of ownership amongst local youth.

In respect of the Committee's two recommendations regarding the sharing of information on alcohol related hospital admissions it was proposed to remove one of these items from the monitoring schedule.

**RESOLVED –**

- (1) That the Scrutiny monitoring report be noted.
- (2) That the decision dated 10.04.14 regarding the sharing of information on alcohol related hospital admissions be removed from the monitoring schedule.
- (3) That the monitoring schedule be approved.

## **COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE**

For the remaining items the Committee sat as the Community, Customer and Organisational Scrutiny Committee.

### **25 FORWARD PLAN**

The Committee considered the Forward Plan for the period 1 October, 2016 – 31 January 2017.

#### **RESOLVED –**

That the Forward Plan be noted.

### **26 WORK PROGRAMME FOR THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE**

The Committee considered the list of items included on its Work Programme for 2016/17.

It was proposed that the November meeting of the Committee may need to be cancelled, unless reports were available on the items on Impacts of Welfare Reform and Markets.

#### **RESOLVED –**

That the Work Programme for the Community, Customer and Organisational Scrutiny Committee for 2016/17 be updated to defer the item on Friends of Groups to the January meeting, and to defer the items on the Impact of Welfare Reforms and Markets to the January meeting, subject to there not being reports available for the November meeting.

### **27 SCRUTINY PROJECT GROUPS PROGRESS REPORTS**

The Committee considered the document which detailed the Scrutiny Project Group's brief and scope in respect of its review work looking at Friends of Groups.

**RESOLVED –**

That the brief and scoping document for the Scrutiny Project Group in respect of Friends of Groups be approved.

28

**MINUTES**

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 5 July, 2016 were presented.

**RESOLVED –**

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

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## ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

Tuesday, 4th October, 2016

Present:-

Councillor P Gilby (Chair)

Councillors Barr + Callan Catt T Murphy +++	Councillors Perkins Serjeant ++++ Sarvent V Diouf
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Alison Craig, Housing Manager +++  
 Anita Cunningham, Policy and Scrutiny Officer  
 Kate Harley, HR Manager ++  
 Neil Johnson, Economic Growth Manager ++  
 Rachel Lenthall, Committee and Scrutiny Coordinator  
 Michael Rich, Executive Director ++++

+ Attended for Minute No. 26  
 ++ Attended for Minute Nos. 26 and 28  
 +++ Attended for Minute No. 29  
 ++++ Attended for Minute No. 30

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

No declarations of interest were received.

**24 APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Derbyshire.

**25 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC**

**RESOLVED –**

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

26 **LEADER AND CABINET MEMBER FOR REGENERATION - REPORT ON NORTHERN GATEWAY**

The Economic Growth Manager attended to provide a progress report on the implementation of recommendations following the approval of the Northern Gateway Revised Options by Council on 27 July, 2016.

The Economic Growth Manager noted the different components of the scheme, the costs involved in the redevelopment and the estimated number of jobs that would be created upon completion. The scheme would include refurbishment of the Saltergate multi-storey car park (MSCP), public realm improvements on Elder Way and creation of a managed office space on part of the Holywell Cross car park. Planning permission had been granted for the change of use and internal refurbishment of the former Co-op department store which also formed part of the scheme. The Co-op re-development would be undertaken by the private sector company Jomast Developments Ltd and work was estimated to start in February, 2017.

The revised options for the Northern Gateway project involved developing the scheme into two phases; talks were in motion with the third party landowners regarding the second phase which would involve land to the north of the site. Details of the second phase did not form part of the report approved by Council in July, 2016.

In addition to Elder Way, the Economic Growth Manager advised that the public realm works would also involve improvements to the black and white buildings along Knifemithgate. Talks were in motion with English Heritage regarding potential support and grants that may be available to fund the restorative works.

A Project Manager post had been created and interviews for the post took place in early October, 2016. A Project Team had been established and meetings had taken place in August and September, 2016. Following a procurement exercise, interviews were due to take place in October, 2016 for contractors to carry out the refurbishment works on the MSCP. Work



had also been undertaken to start the commission process for architects for the new office space on Holywell Cross car park. Work was also being undertaken with the University of Derby to ensure the right support was given to new and innovative business in Chesterfield.

Members asked if the restoration work to the black and white buildings would only affect the frontages of the buildings. The Economic Growth Manager replied that the Victoria Centre was privately owned and the owner was making some internal changes. The work being considered as part of the Northern Gateway scheme would involve only the facades of the buildings.

Members asked if there was a start date for work to commence on the MSCP. The Economic Growth Manager answered that it was anticipated that work would begin before Christmas however it was hoped that the MSCP would remain open for the Christmas period to provide parking provision.

Members raised concerns about criticism from the public when projects took a long time to complete. The Economic Growth Manager replied that the Northern Gateway project was still on schedule however some other schemes could be reliant on the commercial economic environment which may cause delays. It was suggested that a bulletin for Members with regular updates on regeneration projects could be a useful tool.

Members asked if the creation of the office space on the Holywell Cross car park would affect the number of parking spaces. The Economic Growth Manager advised that there would be a loss of some car parking spaces on the surface car park; however, following the completion of the refurbishment of the MSCP, the overall number of spaces would increase. In addition, the security of the MSCP would be improved and provide better provision for hotel users and people using the town centre at night.

Members asked if the public realm works on Elder Way would involve the relocation of the taxi rank and also raised concerns about the noise levels from the buses for people sat outside at cafés and restaurants. The Economic Growth Manager replied that they were looking into options to create the extra pavement space that was needed to improve access into the town centre. Conversations would be held with Stagecoach and the transport link with the train station would be looked at to see what could be improved. Members felt it would be beneficial to have a linked transport network in the future.

Members thanked the Economic Growth Manager for attending the meeting and providing the report.

**RESOLVED –**

That the progress be noted and the future plans for the Northern Gateway scheme be supported.

**27 LOCAL GOVERNMENT ACT 1972 - RE-ADMISSION OF THE PUBLIC**

**RESOLVED –**

That the public be readmitted to the meeting.

**28 LEADER AND CABINET MEMBER FOR REGENERATION - REPORT ON APPRENTICE TOWN**

The Economic Growth Manager and the HR Manager attended to update Members on Government apprenticeship reforms and the progress made towards addressing the changes.

The report noted that the UK invested in less training and fell behind in productivity compared to other countries. Apprentices' career prospects had improved due to the recognition of their contribution to improve productivity which in turn had made apprentices more employable. To increase the number of apprenticeships available, the Government set out new apprenticeship standards in July, 2015 which included the setting of targets, provision of legal protection and introduction of an apprenticeship levy. The target percentage of apprenticeships per workforce was set at 2.3% of the total workforce; Chesterfield Borough Council (CBC) currently employed 1.1% of its workforce as apprentices.

Further apprenticeship reforms were announced in August 2016 when the Government published its proposals for apprenticeship funding to be introduced from May 2017. For smaller businesses, i.e. those which employ fewer than 50 employees, funding had been made available to support their intake of apprentices. The apprenticeship levy would be introduced from April 2017, employers in all sectors that had a pay bill of over £3 million each year were required to pay the levy. CBC would be subject to the apprentice levy which equated to 0.5% of the payroll bill.

Further announcements would be made in October 2016 outlining the final levels of funding and government support including English and Maths training; and in December 2016 additional information about employer guidance would be released.

The report looked at how to sustain the required intake of apprentices and how to make the best use of the apprenticeship levy. The Economic Growth Manager outlined the internal response to the government's targets which included mapping learning and development in the Employee Performance Development reviews, succession planning and actively recruiting where appropriate. There was a proposal to centralise the training budget and start working with local training providers to scope provision and explore delivery models, allowing CBC to provide support for local businesses.

As CBC would be required to pay the apprenticeship levy, there would be an impact on financial resources and growth which would affect colleges and other training providers as well. CBC would be able to access funding from the government through the digital apprenticeship service which could be used to pay for training and assessment for apprentices. The Economic Growth Manager highlighted the importance of working together with local businesses, training providers, schools and the Department for Work and Pensions to help recruit apprentices and identify suitable training provision.

Members expressed a concern that some employers were using apprenticeships as a way to avoid paying the minimum wage and asked if apprenticeships were registered and if each apprentice had a mentor. The Economic Growth Manager replied that there had to be a training contract and scheme that the apprentice and employer signed up to. Apprenticeships could be misused in some areas; however the Government was putting measures in place to protect apprenticeships. The HR Manager added that a new initiative called Trailblazers had been established. A Trailblazer was an employer led group which could develop their own standards and bring in different types of apprenticeships from diverse areas. Looking at CBC employees' learning and development and matching existing employees to higher apprenticeships would be explored as the target of recruiting 22 new apprentices a year was seen as unrealistic.

Members asked about the range of pay levels available to apprentices. The HR Manager replied that the pay levels for apprentices were

dependent on age. Current CBC employees who undertake an apprenticeship would continue to receive their normal wage. At the end of the process there would be an assessment and apprentices would receive a qualification.

Members felt that the apprenticeship reform provided great opportunities, particularly for developing current CBC employees and providing them with the chance to grow with the hope of retaining valuable members of staff. Members thanked the Economic Growth Manager and the HR Manager for attending to provide the report.

### **RESOLVED –**

- 1) That the report be noted and the plans made to address the apprenticeship reforms be supported.
- 2) That a further report be brought to the Enterprise and Wellbeing Scrutiny Committee at a date to be confirmed on plans to use apprenticeships to develop our own employees.

## **29 CORPORATE WORKING GROUPS**

Councillor Perkins, along with the Cabinet Member for Housing and Housing Manager, provided an update from the meetings of the Housing Revenue Account Business Plan (HRA BP) steering group.

Councillor Perkins reported that the HRA BP steering group had met twice since being established. The meetings focussed on the HRA finances, how they were managed and the implications of new legislation. Changes to the Welfare Reform Act and the introduction of the Housing and Planning Act 2016 were expected to have a big impact on HRA finances in the future. The purpose of the steering group was to find ways to fill revenue gaps in the HRA and put forward a revised business plan.

The steering group comprised of Officers and Members with Councillor T Murphy, the Cabinet Member for Housing, Chairing the meetings. The steering group also worked in conjunction with the tenants sub-group. Councillor Perkins, as the Scrutiny representative on the steering group, explained that involving Scrutiny right from the start in this way provided good opportunities for pre-decision Scrutiny.

There had been discussions in the steering group about recommendations for policy changes which included:

- Pay to stay – from April 2016 the market rent would be charged to households with an income exceeding £31k.
- Flexible tenancies – from April 2016 any transfer tenant would have a fixed term tenancy rather than a tenancy for life.
- Disposal of high value assets – the Council would be required to pay money back to the Government on vacant properties.

The recommendations had been difficult decisions to make and there was an uncertainty over what they would mean for Chesterfield. There would be a 1% reduction per year in rent for the next 4 years which equated to a loss of income amounting to £10m. Additionally there were certain types of property, largely flats, that were difficult to let resulting in a loss of rental income. The steering group had discussed the possibility of working with other local authority areas to exchange tenants where there was a need for a certain property type.

On 5 October, 2016 there would be the first in a series of workshops looking at each service area within HRA spending. The first workshop would look at repairs and maintenance which absorbed 60% of HRA costs.

The Cabinet Member for Housing added that there would also be a meeting involving senior officers that would explain the current situation of the HRA to tenants.

The Housing Manager advised that a review into repairs and maintenance had been commissioned as that was the biggest area of spend and CBC were currently spending above average on repairs costs. The workshops would be looking at the tenants' obligations, investment standards and life cycles. In addition, on 30 October, 2016 there would be a workshop with the tenants steering group. Following the outcome of the workshops, the HRA BP steering group would make recommendations back to Cabinet.

Members had concerns that there was a limited stock of smaller houses and helping tenants to move into a private tenancy could bring higher rents and uncertain rent increases for tenants. Members acknowledged that the Council was facing severe challenges and that the new policies from the Government had an adverse impact on the Council's HRA. Members thanked Councillor Perkins for the excellent report, and thanked

the Cabinet Member for Housing and the Housing Manager for attending to provide support.

### **RESOLVED –**

- 1) That the approach taken by the Housing Revenue Account Business Plan steering group to include scrutiny and other representatives be supported.
- 2) That it be noted the difficulties being caused are as a result of government policy.
- 3) That a report be brought back to the Enterprise and Wellbeing Scrutiny Committee after the next meeting of the Housing Revenue Account Business Plan steering group.

### **30 CABINET MEMBER FOR TOWN CENTRE AND VISITOR ECONOMY - FUTURE USE OF THE FORMER QUEENS PARK SPORTS CENTRE**

The Cabinet Member for Town Centre and Visitor Economy and the Executive Director, Michael Rich, attended to provide Members with an update on the progress made regarding the future use of the former Queens Park Sports Centre (QPSC).

The Executive Director advised that planning permission for the demolition of the former QPSC had been approved and the Council was currently out to tender for contractors to carry out the work. The demolition would take place in two stages, the removal of asbestos followed by landscaping, and contractors were being sought to either provide one of the stages or both of them.

Following the approval of planning permission, the public consultation had begun on the future use of the former QPSC. It was hoped that more than one option would be put to the public however it had been difficult to identify multiple options. The principles that the option had been based on took into account the heritage of the park, planning constraints, finances, likely use and evidence of demand.

No decisions had been made and suggestions from the public consultation would be considered. However, some options had been deemed unsuitable for the following reasons:

- Housing – not an appropriate location and strong opposition
- Ice rink – no catchment
- Car parking – already enough provision
- Food and drink – detracts from town centre
- Cultural venue – would work well but requires a subsidy/grant
- Put on the market – lose potential income
- Extend park – adds to cost and does not provide income
- Outdoor play area – not had a convincing business case

The preferred option that was put to the public in the consultation was for two 3G all weather sports pitches. The consultation included an on-line survey and questionnaire, and events had taken place at the college's fresher's fair and on the Market. There had been a good response to the consultation so far with suggested options received from the respondents that could be looked at.

The next steps involved the development of business cases followed by formal decision making and a planning process with strong project management.

The Executive Director noted potential ways scrutiny could be involved during and after the consultation period and throughout the implementation of the project.

The Cabinet Member for Town Centre and Visitor Economy noted that the preferred option of the playing pitches would be influenced by the sports that would be using them. In addition, it was important to fulfil health and wellbeing ideals and reach out to marginal groups.

Members advised that they wanted to work closely on the next stage as they felt it was important to get the next steps right and follow on from the success of the new QPSC. There was a Scrutiny Project Group due to start in January 2016 and it was requested that a dialogue be kept open in order to get a positive scrutiny review.

The Executive Director noted that there was a decision on the forward plan for mid-December on the consultation however that was the earliest date a decision could be taken and it was more likely to be moved to early in the new year. The Executive Director added that a report on the responses to the consultation could be brought to the Enterprise and Wellbeing Scrutiny Committee as soon as possible after the consultation had finished.

**RESOLVED –**

- 1) That a progress report on the consultation on the future of the old Queen's Park Sports Centre be brought to the meeting of the Enterprise and Wellbeing Scrutiny Committee on 6 December, 2016 and that Cllrs Catt and Sarvent be invited to the pre-agenda for that meeting on 14 November, 2016 to co-ordinate plans for the Scrutiny Project Group.

**31 SCRUTINY MONITORING**

The Senior Environmental Health Officer submitted an updated Scrutiny Monitoring Action Plan for the Scrutiny Review of Dog Fouling. Two items were still outstanding from the review's recommendations:

- ongoing issues with officers having the right ICT equipment, and;
- inconsistency between different officer's and what authority they had in regards to issuing penalty notices.

The Chair advised Members that the outstanding issues regarding the monitoring item on Water Rates had become increasingly complex and was still being looked into; more information would be brought to Members when it was available.

**RESOLVED –**

- 1) That the Scrutiny Review of Dog Fouling be signed off as complete.
- 2) That the two outstanding issues from the Monitoring Action Plan for Dog Fouling be taken up as follows:
  - a. That the unresolved ICT equipment issues be progressed through the Great Place, Great Service item on the Overview and Performance Scrutiny Forum work programme.
  - b. That the inconsistency between officers authority regarding issuing penalty notices be raised with the Health and Wellbeing Manager when he attends Enterprise and Wellbeing Scrutiny Committee in February, 2017.



- 3) That the Health and Wellbeing Manager be invited to attend the pre-agenda meeting on 14 November, 2016 and then the meeting of the Enterprise and Wellbeing Scrutiny Committee on 7 February, 2017.

## **32 FORWARD PLAN**

The Forward Plan was considered.

### **RESOLVED –**

That the Forward Plan be noted.

## **33 SCRUTINY PROJECT GROUPS**

Councillor Derbyshire, Lead Member for the Scrutiny Project Group on the Play Strategy, was unable to attend the meeting; the Chair updated Members in her absence. The project group members had met with the Principal Green Space Strategy Officer and queried the criteria used when auditing play spaces. There had been a delay in progress with the Play Strategy due to a reorganisation within the service. The next meeting of the project group was at the end of October and progress would be received on information requests that the project group members had made.

The Policy and Scrutiny Officer also reminded Members that Scrutiny Committees expect all Project Group Lead Members to provide a report back to every parent committee meeting.

### **RESOLVED –**

- 1) That a briefing note be circulated to Members of the Enterprise and Wellbeing Scrutiny Committee following the meeting of the Play Strategy Scrutiny Project Group in October, 2016 to update Members on the progress that had been made.

## **34 WORK PROGRAMME**

The Chair noted that the Scrutiny Project Group on the former Queen's Park Sports Centre would start in January, 2017.

The Allotments Strategy item had been deferred and would be picked up with the Health and Wellbeing Manager at the pre-agenda for the next meeting.

The Chair advised on the ongoing work of the Leisure, Sport and Cultural Activities Scrutiny Project Group and reported that the group was still waiting for the closing down of the accounts for the build of new Queen's Park Sports Centre. At the Cabinet away day on 27 September, 2016, Cabinet Members had asked why the accounts had not been finalised and asked for this to be done quickly. The Chair hoped to report back to the committee in December, 2016 with an update.

### **RESOLVED –**

- 1) That the Allotments Strategy item be discussed with the Health and Wellbeing Manager at the pre-agenda meeting on 14 November, 2016.
- 2) That an update on the Leisure, Sport and Cultural Activities Scrutiny Project Group be brought to the Enterprise and Wellbeing Scrutiny Committee meeting on 6 December, 2016.

## **35 MINUTES**

### **RESOLVED –**

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