

# **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, 25 April 2018** at **6.00 pm** for the purpose of transacting the following business:-

1. To approve as a correct record the Minutes of the meeting of the Council held on 22 February, 2018 (Pages 3 - 20)
2. Mayor's Communications
3. Apologies for Absence
4. Declarations of Members' and Officers' Interests relating to items on the Agenda.
5. Vote of Thanks to the retiring Mayor and Mayoress
6. Public Questions to the Council

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

7. Petitions to Council

To receive petitions submitted under Standing Order No. 13

8. Deputy Leader of the Council and Cabinet Appointments 2018/19 (Pages 21 - 26)
9. Committee Appointments 2018/19 (Pages 27 - 38)
10. Questions to the Leader

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

11. Information and Communication Technology Review (Pages 39 - 100)
12. Minutes of Committee Meetings (Pages 101 - 102)

To receive for information the Minutes of the following meetings:

- Appeals and Regulatory Committee
- Employment and General Committee
- Licensing Committee

- Planning Committee
- Standards and Audit Committee

13. To receive the Minutes of the meetings of the Cabinet of 20 February and 13 March, 2018 (Pages 103 - 120)
14. To receive the Minutes of the meetings of the Joint Cabinet and Employment and General Committee of 20 February and 13 March, 2018 (Pages 121 - 128)
15. To receive and adopt the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 13 March, 2018 (Pages 129 - 136)
16. To receive and adopt the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 27 February, 2018 (Pages 137 - 144)
17. Questions under Standing Order No. 19

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

By order of the Council,



Chief Executive

Chief Executive's Unit,  
Town Hall,  
Chesterfield

17 April 2018

## COUNCIL

**Thursday, 22nd February, 2018**

Present:-

Councillor Davenport (The Mayor)

Councillors	Bagley	Councillors	Falconer
	J Barr		Flood
	P Barr		P Gilby
	Bellamy		T Gilby
	Bexton		Hill
	Blank		Hollingworth
	Borrell		Huckle
	Brady		J Innes
	Brittain		P Innes
	Brown		Ludlow
	Brunt		Miles
	Burrows		A Murphy
	Callan		T Murphy
	Catt		Niblock
	Caulfield		Parsons
	D Collins		Perkins
	L Collins		Rayner
	Derbyshire		Redihough
	Dickinson		Sarvent
	A Diouf		Serjeant
	Dyke		Simmons
	Elliott		Wall

## 68 **MINUTES**

### **RESOLVED –**

That the Minutes of the meeting of the Council held on 13 December, 2017 be approved as a correct record and be signed by the Chair.

**69      MAYOR'S COMMUNICATIONS**

The Mayor referred with sadness to the death of former Councillor Shaun Barkley. Members stood for a minute's silence in his honour.

The Mayor thanked Members for their support for the Mayor's Appeal at the December meeting which had raised £280.

The Mayor also referred to the following Mayoral engagements:

- A celebration event in December at which the Duke of Devonshire presented the Chesterfield Canal Trust with the Queen's Award for Voluntary Service;
- Starting the Santa Fun Run in Queen's Park on Christmas Eve with over 1,300 Santas, which raised a substantial amount for local charities;
- An event on Holocaust Memorial Day, where the writer Sarah Matthias was the speaker;
- Welcoming the arrival of Chesterfield's observation wheel in the Market Place.

The Mayor reminded Members that she and the Mayoress would be hosting a Gala Dinner at the Proact Stadium on 16 March, 2018.

**70      APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bingham, V Diouf and Slack.

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

No declarations of interest were received.

**72      PUBLIC QUESTIONS TO THE COUNCIL**

No questions had been received.

**73      PETITIONS TO COUNCIL**

No petitions had been received.

**74      QUESTIONS TO THE LEADER**

Under Standing Order No. 14 Councillor Sarvent asked the Leader whether the Council had any further plans to highlight the government's failure to address the issues raised by the Women Against State Pension Inequalities (WASPI) campaign, which had been unanimously supported by the Council in October 2016.

The Leader provided a verbal response.

**75      HOUSING CAPITAL PROGRAMME: NEW PROGRAMME FOR 2018/19 THROUGH TO 2022/23**

Pursuant to Cabinet Minute No.143 the Assistant Director - Housing and the Director of Finance and Resources submitted the Housing (Public Sector) Capital Programme for 2018/19 for approval by Council. The provisional Capital Programmes for 2019/20 to 2022/23 were also presented to Council for approval.

**RESOLVED -**

1. That the Housing (Public Sector) Capital Programme for 2018/19 be approved, and its procurement, as necessary, be authorised.
2. That the Housing (Public Sector) Capital Programmes for 2019/20 to 2022/23 be provisionally approved.
3. That the Commercial Services share of the 2018/19 programme be approved.
4. That the Assistant Director - Housing be authorised to transfer funds between programme heads and budgets in order to manage the Capital Programme as set out in the report.

**76      HOUSING REVENUE ACCOUNT BUDGET 2018/19 TO 2022/23**

Pursuant to Cabinet Minute No. 144 the Assistant Director – Housing and the Director of Finance and Resources submitted a report presenting the

probable outturn on the Housing Revenue Account (HRA) for 2017/18 and the budget estimates for 2018/19 through to 2022/23 for approval by Council.

**RESOLVED –**

1. That the probable outturn for the current financial year 2017/18 be noted.
2. That the draft budget estimates for 2018/19 and future financial years be approved.

**77      CAPITAL STRATEGY AND GENERAL FUND CAPITAL PROGRAMME 2018/19**

Pursuant to Cabinet Minute No.139 the Director of Finance and Resources submitted a report recommending for approval the updated General Fund Capital Strategy and Programme for the financial year 2018/19.

The Director of Finance and Resources also recommended that the new Capital Programme schemes, as outlined in paragraph 8.3 of the report, be noted; with their approval subject to satisfactory business cases and Cabinet and/or Council agreement.

**RESOLVED -**

1. That the Capital Strategy be approved.
2. That the updated General Fund Capital Programme expenditure and financing be approved.
3. That the new Capital Programme schemes, as outlined in paragraph 8.3 of the Director of Finance and Resources' report, be approved subject to satisfactory business cases being made and subsequent Cabinet and/or Council agreement.

**78      TREASURY MANAGEMENT STRATEGY 2018/19**

Pursuant to Standards and Audit Committee Minute No.36 and Cabinet Minute No. 138 the Director of Finance and Resources submitted a report recommending for approval the Treasury Management Strategy and the

Annual Investment Strategy Statement for 2018/19, the revised Minimum Reserve Provision (MRP) policy for 2017/18 and the Minimum Reserve Provision (MRP) policy for 2018/19.

The Director of Finance and Resources also recommended that Council re-affirm its adoption of CIPFA's Code of Practice on Treasury Management.

### **RESOLVED –**

1. That Council re-affirms its adoption of CIPFA's Code of Practice on Treasury Management.
2. That the Treasury Management Strategy Statement and Annual Investment Strategy, including the Prudential Code Indicators, be approved.
3. That the revised Minimum Revenue Provision (MRP) policy for 2017/18 be approved.
4. That the Minimum Revenue Provision policy for 2018/19 be approved.

## **79      2018/19 BUDGET AND MEDIUM TERM FINANCIAL PLAN**

Pursuant to Cabinet Minute No.140, the Director of Finance and Resources submitted a report to seek Council approval for the General Fund Budget for 2018/19, including recommendations on the budget allocations and Council Tax level for 2018/19.

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote was taken for this item as follows:

### **FOR –**

Councillors

Bagley  
J Barr  
Bellamy  
Bexton

Councillors

Flood  
P Gilby  
T Gilby  
Hill

Blank  
Brady  
Brittain  
Brown  
Brunt  
Burrows  
Callan  
Catt  
Caulfield  
D Collins  
L Collins  
Derbyshire  
Dickinson  
Dyke  
Elliott

Hollingworth  
Huckle  
J Innes  
P Innes  
Ludlow  
Miles  
A Murphy  
T Murphy  
Parsons  
Perkins  
Rayner  
Sarvent  
Serjeant  
Simmons  
Wall

### **AGAINST –**

None

### **ABSTENTIONS –**

Councillors

P Barr  
Borrell  
Davenport  
A Diouf

Councillors

Falconer  
Niblock  
Redihough

### **RESOLVED –**

1. That the revised budget for 2017/18 be approved.
2. That the Local Government Finance Settlement be noted.
3. That the Collection Fund and Tax Base forecasts be noted.
4. That the portfolio budgets and overall revenue budget summary for 2018/19 be approved.
5. That delegated authority be granted to the Director of Finance and Resources in consultation with the Leader, Deputy Leader and



Chief Executive to review what is required to ensure that maximum opportunity is taken from the flexibility available to use capital receipts for revenue purposes where such investment will lead to budget savings.

6. That the budget forecasts for 2019/20 and the medium term forecasts, as well as the strategy for addressing the projected deficits, be noted.
7. That the growth request of £10k for each of the next two years to enable implementation of the Council's Skills Action Plan, be approved.
8. That approval be given to the estimates of reserves, including:
  - i. Maintaining the General Working Balance at £1.5m;
  - ii. The phasing of the recommended £200k insurance provision increase over 5 years;
  - iii. The creation of an ICT Digital Innovation reserve to fund the cost of ICT development.
9. That the budget risks and sensitivity analysis be noted.
10. That the recommended £5 increase in Council Tax for a Band 'D' property in 2018/19 be approved.
11. That the 2018/19 Council Tax Requirement and financing be approved.
12. That the Director of Finance and Resources' assurances be noted.

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### **COUNCIL TAX FOR 2018/19**

The Director of Finance and Resources submitted a report, the purpose of which was to enable the Borough Council, as Tax Collecting Authority, to set the Council Tax for its area for 2018/19 as required by the Local Government Finance Act 1992.

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote was taken for this item as follows:

### **FOR –**

#### **Councillors**

Bagley  
J Barr  
P Barr  
Bellamy  
Bexton  
Blank  
Borrell  
Brady  
Brittain  
Brown  
Brunt  
Burrows  
Callan  
Catt  
Caulfield  
D Collins  
L Collins  
Davenport  
Derbyshire  
Dickinson  
A Diouf  
Dyke  
Elliott

#### **Councillors**

Falconer  
Flood  
P Gilby  
T Gilby  
Hill  
Hollingworth  
Huckle  
J Innes  
P Innes  
Ludlow  
Miles  
A Murphy  
T Murphy  
Niblock  
Parsons  
Perkins  
Rayner  
Redihough  
Sarvent  
Serjeant  
Simmons  
Wall

### **AGAINST –**

None

### **ABSTENTIONS –**

None

**RESOLVED –**

1. That it be noted that at its meeting on 22<sup>nd</sup> January 2018 the Employment and General Committee calculated the following tax base amounts for the year 2018/19 in accordance with regulation made under Section 31B of the Local Government Finance Act 1992 as:
  - (a) 28,769.10 being the tax base calculated for the whole Council area.
  - (b) For those areas to which a parish precept applies:
 

Staveley Town Council	4,101.13
Brimington Parish Council	2,329.75
2. That the Council approves the calculation of the Council Tax requirement for the Council's own purposes for 2018/19 (excluding parish precepts) as **£4,599,891**.
3. That the following amounts be calculated for the year 2018/19 in accordance with Sections 31 to 36 of the Act:
  - (a) £109,057,238 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (gross expenditure) taking into account all precepts issued to it by Parish Councils;
  - (b) £104,256,997 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (gross income including grants and the use of reserves);
  - (c) **£54,318** being the surplus on the Council tax elements of the Collection Fund and **£288,036** being the deficit on the Business Rate elements;
  - (d) **£5,033,959** being the amount by which the aggregate at 3.3(a) above exceeds the aggregate at 3.3(b) above plus 3.3(c), calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year. Please note that this is the total of the Borough's requirement of **£4,599,891** plus the total parish precepts of **£434,068**.

- (e) **£174.98** being the amount at 3.3(d) above divided by 3.1(a) above, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts);
- (f) **£434,068** being the aggregate amount of all special items (parish precepts) referred to in Section 34(1) of the Act;
- (g) **£159.89** (Band 'D' Council Tax) being the amount at 3(e) above less the result given by dividing the amount at 3(f) above by the amount at 3.1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates. The tax does not exceed the principles set by the Secretary of State for determining excessive tax increases and triggering a referendum;

Parts of the Council's area:

- (h) The following being the amounts calculated by adding the amount at 3.3(g) to the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned in 3.3(f) divided in each case by the amount at 3.1(b), calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more items relate;

<b>Parish</b>	<b>Band 'D' Tax £</b>
Staveley	253.40
Brimington	181.59

- (i) The amounts given by multiplying the amounts at 3.3(g) and 3.3(h) by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year

in respect of categories of dwellings listed in different valuation bands:

Part of the Council's area	Valuation Band							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Staveley Town Council	168.93	197.09	225.24	253.40	309.71	366.02	422.33	506.80
Brimington Parish Council	121.06	141.23	161.41	181.59	221.94	262.29	302.65	363.18
All other parts of the Borough	106.59	124.36	142.12	159.89	195.42	230.95	266.48	319.78

4. That it be noted that for the year 2018/19 the Derbyshire County Council, the Derbyshire Fire and Rescue Service and the Derbyshire Police & Crime Commissioner have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Precepting Authority	Valuation Band							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Derbyshire County Council	848.08	989.43	1,130.77	1,272.12*	1,554.81	1,837.51	2,120.20	2,544.24
Derbyshire Fire & Rescue Service	49.83	58.13	66.44	74.74	91.35	107.96	124.57	149.48
Derbyshire Police & Crime Commissioner	128.40	149.80	171.20	192.60	235.40	278.20	321.00	385.20

\*The Derbyshire County Council Tax increase of 4.99% includes 2.00% to support the delivery of adult social care duties and responsibilities in 2018/19, equivalent to an additional £24.23 for dwellings in Council Tax Valuation Band 'D', which is included in the £1,272.12 in the table above.

5. That, having calculated the aggregate in each case of the amounts at 3.3(i) and 3.4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the

following amounts as the amounts of Council Tax for the year 2018/19 for each of the categories of dwellings shown below:

	<b>Valuation Band</b>							
<b>Part of the Council's area</b>	<b>A 6/9</b>	<b>B 7/9</b>	<b>C 8/9</b>	<b>D 9/9</b>	<b>E 11/9</b>	<b>F 13/9</b>	<b>G 15/9</b>	<b>H 18/9</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staveley Town Council	1,195.24	1,394.45	1,593.65	1,792.86	2,191.27	2,589.69	2,988.10	3,585.72
Brimington Parish Council	1,147.37	1,338.59	1,529.82	1,721.05	2,103.50	2,485.96	2,868.42	3,442.10
All other parts of the Borough	1,132.90	1,321.72	1,510.53	1,699.35	2,076.98	2,454.62	2,832.25	3,398.70

## 81 **APPROVAL OF CHESTERFIELD BOROUGH COUNCIL'S COUNCIL PLAN - 2018/19 UPDATE**

Pursuant to Cabinet Minute No.137 the Assistant Director - Policy and Communications submitted a report recommending for approval the Council Plan 2015-2019, updated for 2018/19.

The Council Plan had been revised to show the progress made during the first three years of the plan, and to highlight the priority areas for the remaining final year of the plan. The refreshed plan provided continuity with the 2017/18 version of the plan, maintaining the same vision, three overarching priorities and Council values.

In accordance with Standing Order No. 24, a recorded vote was taken for this item as follows:

### **FOR –**

#### **Councillors**

Bagley  
J Barr  
Bellamy  
Bexton  
Blank  
Borrell  
Brady

#### **Councillors**

Flood  
P Gilby  
T Gilby  
Hill  
Hollingworth  
Huckle  
J Innes

Brittain  
 Brown  
 Brunt  
 Burrows  
 Callan  
 Catt  
 Caulfield  
 D Collins  
 L Collins  
 Derbyshire  
 Dickinson  
 Dyke  
 Elliott

P Innes  
 Ludlow  
 Miles  
 A Murphy  
 T Murphy  
 Parsons  
 Perkins  
 Rayner  
 Sarvent  
 Serjeant  
 Simmons  
 Wall

### **AGAINST –**

None

### **ABSTENTIONS –**

Councillors

P Barr  
 Davenport  
 A Diouf

Councillors

Falconer  
 Niblock  
 Redihough

### **RESOLVED -**

1. That the Council Plan 2015-2019, updated for 2018/19, be approved as the Council's strategic framework for monitoring performance against key aims and objectives and to prioritise resources.
2. That delegated authority be granted to the Deputy Leader to approve any minor changes to the Council Plan that may be required in order to improve its readability.

82

### **SENIOR PAY POLICY STATEMENT FOR 2018/19**

Pursuant to Cabinet Minute No.141 the Human Resources Manager submitted a report seeking approval for a revision of the current Senior Pay Policy Statement in accordance with the Localism Act 2011 and the

Local Government (Transparency Requirements) (England) Regulations 2014.

The revised policy statement had been updated to reflect the implementation of the Council's corporate management structure.

**RESOLVED –**

That the revised Senior Pay Policy Statement for 2018/19 be approved.

**83 MINUTES OF COMMITTEE MEETINGS**

**RESOLVED -**

That the Minutes of the following Committees be noted:

- Appeals and Regulatory Committee of 29 November, 6, 13 and 20 December, 2017 and 3, 17, 24 and 31 January, 2018
- Employment and General Committee of 4 December, 2017 and 22 January, 2018
- Licensing Committee of 13 December, 2017
- Planning Committee of 11 December, 2017 and 8 and 29 January, 2018

**84 MINUTES OF THE CABINET**

**RESOLVED –**

1. That the Minutes of the meetings of Cabinet of 5 and 19 December, 2017 and 9 and 30 January, 2018 be noted.
2. That the recommendation at Minute No. 107 (1) be approved.



**85     MINUTES OF THE JOINT CABINET AND EMPLOYMENT AND  
GENERAL COMMITTEE**

**RESOLVED –**

That the Minutes of the meetings of the Joint Cabinet and Employment and General Committee of 5 December, 2017 and 30 January, 2018 be noted.

**86     MINUTES OF THE OVERVIEW AND PERFORMANCE SCRUTINY  
FORUM**

**RESOLVED –**

That the Minutes of the meetings of the Overview and Performance Scrutiny Forum of 28 November, 2017 and 16 January, 2018 be approved.

**87     MINUTES OF THE COMMUNITY, CUSTOMER AND  
ORGANISATIONAL SCRUTINY COMMITTEE**

**RESOLVED –**

That the Minutes of the meetings of the Community, Customer and Organisational Scrutiny Committee of 21 November, 2017 and 23 January, 2018 be approved.

**88     MINUTES OF THE ENTERPRISE AND WELLBEING SCRUTINY  
COMMITTEE**

**RESOLVED –**

That the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 12 December, 2017 be approved.

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

No questions had been submitted.

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

It was moved by Councillor Wall and seconded by Councillor T Gilby that:

## “Supporting the Financial Transaction Tax (FTT)

Council notes that:

- between 2015 and 2020 local government will have seen cuts in central grant of 77%;
- extending the current FTT on shares to other asset classes such as bonds and derivatives could raise almost £5bn of additional revenue in the UK a year; and
- at least 11 European nations including France, Germany, Italy and Spain are moving ahead with FTTs on shares, bonds and derivatives estimated to raise £30bn a year.

Council believes that:

- revenues from the FTT could help repair the damage caused by cuts in public services since 2010;
- local government deserves to receive a significant proportion of FTT revenues, making an important contribution to both capital and revenue expenditure such as reversing cuts to council tax benefits; and
- whilst an FTT might have a negligible effect on jobs in the City of London, investing FTT revenues in a smart and progressive way would see a significant increase in employment levels in other sectors.

Council resolves that:

- the UK government should extend the current FTT on shares to other asset classes, such as bonds and derivatives.

Council further resolves to:

- write to the Prime Minister, Leader of the Opposition, Chancellor and Shadow Chancellor of the Exchequer, and Secretary of State for Communities and Local Government stating this Council's support for extending FTTs; and

- write to all local MPs outlining the Council's position.”

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

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## **For publication**

### **Deputy Leader of the Council and Cabinet Appointments 2018/19**

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Meeting: Council

Date: 25 April, 2018

Report by: Democratic and Scrutiny Officer

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## **For publication**

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### **1.0 Purpose of report**

- 1.1 To enable the Council to note the appointment by the Leader of the Deputy Leader of the Council and also of the appointments to Cabinet for the municipal year 2018/19 in accordance with Articles 7.3 and 7.4 of the Constitution.

### **2.0 Recommendations**

- 2.1 That Council notes that Councillor A J Serjeant shall be the Deputy Leader for the municipal year 2018/19.
- 2.2 That the Cabinet appointments as detailed at paragraph 3.1 be noted.

### 3.0 Cabinet portfolios

- 3.1 The Leader has made the following appointments to the cabinet. A schedule of portfolio responsibilities is attached at Appendix A.

<b>Portfolio</b>	<b>Cabinet Member</b>
<b>Business Transformation</b>	Councillor Ken Huckle
<b>Economic Growth</b>	Councillor Terry Gilby
<b>Governance</b>	Councillor Sharon Blank
<b>Health and Wellbeing</b>	Councillor Chris Ludlow
<b>Homes and Customers</b>	Councillor Helen Bagley
<b>Town Centres and Visitor Economy</b>	Councillor Steve Brunt
<b>Minority Member without Portfolio</b>	Leader of the Liberal Democrat Group
<b>Assistant Cabinet Member (Special projects)</b>	Councillor Ray Catt
<b>Assistant Cabinet Member (Special projects)</b>	Councillor John Dickinson
<b>Assistant Cabinet Member (Special projects)</b>	Councillor Jean Innes

### 4.0 Recommendations

- 4.1 That Council notes that Councillor A J Serjeant shall be the Deputy Leader for the municipal year 2018/19.

- 4.2 That the Cabinet appointments as detailed at paragraph 3.1 be noted.

### **Decision information**

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

### **Document information**

<b>Report author</b>	<b>Contact number/email</b>
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<b>Background documents</b>	
None	
<b>Appendices</b>	
Appendix A	Cabinet Portfolios April 2018

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# Cabinet member portfolios

**Councillor Tricia Gilby**  
**Leader of the council**

- Overall policy direction (with deputy leader)
- Annual budget incl. Council Tax setting
- Corporate communications - public relations, Your Chesterfield etc. (with deputy leader)
- Key sites delivery (with cabinet member for economic growth) Chesterfield Waterside,
- Staveley Works corridor, High Speed Rail 2,
- Peak Resort, Markham Vale, Walton Works
- Lead – external strategic partnerships



**Councillor Amanda Serjeant**  
**Deputy leader of the council**

- Overall policy direction (with leader)
- Council plan 2015 - 2019
- Council performance and improvement
- Corporate communications - public relations, Your Chesterfield etc. (with leader)
- Revenue budget and medium term financial plan
- Capital strategy and programme
- Treasury management and investment strategy
- Chesterfield town centre masterplan (with cabinet member for town centres and visitor economy)
- Key sites delivery (with cabinet member for economic growth) Northern Gateway and Co-op building
- Lead – internal strategic partnerships



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**Councillor Terry Gilby**  
**Cabinet member for economic growth**

- Regeneration strategy
- Housing strategy
- Key sites delivery (with leader) Chesterfield Waterside, Northern Gateway, Staveley Works corridor, High Speed Rail 2, Markham Vale, Peak Resort, Walton Works
- Chesterfield digital strategy
- Inward investment
- Business start-ups and growth
- Innovation centres
- Skills and employment support
- Asset management
- Local plan (core strategy)
- Planning – development and control
- Conservation



**Councillor Steve Brunt**  
**Cabinet member for town centres and visitor economy**

- Chesterfield town centre masterplan (with deputy leader)
- Town centre management including Staveley, Chatsworth Road and other district shopping centres
- Markets
- Car parking
- CCTV and Pavements Shopping Centre security
- Chesterfield Theatres (Pomegranate Theatre and Winding Wheel) and museums
- Tourism strategy
- Chesterfield Visitor Information Centre
- Festivals and events



**Councillor Chris Ludlow**  
**Cabinet member for health and wellbeing**

- Health and wellbeing strategy
- Improving health and tackling inequalities
- Community development
- Sports facilities - Queen's Park Sports Centre and Staveley Healthy Living Centre
- Parks and open spaces including cemeteries and chesterfield and district crematorium
- Climate change
- Environmental health services
- Private sector housing
- Community safety and licensing
- Waste collection and recycling
- Streetscene and grounds maintenance



**Councillor Helen Bagley**  
**Cabinet member for homes and customers**

- Customer services strategy
- Customer services
- Revenues and benefits
- Housing management
- Housing repairs
- Estates improvements
- Supported housing and Careline
- Homelessness



**Councillor Sharon Blank**  
**Cabinet member for governance**

- Constitutional reform
- Legal services
- Overview and scrutiny arrangements
- Member support and development
- Risk management
- Information assurance
- Investigatory powers
- Audit and standards
- Corporate health and safety
- Regulatory enforcement (policies)
- Emergency and business continuity planning
- Equalities framework
- Community engagement
- Grants to voluntary organisations
- Civic services and mayoralty
- Twinning



**Councillor Ken Huckle**  
**Cabinet member for business transformation**

- Great Place, Great Service transformation programme
- Target operating model
- Human resources and payroll
- ICT
- Commercialisation and income generation strategy
- Workforce strategy including
- Investors in People
- Procurement and contracts management
- Quality systems
- Shared services

**Assistant cabinet members (special projects)**



Councillor Ray Catt



Councillor Jean Innes



Councillor John Dickinson

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## For publication

### **Committee Appointments – 2018/19**

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Meeting:	Council
Date:	25 April, 2018
Report by:	Democratic and Scrutiny Officer

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## **For publication**

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### **1.0 Purpose of report**

- 1.1 To enable the Council to make appointments to Committees for the municipal year 2018/19.

### **2.0 Recommendation**

- 2.1 That the memberships and appointments to Committees for the municipal year 2018/19 be approved.

### **3.0 Committee appointments**

- 3.1 The Council is requested to make appointments to the following Committees:-

Planning Committee

Planning Sub Committee

Appeals and Regulatory Committee

Licensing Committee

Employment and General Committee

Overview and Performance Scrutiny Forum

Community, Customer and Organisational Scrutiny Committee

Enterprise and Wellbeing Scrutiny Committee

Standards and Audit Committee

#### **4.0 Procedures for making the Committee appointments**

4.1 The procedure for making the appointments will be as follows:-

4.2 The Leader of the Majority Group will move that the various Committees, and the total number of Members on each, shall be as shown in Part 1 of Appendix A.

The Leader's proposal will be seconded and voted upon.

4.3 In accordance with Section 15 of the Local Government and Housing Act 1989 and Regulation 14 of the Local Government (Committees and Political Groups) Regulations 1990, the Chief Executive will indicate to Group Leaders details of the number of seats on each Committee which are to be allocated to each Group. These will be as shown in Part 2 of Appendix A.

4.4 The Group Leaders will then indicate their Groups' appointments to the Committees. These are as shown at Parts 3 and 4 of Appendix A.

It will be moved, seconded and voted on that the names submitted by the Group Leaders be approved.

- 4.5 The Leader of the Majority Group will move the appointment of the Chairs and Vice-Chairs of each Committee as shown in Part 5 of Appendix A.

The Leader's proposal will be seconded and voted upon.

## **5.0 Recommendations**

- 5.1 That the memberships and appointments to Committees for the municipal year 2018/19 be approved.

### **Decision information**

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

### **Document information**

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<b>Background documents</b>		
None		
<b>Appendices to the report</b>		
<b>Appendix A</b>	<b>Committee Appointments 2018/19</b>	

## APPENDIX A

### **Part 1 - Committee appointments 2018/19**

It shall be moved and seconded that the Member-level bodies of the Council for 2018/19 and the number of Members on each shall be as follows:-

<b>Committee</b>	<b>Number of members</b>
Planning Committee	15
Planning Sub Committee	3
Appeals and Regulatory Committee	15
Licensing Committee	15
Employment & General Committee	6
Overview and Performance Scrutiny Forum	14
Community, Customer and Organisational	8
Enterprise and Wellbeing Scrutiny Committee	8
Standards and Audit Committee (Borough Council representatives only)	5

## **Part 2 – Allocation of seats**

In accordance with Regulation 14 of the Local Government (Committees and Political Groups) Regulations 1990, the Chief Executive will inform the Group Leaders that the allocation of seats on the Member-level bodies for 2018/19 will be as follows:-

<b>Body</b>	<b>Majority Group</b>	<b>Lib Dem. Group</b>	<b>Ind. (Cllr J Barr)</b>	<b>Ind. (Cllr Bexton )</b>
Planning Committee	12	3	0	0
Planning Sub Committee	2	1	0	0
Appeals and Regulatory Committee	11	3	0	1
Licensing Committee	12	1	1	1
Employment and General Committee	5	1	0	0
Overview and Performance Scrutiny Forum	10	3	1	0
Community, Customer and Organisational Scrutiny Committee	6	2	0	0
Enterprise and Wellbeing Scrutiny Committee	6	2	0	0
Standards and Audit Committee	4	1	0	0

### **Part 3 - Proposed membership of Bodies 2018/19**

The Group Leaders have indicated that their Groups' appointments will be as follows:-

<b>Body</b>	<b>Majority Group</b>	<b>Lib Dem. Group</b>	<b>Ind. (Cllr J Barr)</b>	<b>Ind. (Cllr Bexton)</b>
Planning Committee	1. Brittain 2. Brady 3. Callan 4. Catt 5. Caulfield 6. Elliott 7. T Gilby 8. Hill 9. Miles 10. Sarvent 11. Simmons 12. Wall	1. Bingham 2. P Barr 3. Davenport		
Planning Sub Committee	1. T Gilby 2. Brittain	1. P Barr		



Appeals and Regulatory Committee	<ol style="list-style-type: none"> <li>1. Bellamy</li> <li>2. Brown</li> <li>3. Derbyshire</li> <li>4. Hill</li> <li>5. P Innes</li> <li>6. Miles</li> <li>7. A Murphy</li> <li>8. T Murphy</li> <li>9. Parsons</li> <li>10. Perkins</li> <li>11. Rayner</li> </ol>	<ol style="list-style-type: none"> <li>1. Bingham</li> <li>2. A Diouf</li> <li>3. Niblock</li> </ol>		1. Bexton
Licensing Committee	<ol style="list-style-type: none"> <li>1. Bellamy</li> <li>2. Brown</li> <li>3. Brunt</li> <li>4. Burrows</li> <li>5. L Collins</li> <li>6. Derbyshire</li> <li>7. Flood</li> <li>8. P Innes</li> <li>9. A Murphy</li> <li>10. Parsons</li> <li>11. Rayner</li> <li>12. Slack</li> </ol>	<ol style="list-style-type: none"> <li>1. Redihough</li> </ol>	1. J Barr	1. Bexton

Employment and General	<ol style="list-style-type: none"> <li>1. Blank</li> <li>2. Burrows</li> <li>3. J Innes</li> <li>4. Simmons</li> <li>5. Wall</li> </ol>	<ol style="list-style-type: none"> <li>1. Davenport</li> </ol>		
Overview and Performance Scrutiny Forum	<ol style="list-style-type: none"> <li>1. Callan</li> <li>2. Caulfield</li> <li>3. L Collins</li> <li>4. Derbyshire</li> <li>5. Dyke</li> <li>6. Flood</li> <li>7. P Innes</li> <li>8. Perkins</li> <li>9. Parsons</li> <li>10. Sarvent</li> </ol>	<ol style="list-style-type: none"> <li>1. Borrell</li> <li>2. V Diouf</li> <li>3. Falconer</li> </ol>	<ol style="list-style-type: none"> <li>1. J Barr</li> </ol>	
Community, Customer and Organisational Scrutiny Committee	<ol style="list-style-type: none"> <li>1. L Collins</li> <li>2. Dyke</li> <li>3. Flood</li> <li>4. P Innes</li> <li>5. Parsons</li> <li>6. Sarvent</li> </ol>	<ol style="list-style-type: none"> <li>1. Borrell</li> <li>2. Niblock</li> </ol>		

Enterprise and Wellbeing Scrutiny Committee	1. Caulfield 2. D. Collins 3. Derbyshire 4. Dyke 5. Perkins 6. Sarvent	1. V Diouf 2. Falconer		
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#### **Part 4 – Standards and Audit Committee**

Under the Local Government Act 2000, the Standards and Audit Committee is not subject to political balance requirements but by local choice the constitution says it will be politically balanced.

The Group Leaders have indicated that their appointments will be as follows:-

Standards and Audit Committee	1. Caulfield 2. Derbyshire 3. Hollingworth 4. Rayner	1. A Diouf		
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## **Part 5 - Appointment of Chairs and Vice-Chairs of Committees for 2018/19**

### **1. Planning Committee**

- (a) It will be moved and seconded that Councillor Brittain be appointed Chair of the Committee for the Council Year 2018/19.
- (b) It will be moved and seconded that Councillor Simmons be appointed Vice-Chair of the Committee for the Council Year 2018/19.

### **2. Planning Sub-Committee**

- (a) It will be moved and seconded that Councillor Terry Gilby be appointed Chair of the Sub-Committee for the Council Year 2018/19.
- (b) It will be moved and seconded that Councillor Brittain be appointed Vice-Chair of the Sub-Committee for the Council Year 2018/19.

### **3. Appeals and Regulatory Committee**

- (a) It will be moved and seconded that Councillor Bellamy be appointed Chair of the Committee for the Council Year 2018/19.
- (b) It will be moved and seconded that Councillor Avis Murphy be appointed Vice-Chair of the Committee for the Council Year 2018/19.

### **4. Licensing Committee**

- (a) It will be moved and seconded that Councillor Bellamy be appointed Chair of the Committee for the Council Year 2018/19.

- (b) It will be moved and seconded that Councillor Avis Murphy be appointed Vice-Chair of the Committee for the Council Year 2018/19.

5. **Employment and General Committee**

- (a) It will be moved and seconded that Councillor Burrows be appointed Chair of the Committee for the Council Year 2018/19.

6. **Overview and Performance Scrutiny Forum**

- (a) It will be moved and seconded that Councillors Peter Innes and Sarvent be appointed as alternating Chair of the Overview and Performance Scrutiny Forum for the Council Year 2018/19.

7. **Community, Customer and Organisational Scrutiny Committee**

- (a) It will be moved and seconded that Councillor Peter Innes be appointed Chair of the Committee for the Council Year 2018/19.
- (b) It will be moved and seconded that Councillor Borrell be appointed Vice-Chair of the Committee for the Council Year 2018/19.

8. **Enterprise and Wellbeing Scrutiny Committee**

- (a) It will be moved and seconded that Councillor Sarvent be appointed Chair of the Committee for the Council Year 2018/19.
- (b) It will be moved and seconded that Councillor Perkins be appointed Vice-Chair of the Committee for the Council Year 2018/19.

9. **Standards and Audit Committee**

- (a) It will be moved and seconded that Councillor Rayner be appointed Chair of the Committee for the Council Year 2018/19.

- (b) It will be moved and seconded that Councillor Alexis Diouf be appointed Vice-Chair of the Committee for the Council Year 2018/19.

**Notes:**

No Member of Licensing Committee may be a Member of Planning Committee and vice versa.

No Member of Appeals and Regulatory Committee may be a Member of Employment and General Committee and vice versa.

Leader may not be a Member of Standards and Audit Committee and no more than one Executive member may be a Member of Standards and Audit Committee.

Chairs of Community, Customer and Organisational Scrutiny Committee and Enterprise and Wellbeing Scrutiny Committee to be alternating Chairs of Overview and Performance Scrutiny Forum.

All members of Community, Customer and Organisational Scrutiny Committee and Enterprise and Wellbeing Scrutiny Committee to be members of Overview and Performance Scrutiny Forum, subject to political balance rules.

Planning Committee to include the Cabinet Member for Economic Growth, other than as Chair.

Planning Sub-Committee to include Cabinet Member Economic Growth.

Employment and General Committee to include Cabinet Member for Governance

No member of Cabinet may be a member of a Scrutiny Committee and vice versa.

No member of the Appeals and Regulatory Committee may also be a member of the Taxi Consultative Committee.

## **For publication**

### **Information and Communication Technology Improvement Programme (BT150)**

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Meeting:	Cabinet Council
Date:	24 April 2018 25 April 2018
Cabinet portfolios:	Business Transformation & Homes and Customers
Report by:	Assistant Director - Customers, Commissioning and Change

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## **For publication**

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### **1.0 Purpose of report**

- 1.1 This report provides information on the findings from the Information and Communication Technology (ICT) review which has been completed by Arcus Global and gives details of the improvement programme which has been developed following the review. It sets the strategic direction for ICT and digital service redesign at Chesterfield Borough Council.
- 1.2 Implementing the ICT Improvement Programme will require significant financial commitment. Costs will be met through existing service budgets, use of the ICT Reserve, borrowing

through the Public Works Loan Board and by potentially using MHCLG flexible capital receipts capability.

- 1.3 The ICT Improvement Programme will build on Chesterfield Borough Council's Great Place, Great Service ambition. It is transformational and will significantly strengthen the Council's ICT service provision, resilience and information security.
- 1.4 Implementing this programme will also enable us to deliver modern improved services to our customers, tenants, residents, businesses and visitors and effectively meet the growing demand for digital access to council services.
- 1.5 The successful implementation of the programme will also enable efficiencies to be made across the organisation and support the Council to continue to sustain its standing as a high performing and financially sound local authority.
- 1.6 The ICT Improvement Programme supports all three of the Council Plan priorities.

## 2.0 **Recommendations**

Cabinet are asked to recommend to full Council that:

- 2.1 The findings from the Arcus Global ICT review are noted.
- 2.2 The ICT Improvement Programme, and the budget attached at Appendix C of the officer's report, are approved.
- 2.3 Delegated authority is given to the Council's Finance and Performance Board to exercise corporate oversight and management of the ICT Improvement Programme.
- 2.4 Delegated authority is given to the Council's Assistant Director – Customers, Commissioning and Change, in consultation with the Portfolio Holders for Business Transformation and Homes



and Customers, to procure the hardware, software, staffing and technology partners required to support delivery of this programme. Delegated authority is given in accordance with the Council's constitution and within the limits of the budget in Appendix C.

- 2.5 Delegated authority is given to the Council's Director of Finance and Resources, in accordance with the Council's constitution, to move spend between capital and revenue as appropriate.
- 2.6 The cost of the Programme is funded through a combination of General Fund capital and revenue and HRA revenue, as set out in Section 5.0 of the officer's report.
- 2.7 Revisions are made to the Council's Medium Term Financial Plan to incorporate the cost of the programme.
- 2.8 A further, detailed report is prepared for a future meeting of the Joint Cabinet and Employment and General Committee seeking approval to make a number of new appointments to enable effective implementation of the approved Digital Innovation / ICT Improvement Programme.

### 3.0 **Report Details**

#### **Background**

- 3.1 As part of the contractual review of its strategic partnership with Arvato, Chesterfield Borough Council commissioned Arcus Global to complete a review of the ICT service and the digital service offer which is provided to tenants, residents, businesses and visitors. The review was commissioned to give assurance that the Council's Information and Communications Technology provision is able to underpin delivery of our medium term strategic ambitions. Arcus Global was also commissioned to develop an appropriate improvement

roadmap, which would address any identified weaknesses. The Arcus Global report is attached at Appendix A. Findings from the review highlight that there is a clear need to:

- 3.1.1 Replace the council's ageing and unsupported infrastructure;
  - 3.1.2 Increase the levels of business continuity resilience;
  - 3.1.3 Increase IT staffing and resource expertise;
  - 3.1.4 Strengthen network security; and
  - 3.1.5 Proactively upgrade or replace essential business applications so that they are supported and fit for purpose.
- 3.2 In addition, the Council is recommended to invest in a digital platform, so that the core technology components (which are needed to deliver services effectively) can be integrated with minimal difficulty and cost and that a simple and easy to use digital offer can be developed for tenants, residents, businesses and visitors.
- 3.3 The improvement roadmap that has been recommended by Arcus Global has since been evaluated and the required activities prioritised into two parallel programmes of work. The first focuses on the essential ICT infrastructure improvements which are required to strengthen the Council's ICT provision and increase its resilience. The second focuses on process redesign and on the implementation of digital access channels, which will improve services to customers.
- 3.4 The report developed by Arcus Global has been costed by the Assistant Director - Customer, Commissioning and Change and critical delivery milestones have been set so that the required transformational changes can be effectively delivered.

## **Essential Improvements Programme**

- 3.5 The essential ICT Improvements Programme will enable the Council to strengthen its core ICT provision and will focus on delivery of the following activities:
- 3.5.1 Replacing the Council's on premise infrastructure before 2020, to ensure it remains secure and supported. The Council will take a 'cloud first' approach when replacing this infrastructure, whilst ensuring that best value is achieved;
  - 3.5.2 Procuring and implementing new productivity tools (i.e. Office 365 or Google Docs) to enable the creation of documents, spreadsheets and presentations. This is needed as the Council's existing Microsoft enterprise agreement ends in 2019;
  - 3.5.3 Simplifying the way staff and elected members access council systems, reducing the number of passwords that are required;
  - 3.5.4 Procuring and implementing improved networking and telephony solutions, which will increase security and business resilience within the Council;
  - 3.5.5 Procuring and implementing public Wi-Fi in key council buildings;
  - 3.5.6 Implementing a planned replacement programme of older desktops, laptops and tablets with newer and more appropriate equipment, improving reliability, speed and functionality.
  - 3.5.7 Reviewing and upgrading the Council's core line of business systems as they become out of contract or out of support;
  - 3.5.8 Implementing service desk tools within the ICT service team, so that faults and problems can be easily resolved;
  - 3.5.9 Increasing the levels of skill and knowledge within the ICT service team, to support the new ways of working.

## **Digital Improvements Programme**

- 3.6 The development of digital technology is revolutionising the way services are provided. Digital technology is now enabling many organisations to provide more responsive and customer focused services, delivered at times that are convenient to customers and in a more efficient manner. Examples of this are evident through the growth of online banking, online shopping, the development of Airbnb, DVLA service transformation and the increasing take up of artificial intelligence help such as Amazon Alexa or Google Home devices.
- 3.7 Economic austerity is also prevalent within Local Authorities, many of which are now obliged to pare back their ambitions for the communities they serve and reduce the level of services they offer. However many Local Authorities are also choosing to be innovative in how their services are delivered, so that as far as possible, their responsiveness to community needs and aspirations can be maintained, despite reducing budgets.
- 3.8 Chesterfield Borough Council has already begun to embark on a journey of innovation and transformation, through its Great Place, Great Service transformation programme. Alongside new commercial and workforce developments, the Council has begun to implement digital technology, introducing a number of improvements such as an easier to use website, rolling out mobile devices within the workforce so that our staff are more efficient, and using social media to widen communication channels with residents. These examples however, represent only a small proportion of what is possible in terms of transforming our services and making them easier to access and more responsive.
- 3.9 To date, Chesterfield Borough Council has largely added digital technology onto existing service delivery mechanisms and processes. Whilst this approach gives some benefit, it places

limits on the Council's ability to shift its thinking and deliver services in a different way, which are better joined up, more efficient and which provide improved 'One Council' customer service performance.

3.10 The Digital Improvement Programme will focus on delivery of the following activities:

- 3.10.1 Procuring and implementing a digital platform;
- 3.10.2 Implementing a social media customer services offer;
- 3.10.3 Procuring and implementing an electronic records management system (ERMS) so that information is securely stored, paper is reduced and space within our buildings is utilised effectively;
- 3.10.4 Evaluating and re-engineering our business processes so that we are able to improve the customer journey, streamline activity, automate processes and remove waste;
- 3.10.5 Implementing a series of data analysis projects which will provide us with business intelligence, aid decision making and shape future service offers.

3.11 All transactions generated through the digital platform will be enabled for smartphone use and customers will be able to access services via an app or via webchat in addition to the usual access channels.

3.12 Digital services will be available 24/7, improving service accessibility by allowing customers to transact with us when it is convenient for them.

3.13 The introduction of a secure customer portal will enable residents to access personal information such as their rent, housing benefit, and council tax account or to make, and monitor progress of, a service request online.

- 3.14 All services will be integrated into a customer relationship management system (CRM), so that by the end of the improvement programme, staff members will have access to a single version of customer data, a history of customer transactions and interactions and immediate access to correspondence or documentation.
- 3.15 The digital improvement programme will enable core service delivery costs to be reduced. It is also important however to recognise that there are other reasons to implement this programme, such as:
- 3.15.1 Providing quicker, more accessible and responsive services to tenants and residents at a time of reducing resources;
  - 3.15.2 Delivering more activity through the Customer Services function, so that we better utilise resources and free up staff to concentrate on the work where their expertise is really needed;
  - 3.15.3 Preventing and reducing service demand by enabling communities to serve themselves or by dealing with things before they turn into a service request;
  - 3.15.4 Ensuring the earliest possible resolution of customer enquiries, reports and requests;
  - 3.15.5 Supporting the increased commercial approach that the council has begun to deliver, including building increased capacity to market our services at the first point of contact;
  - 3.15.6 Improving the measurement of performance across all Council services, with a view to driving improvements for tenants, residents, businesses and visitors;

3.15.7 Providing greater opportunities for staff career development;

3.15.8 Breaking down barriers between council services and ensuring that cross council working is focused on customer needs.

3.16 An outline timeline has been produced (Appendix B) which provides indicative timeframes for the activity that will be completed if this programme is approved.

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

4.1 Implementing the recommended ICT Improvement Programme will change the way that Chesterfield Borough Council delivers services. It will impact on elected members, services and all employees, many of whom will move to using different work methods, processes and tools when they complete their work.

4.2 The ICT Improvement Programme will be a major driver and enabler of change within the Council. As part of the programme, all parts of the Council will be engaged in service redesign. The changes which are made to individual service delivery will be driven by customer needs, a 'one council, one team' approach and a clear financial business case.

4.3 The ICT service is currently delivered through the Council's Public, Private Partnership (PPP) with Arvato. This contract is due to end in 2020, significantly earlier than the planned completion of the ICT Improvement Programme.

4.4 As the programme will continue well beyond the 2020 end date of the PPP it is important to ensure that if approved, the detailed ICT expenditure is sustainable and right for the Council in the medium term i.e. beyond 2020.

- 4.5 The potential imminent sale of the Arvato CRM arm of the Bertelsmann group adds uncertainty as to which company might be delivering our ICT services until 2020.
- 4.6 Based on the level of investment required, timescales for the work and the intended sale of Arvato CRM, Arvato and the Council are currently in detailed discussions on the best way forward, with the final outcome of these negotiations due early to mid-May 2018.
- 4.7 Strategic Human Resources will also play an important role in delivering and supporting the culture changes that will be required to successfully exploit the new ICT and digital services delivery and the effective delivery of this discipline is again a matter of current discussion and negotiation with Arvato.
- 4.8 For some aspects of the Improvement Programme the Council may need to work alongside new technology partners who have demonstrable experience of successfully delivering ICT transformation within the Public Sector and ideally local government. Funding for the additional resources which are required has been built into the financial model.
- 4.9 Recruitment is also required to a number of Digital Innovation roles so that the Council is able to begin the transformation programme with the right capability and capacity. These roles will be in addition to the current Arvato ICT resources.
- 4.10 Further details of these job roles, including proposed salary grades will be provided to support their establishment at a future meeting of the Joint Cabinet and Employment and General Committee.
- 4.11 As services are redesigned, efficiencies will be made. The Arcus Global report identifies that changes can be delivered



which will result in an overall headcount reduction of 30 to 40 staff from 2020/21 onwards. The reductions are expected to be achieved through natural turnover, and voluntary redundancy or retirement.

## **5.0 Financial implications**

- 5.1 The ICT improvement programme is a critical investment for the Council and is a programme that, if we are to get it right, understandably has a heavy price tag attached to it.
- 5.2 As shown in Appendix C to this report, the estimated total cost of the programme over the 9 year period 2018/19 through 2026/27 is £9,700,638, split £5,719,083 capital and £3,981,555 revenue.
- 5.3 For the purposes of this report, it is assumed that the capital cost is met through the mechanism of prudential borrowing, with the cost of said borrowing fully reflected in the revenue cost. It is the case, however, that a significant percentage of the capital cost should ultimately be met through the surpluses that are currently forecast in the council's General Fund capital programme in 2019/2020 and 2020/21; recognising, of course, that these surpluses are reliant on capital receipts yet to be generated through future planned property and land sales.
- 5.4 To recognise the direct value of the programme to the services the council provides to its tenants, the revenue cost is split 80:20 between the General Fund and the Housing Revenue Account. The costs to the latter can be easily accommodated within the healthy surpluses currently forecast for the financial year 2018/19 through 2022/23 (ref. Council Report (22 February 2018) – Housing Revenue Account Budgets 2018/19 through 2022/23).

- 5.5 With regards to the General Fund element of the revenue cost, it is intended to first apply the ICT digital innovation reserve, which has been prudently set aside for this purpose, to offset £738k of the £872k that the council plans to spend within the financial years 2018/19 and 2019/20.
- 5.6 Beyond 2020/21, the General Fund element of the revenue cost, as shown in Appendix C, will impact on the Council's General Fund medium term financial position; more significantly in the financial years 2020/21 and 2021/22 and then reducing through to 2026/27.
- 5.7 As the information was not available at the time of the Council Meeting on 22 February 2018, the latter revenue costs did not feature in the 2018/19 Budget and Medium Term Financial Plan. The deficit forecast shown in the report to Council will therefore grow to a maximum level of £1.5m in 2020/21.
- 5.8 Whilst challenging, the two-year lead-in period is beneficial in enabling a rational and measured approach to be taken to achieving the statutory requirement of setting balanced budgets each and every year.
- 5.9 As already referenced in paragraph 5.3, there is scope to reduce the revenue costs of borrowing through funding more of the capital cost through receipts. And, should we be able to identify further council land and property for disposal, to apply to the Ministry for Housing, Communities and Local Government for the flexibility to directly use capital receipts for revenue purposes where the use will lead to further revenue savings over time.
- 5.10 Work is also underway to identify a further £1m of efficiencies to 2020/21. In the main, it is anticipated that these efficiencies will be realised through business rate growth (though the Government is yet to report on the outcomes of its Fair Funding Review and how it intends to distribute business rate

growth between upper and lower-tier councils for 2020/21, greater commercialisation of our frontline operations, improved income generation at our venues and sports centres, and managed cost control. More detail on all of the above will be provided in the next iteration of the council's medium term financial plan, which will be completed and reported to Cabinet and Council in June 2018, when the financial year end position for 2017/18 is known.

- 5.11 The split over time between capital (hardware) and revenue (software) costs may also change, although the overall budget will remain as stated. To ensure a flexible and agile approach it is therefore recommended that the Director of Finance and Resources has delegated authority to move costs between capital and revenue as appropriate and in accordance with the Council's constitution.
- 5.12 Implementing a digital platform will support the Council to redesign services and generate efficiency savings within service revenue budgets from 2021/22. As is again shown in Appendix B, it is forecast that the Digital Innovation part of the ICT Improvement programme will achieve total net revenue savings of around £4,458,000 during the 9 years to 2026/27.
- 5.13 Some of these savings will result in an overall headcount reduction, as is referred to in paragraph 4.11. It is therefore proposed to set aside a sum of £750,000 from the forecast general fund outturn surplus for 2017/18 as a ring-fenced reserve to support the outcomes of the afore-mentioned service redesign activities.
- 5.14 Given the nature, scale and complexity of the ICT Improvement Programme, it is proposed that the Finance and Performance Board provide corporate oversight and management of the overall Programme.
- 5.15 Detailed procurement exercises, with legal support, will be completed over the term of the programme, to ensure that

the Council is achieving best value with commissioning authority proposed to be delegated to the Assistant Director – Customer, Commissioning and Change, in consultation with the Portfolio Holders for Business Transformation and Homes and Customers. Where the procurement scope or costs fall outside of the ICT Improvement Programme’s allocated budget, formal approval to progress will be sought from the Council’s Finance and Performance Board. The Council’s finance team will participate in the financial scoping of all procurement and will undertake the necessary value for money checks.

- 5.16 Regular progress reports will also be prepared for consideration by the Council’s Scrutiny Committees and Cabinet.

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

- 6.1 The council has a legal duty to implement ICT systems that are secure and that meet the requirements of the General Data Protection Regulations. The procurement of new technology will be compliant with the Regulations and contract awards will only be made to suppliers who are able to meet the Council’s refreshed Information Assurance Policies. The Council will also comply with EU (OJEU) and its own internal procurement regulations.

## 7.0 **Consultation**

- 7.1 Arcus Global has consulted with key stakeholders across council services in determining the need for change. In addition they have consulted with lead Cabinet portfolio holders and with the Arvato ICT team and their senior representatives. Presentations and demonstrations have been provided on a regular basis to Cabinet Members and Scrutiny chairs.

7.2 The Council has also used the independent ICT research and advisory firm Gartner to review and provide assurance with regards to Arcus Global's recommendations and costs, and to guide salary expectations for the new roles, which have been used as estimated figures for budget purposes with on costs (NI and pensions).

## 8.0 Risk management

8.1 Some significant risks undoubtedly exist in delivering such large changes to the way that the Council operates. The most significant risks and their mitigation are summarised in the table below.

High Level Risk	Summary of Mitigation
Delay in the programme implementation timetable	<ul style="list-style-type: none"> <li>• Dedicated team in place and recruitment of specialist, experienced, team members where required to supplement the existing Council team.</li> <li>• Sufficient resources agreed by CBC to deliver the programme on time.</li> </ul>
Not meeting the financial efficiency savings	<ul style="list-style-type: none"> <li>• Regular monitoring by Finance and Performance Board, Cabinet and Overview and Scrutiny.</li> <li>• Effective implementation planning to pinpoint where efficiencies will be realised.</li> </ul>
IT Delays	<ul style="list-style-type: none"> <li>• Additional time has been added in to the front of the implementation programme to plan and procure ICT changes.</li> <li>• Flexibility has been built into the programme to bring forward other elements of implementation if there are delays in some aspects or phases.</li> <li>• Specialist IT procurement resource is likely to be required.</li> </ul>
Disruption to staff	<ul style="list-style-type: none"> <li>• Implementation of communications programme.</li> <li>• Change champions to be implemented in each service area.</li> <li>• Change managers implemented to work with service areas around cultural change</li> </ul>
Spending not aligned to approved spend / budget	<ul style="list-style-type: none"> <li>• Controls established, agreed, implemented and communicated.</li> <li>• Larger scale spends approved in consultation with Portfolio Holder.</li> <li>• Regular budget monitoring.</li> <li>• Regular Programme reporting to include financial position, actual versus budget, VFM, outcomes and timescales.</li> <li>• Programme monitoring, including financial position undertaken by the Finance and Performance Board.</li> </ul>
Deterioration in the Councils budget deficits. This forms part of the Council's corporate risk register.	<ul style="list-style-type: none"> <li>• The Council is required to produce a balanced budget each financial year and IT spend will be reviewed annually as part of the budget setting process to ensure this is achievable.</li> <li>• IT costs are at risk of escalation. Some contingency has been built into the financial model and procurement scope will be managed so that budget is not exceeded.</li> <li>• Any redundancy costs are estimates until pension (Derbyshire</li> </ul>

	CC) and other costs can be worked out on a case by case basis. The classification of IT costs as capital, revenue, lease, license etc. is uncertain in some circumstances 'e.g. cloud systems until the procurement is done. Close monitoring of the financial model will take place to ensure that the programme remains on track.
Disruption to customers and business as usual	<ul style="list-style-type: none"> <li>• Phasing of new services will be controlled, so that BAU is not adversely affected.</li> <li>• Customer input is built into the business process design and testing.</li> <li>• Comprehensive communication plan to be designed to keep customers and residents well informed</li> </ul>

## 9.0 **Equalities Impact Assessment (EIA)**

9.1 A draft Equalities Impact Assessment has been completed. This is attached at Appendix D. Residents will be consulted on all relevant service process redesign work throughout the implementation period and the EIA will be updated and revised to reflect their feedback.

9.2 Implementing digital transformation will improve access to services for Chesterfield's tenants, residents, businesses and visitors. The Council does not intend to remove any existing access channels and also intends to provide assistance to those who are unable to access services online, but who would like to do so.

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

### **Do nothing or delay the work**

10.1 The Council's ICT infrastructure, if not replaced, will be impacted by regular technical failures which will reflect negatively on service delivery. In addition, the Council will be unable to control its resources effectively and will be reactive in managing data security. This increases the risk of fines imposed by the Information Commissioners Office, due to non-compliance with General Data Protection Regulations.

10.2 The Council's current digital offer is not sufficiently developed to provide a great customer experience or to achieve efficiencies in its current form.

- 10.3 There is now an expectation from Central Government that public services will be designed as 'digital by default' and many councils – further ahead in their digital journey – are already benefiting from the efficiencies that can be achieved by encouraging customers to access services using digital channels. Doing nothing will place the council behind its peer leaders.
- 10.4 As customer expectations around the availability of digital access channels rise, Chesterfield Borough Council will not have developed its own digital service offer and customer satisfaction will fall whilst service costs continue to rise. The option of doing nothing has therefore been rejected.

**Implement 'digital' functionality through point to point system integration, instead of through a digital platform.**

- 10.5 In this option, line of business systems, the website, the Customer Relationship Management system (CRM) and the Customer Portal (once enabled) are separate technology components instead of forming an integrated platform solution. Chesterfield Borough Council currently implements digital improvements using this approach. All of the components need to be integrated separately by ICT integration specialists, using costly web services. Integrating the separate solutions is complex and time consuming and this approach would require the Council to invest in increased ICT technical support.
- 10.6 Without this increased support, it is unlikely that the Council will have the capacity or capability to progress the integrations that are required (this hasn't been done to date with the Council's existing CRM system) and therefore the value of the digital technology will diminish as the Council will not be able to obtain a single view of the customer and make data driven decisions or easily upsell.

- 10.7 In addition, retaining this approach to digital transformation will limit the level of efficiency which can be achieved from the development of multi-functional customer services staff members until all integrations have been completed across all technology components. This will delay the timeframe in which service delivery costs can be reduced. This option has therefore been rejected due to its high running costs and extended delivery time.

### **Implement Line of Business Customer Portals**

- 10.8 In this option, business applications are expected to provide their own digital portals. Contact Centre and Customer Services staff members will need to log into each of these portals separately to obtain real time (or close to real time) information.
- 10.9 This option offers some benefits, such as guaranteed integration between business applications and the customer portal, and it is easier to achieve complex functionality.
- 10.10 However, taking this approach to digital transformation could continue to encourage silo based service offers to our tenants, residents and businesses. It will be more complicated to achieve efficiencies through service redesign as access to information has to be obtained through individual business systems. In addition, this approach does not provide the Council with the ability to achieve a unified look and feel for customers when they are accessing services online - complicating the customer journey and discouraging digital take-up.
- 10.11 Implementing this option limits the Council to providing a digital offer only to those services whose systems include a customer portal. Implementation costs and support and maintenance costs will be incurred for each system where the



digital portal is implemented and this will increase overall costs. For these reasons, this option has also been rejected.

## **11.0 Recommendations**

Cabinet are asked to recommend to full Council that:

- 11.1 The findings from the Arcus Global ICT review are noted.
- 11.2 The ICT Improvement Programme, and the budget attached at Appendix B of the officer's report, are approved.
- 11.3 Delegated authority is given to the Council's Finance and Performance Board to exercise corporate oversight and management of the ICT Improvement Programme.
- 11.4 Delegated authority is given to the Council's Assistant Director – Customers, Commissioning and Change, in consultation with the Portfolio Holders for Business Transformation and Homes and Customers, to procure the hardware, software, staffing and technology partners required to support delivery of this programme. Delegated authority is given in accordance with the Council's constitution and within the limits of the budget in Appendix C.
- 11.5 Delegated authority is given to the Council's Director of Finance and Resources, in accordance with the Council's constitution, to move spend between capital and revenue as appropriate.
- 11.6 The cost of the Programme is funded through a combination of General Fund capital and revenue and HRA revenue, as set out in Section 5.0 of the officer's report.
- 11.7 Revisions are made to the Council's Medium Term Financial Plan to incorporate the cost of the programme.

- 11.8 A further, detailed report is prepared for a future meeting of the Joint Cabinet and Employment and General Committee seeking approval to make a number of new appointments to enable effective implementation of the approved Digital Innovation / ICT Programme.

## 12.0 **Reasons for recommendations**

- 12.1 Information and Communications Technology (ICT) underpins everything the council does and it is essential that the service is able to support the Council's future plans. Investment in the Essential ICT Improvement Programme will provide the council with much needed resilience and improved information security, so that the council can comply with changing legislation. In addition, by making an investment in the Digital Improvement Programme and changing the way services are accessed, Chesterfield Borough Council will be able to achieve improvements to services.

### **Decision information**

<b>Key decision number</b>	<b>815</b>
<b>Wards affected</b>	All wards
<b>Links to Council Plan priorities</b>	This programme links to all Council Plan priorities.

### **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	Arcus Global report
Appendix B	Outline Programme timeline
Appendix C	ICT Programme Financial Model
Appendix D	Draft EIA

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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2018

2019

Appendix B

People

Establishment  
of required  
postsAgree ways of working between ICT  
BAU and delivery of the improvement  
programme.Integrate Box  
office calls into  
contact centreRedesign support services &  
business transformation phase 1

Develop knowledge base

Digital

Procure digital  
platformImplement end to end  
digital canvass processDeploy CRM & digital portal for  
Council Tax & Benefits serviceDeploy CRM & Customer portal  
for regulatory servicesDeploy CRM and Customer  
portal for LeisureDevelop CRM and business  
system Integration designDeploy CRM & digital portal  
for Waste serviceDeploy CRM for Environment  
serviceDeploy customer portal for  
Environment serviceDeploy customer portal for  
Elected Member caseworkDeploy CRM for internal  
case management

Applications

Upgrade Council finance system

Replace leaseholder housing module

Contract renewal for HR  
and PayrollContract renewal for  
construction ERPContract renewal for website  
& intranet

Upgrade Venues system

Replace homelessness system

Upgrade income system to comply with PCI-DSS

Replace asset management invoicing system

Contract renewal for Leisure system

Develop intra service application  
integrationEnabling  
technologyProcure a technology partner for  
cloud migration

Establish cloud windows domain &amp; DMZ

Cloud bubble build  
& migration of 25%  
of applicationsCloud migration of  
60% of applicationsReplace Nimble  
storage

Retire legacy servers

Implement public access Wi-Fi  
across the estate

Implement cloud disaster recovery

Reduce number  
of passwords  
requiredPilot O365 or  
google docsFull roll out O365 /  
google docs

Replace networks across the estate

Develop foundations to support  
O365/google docs

Outcomes

Enhanced service  
levels achieved in  
Box OfficeIncreased skills  
and knowledge  
within ICT team1<sup>st</sup> end to end  
digital services  
implementedIncreased ICT  
resilience  
achievedMore end to end  
digital services  
availableGreater visibility of  
progress with member  
caseworkIncreased ICT  
resilience and  
scalability achievedCyber Essentials  
+ achievedEnhanced security levels  
achieved

# 2020

# 2021 onwards

Appendix B

People

Re-design of Customer Services

Review of generalist / specialist roles & implementation of social media customer services

Re-design support services (2)

Digital

Complete contact unification review

Deploy CRM & digital portal for planning service

Deploy CRM & digital portal for Tenancy Management

Deploy CRM & Customer portal for housing repairs

Deploy CRM and customer portal for housing allocations

Deploy Web chat

Deploy CRM and digital portal for Housing rent

Deploy CRM & customer portal for Venues

Deploy CRM & customer portal for

Implement data analysis and business intelligence

Applications

Contract renewal for Revenues & Benefits

Contract renewal for Democratic services

Contract renewal for Electoral Services

Application and business process continuous improvements are implemented as BAU

Contract renewals implemented as BAU

Contract renewal for planning, building control and legal services

Develop inter service integration design

Enabling technology

Replace telephony across the estate

Retire legacy servers

Cloud migration of 90% of applications

Implement technology refresh as BAU

Outcomes

More end to end digital services available

Increased access channels for our residents

Stable ICT infrastructure

Increased opportunity for career development

Single view of customers

Improved performance measurement

Able to easily use data to drive decision making and support commercialisation

Customers able to access services 24/7

Reduced service demand achieved through self service

Cross council working enabled



## Summary Digital IT Projects

<u>Revenue Position</u>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
IT Essential Spend	<a href="#">351,728</a>	<a href="#">610,222</a>	<a href="#">685,064</a>	<a href="#">1,016,811</a>	<a href="#">1,036,189</a>	<a href="#">1,080,543</a>	<a href="#">1,186,493</a>	<a href="#">1,222,328</a>	<a href="#">1,250,895</a>	8,440,273
Digital Innovation	<a href="#">151,232</a>	<a href="#">-22,809</a>	<a href="#">-1,981</a>	<a href="#">-345,648</a>	<a href="#">-577,362</a>	<a href="#">-772,041</a>	<a href="#">-941,008</a>	<a href="#">-964,012</a>	<a href="#">-985,088</a>	-4,458,717
	<b>502,960</b>	<b>587,413</b>	<b>683,083</b>	<b>671,162</b>	<b>458,827</b>	<b>308,502</b>	<b>245,485</b>	<b>258,316</b>	<b>265,807</b>	<b>3,981,555</b>
GF Element	402,368	469,930	546,467	536,930	367,062	246,802	196,388	206,652	212,645	3,185,244
HRA Element	100,592	117,483	136,617	134,232	91,765	61,700	49,097	51,663	53,161	796,311
<b><u>Capital Spending</u></b>	<b>018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
IT Essential Spend	<a href="#">1,725,284</a>	<a href="#">811,418</a>	<a href="#">693,949</a>	<a href="#">25,680</a>	<a href="#">275,544</a>	<a href="#">740,649</a>	<a href="#">180,492</a>	<a href="#">74,760</a>	<a href="#">10,680</a>	4,538,456
Digital Innovation	<a href="#">465,598</a>	<a href="#">197,703</a>	<a href="#">230,097</a>	<a href="#">0</a>	<a href="#">0</a>	<a href="#">287,229</a>	0	0	0	1,180,627
	<b>2,190,882</b>	<b>1,009,121</b>	<b>924,046</b>	<b>25,680</b>	<b>275,544</b>	<b>1,027,878</b>	<b>180,492</b>	<b>74,760</b>	<b>10,680</b>	<b>5,719,083</b>

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## Chesterfield Borough Council

### Equality Impact Assessment - Full Assessment Form

Service Area: Customers, Commissioning and Change

Section:

Lead Officer: Rachel O'Neil

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

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

Existing ☐

Changed ☐

New/Proposed ☒x

<b>STEP 1 – MAKE SURE YOU HAVE CLEAR AIMS AND OBJECTIVES</b>
--

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

- |  |
|--|
| <ul style="list-style-type: none"> <li>• To strengthen the Council's ICT service provision, resilience and information security.</li> <li>• To deliver modern, improved services to our customers, residents, businesses and visitors and effectively meet the growing demand for digital access to council services.</li> <li>• Implementation of the digital tools and capabilities will need to be supported by operating model changes, cultural change and new ways of working to maximise and benefit from the use of the digital technologies.</li> </ul> |
|--|

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

Implementation of the improvement programme will benefit residents and non- residents of the borough who contact the council to access services or find information. It will also benefit Chesterfield Borough Council employees, Elected Members and our partners.

The ICT Improvement Programme is set to transform and enhance the way that Chesterfield Borough Council interacts with residents. It will

- Enable customers to seamlessly self-serve across all business areas, creating an account online so that they can access their own information and track progress.
- Increase the level of digital inclusion in Chesterfield, so that residents can access services online and seek out additional opportunities.
- Ensure a robust and appropriate ICT resource is in place to support the shift to digital services.
- Enable easier access to our services.
- Allow calls to be routed more effectively, making it possible for customers to get through to the right person first time.
- Provide access to appropriate and responsive services 1<sup>st</sup> time.
- Provide a more flexible and multi-skilled workforce with the ability to remove hand offs and duplication.
- Develop a single view of the customer and ensure information is updated through all systems, improving data quality.
- Simplify customer application processes across the council
- Enable employees and elected members to easily use customer data to drive business intelligence and shape services
- Retain flexibility in service delivery
- Protect front line services

What outcomes do you want to achieve?

- Increased skills and knowledge within our ICT team
- Increased ICT resilience
- Additional access channels made available for residents 24/7/365
- Greater customer satisfaction
- Increase the proportion of customers contacting the council online
- A single view of our customers and their needs
- Savings opportunities through co-location and rationalisation of teams
- Greater visibility of progress with member casework
- Improved performance measurement

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

Low digital skills  
Access to digital technology  
Ageing ICT infrastructure within CBC  
Possible language barriers

## STEP 2 – COLLECTING YOUR INFORMATION

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

Arcus Global ICT review  
Chesterfield Borough Council plan  
Are you being served data  
Customer satisfaction data generated through the Council's Public Private Partnership with Arvato  
The industrial strategy  
Digital inclusion measures  
Doteveryone.org

## 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.

Date	Engagement Activity	Main findings
	Corporate Cabinet / CMT and scrutiny	Supportive of the initiative and recommended direction. Portfolio holders involved in the development of the improvement programme.
	Arcus Global	Completed the review of ICT and Digital in

		Chesterfield and developed the recommended roadmap – findings are reflected in their report
	Arvato senior managers	Fed into the Arcus Global ICT review report
	Gartner	Evaluated recommendations and provided benchmarking information
	Key stakeholders across council services	Provided feedback on their digital service aspirations and this informed the ICT review recommendations

#### 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.

Group or Protected Characteristic	Positive impacts	Negative impacts	Action
Age – including older people and younger people.	<p>There will be new ways for people to access council services.</p> <p>Access to council services will be available 24/7/365</p> <p>Services will be easier and more intuitive and people can access them at their leisure, from any 'connected'</p>	Nationally, one of the groups who are most likely never to have used the internet are people over 65.	<p>We will provide 'assisted digital' support in our customer service centre.</p> <p>We do not intend to remove any of our existing access channels.</p> <p>We will endeavour to ensure older people and younger people are involved in</p>

	place.		<p>the design of digital services</p> <p>We will endeavour to ensure that all communications and publicity relating to the ICT improvement programme takes into account all groups and encourages participation from all.</p>
<p>Disabled people – physical, mental and sensory including learning disabled people and people living with HIV/Aids and cancer.</p>	<p>There will be new ways for people to access council services.</p> <p>Access to council services will be available 24/7/365</p> <p>Services will be easier and more intuitive and people can access them at their leisure, from any ‘connected’ place</p>	<p>It may be difficult to use technology to access services.</p>	<p>We will design new digital services to be compliant with accessibility standards.</p> <p>We will endeavour to involve disabled people in the design of digital services.</p> <p>We do not intend to remove any of our existing access channels</p> <p>We will endeavour to ensure that communications and publicity relating to the ICT Improvement Programme takes into account all</p>

			groups and encourages participation from all.
Gender – men, women and transgender.	<p>There will be new ways for people to access council services.</p> <p>Access to council services will be available 24/7/365</p> <p>Services will be easier and more intuitive and people can access them at their leisure, from any 'connected' place</p>		We will endeavour to ensure that all communications and publicity relating to the ICT improvement programme takes into account all groups and encourages participation from all.
Marital status including civil partnership.	<p>There will be new ways for people to access council services.</p> <p>Access to council services will be available 24/7/365</p> <p>Services will be easier and more intuitive and people can access them at their leisure, from any 'connected' place</p>		We will endeavour to ensure that all communications and publicity relating to the ICT improvement programme takes into account all groups and encourages participation from all.
Pregnant women and people on maternity/paternity. Also consider	There will be new ways for people to access council services.	It may be difficult to use technology to access services.	We will endeavour to ensure that all communications



breastfeeding mothers.	<p>Access to council services will be available 24/7/365</p> <p>Services will be easier and more intuitive and people can access them at their leisure, from any 'connected' place</p>		and publicity relating to the ICT Improvement programme takes into account all groups and encourages participation from all.
Sexual Orientation – Heterosexual, Lesbian, gay men and bi-sexual people.	<p>There will be new ways for people to access council services.</p> <p>Access to council services will be available 24/7/365</p> <p>Services will be easier and more intuitive and people can access them at their leisure, from any 'connected' place</p>		We will endeavour to ensure that all communications and publicity relating to the ICT improvement programme takes into account all groups and encourages participation from all.
Ethnic Groups	<p>There will be new ways for people to access council services.</p> <p>Access to council services will be available 24/7/365</p> <p>Services will be</p>		We will endeavour to ensure that all communications and publicity relating to the ICT improvement programme illustrate diversity and encourages participation from

	easier and more intuitive and people can access them at their leisure, from any 'connected' place		all.
Religions and Beliefs including those with no religion and/or beliefs.	<p>There will be new ways for people to access council services.</p> <p>Access to council services will be available 24/7/365</p> <p>Services will be easier and more intuitive and people can access them at their leisure, from any 'connected' place</p>		We will endeavour to ensure that all communications and publicity relating to the ICT improvement programme takes into account all groups and encourages participation from all.
Other groups e.g. those experiencing deprivation and/or health inequalities.	<p>There will be new ways for people to access council services.</p> <p>Access to council services will be available 24/7/365</p> <p>Services will be easier and more intuitive and people can access them at their leisure, from any 'connected' place</p>	<p>It may be difficult to use technology to access services.</p> <p>People may not have access to technology in their own home, but many are able to access through friends and family or can use community based services such as libraries or CAB.</p>	<p>As part of our improvement programme we will provide access to Wi-Fi within our public buildings.</p> <p>We will provide free access to computers in our customer service centre.</p> <p>We will endeavour to ensure that all communications</p>

			and publicity relating to the ICT improvement programme takes into account all groups and encourages participation from all.
--	--	--	--

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?

Actions listed above will be incorporated into the Improvement Programme delivery plan. In addition, we will continue to consult with service users to understand the potential gaps in access to digital technologies.

## 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?

The generic actions listed in the EIA will be built into the implementation plan when the ICT improvement programme is delivered.

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

The EIA will be reviewed and updated before each project is implemented, to reflect the needs of the particular service users.

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

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

### Reviewed by Head of Service/Service Manager

Name: Rachel O'Neil

Date: 01.12.2017

### Reviewed by Policy Service

Name:

Date:

Final version of the EIA sent to the Policy Service ☐

Decision information sent to the Policy Service ☐



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## **COUNCIL MEETING – 25 APRIL 2018** **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="#">7 February</a> <a href="#">14 February</a> <a href="#">21 February</a> <a href="#">28 February</a> <a href="#">7 March</a> <a href="#">14 March</a> <a href="#">28 March</a> <a href="#">4 April (Full Committee)</a> <a href="#">4 April</a>
<b>Employment and General Committee</b>	<a href="#">5 March</a>
<b>Licensing Committee</b>	<a href="#">28 March</a>
<b>Planning Committee</b>	<a href="#">19 February</a> <a href="#">12 March</a> <a href="#">3 April</a>
<b>Standards and Audit Committee</b>	<a href="#">7 February</a>

If you require paper copies of the Minutes please contact:

### **Brian Offiler**

Democratic Services, Town Hall, Chesterfield, S40 1LP

Tel: 01246 345229 email: [democratic.services@chesterfield.gov.uk](mailto:democratic.services@chesterfield.gov.uk)

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## CABINET

**Tuesday, 20th February, 2018**

Present:-

Councillor P Gilby (Chair)

Councillors T Gilby  
Blank  
A Diouf  
Huckle

Councillors Brunt  
Ludlow  
Serjeant

Non Voting Catt  
Members Dickinson

J Innes

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

### 132 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Bagley.

### 133 **MINUTES**

#### **RESOLVED –**

- 1) That the minutes be amended to note an apology for absence for Councillor Diouf.
- 2) That the minutes of the meeting of Cabinet held on 30 January, 2018 be approved as a correct record, subject to noting the above amendment, and signed by the Chair.

### 134 **FORWARD PLAN**

The Forward Plan for the four month period 1 March to 30 June 2018 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

**135     DELEGATION REPORT**

Decisions taken by Cabinet Members between 22 January and 12 February 2018 were reported.

**\*RESOLVED –**

That the Delegation Report be noted.

**136     MINUTES OF THE SHEFFIELD CITY REGION COMBINED AUTHORITY**

Minutes of the meeting of the Sheffield City Region Combined Authority (SCRCA) held on 11 December, 2017 were reported for information.

Assistant Cabinet Member, Councillor Dickinson, asked if the Council had been made aware of whether its capital funding bids to the SCRCA had been successful.

The Chief Executive advised that the SCRCA had received in excess of 50 separate funding bids as part of its Local Growth Fund supplementary commissioning round, and that the Council expected to hear the outcome of its 2 bid submissions late March 2018.

Members were also informed that the two separate funding bids submitted by the Council to the Sheffield City Region Housing Fund had been successful, and that Chesterfield College had been awarded SCRCA Skills Capital to support the development of a digital skills hub.

**\*RESOLVED –**

That the Minutes be noted.

**137     APPROVAL OF CHESTERFIELD BOROUGH COUNCIL'S COUNCIL PLAN – 2018/19 UPDATE**

The Assistant Director – Policy and Communications submitted a report presenting for approval the Council Plan 2015-19, updated for 2018/19.

In 2015/16 the Council had moved from the production of a one year plan to a four year strategic Council Plan following a recommendation from the Local Government Association's peer challenge in 2013.

The updated Council Plan, as attached at Appendix A to the officer's report, had been revised to show the progress made during the first three years of the plan, and to highlight the priority areas for the remaining final year of the plan.

**\* RESOLVED –**

That it be recommended to full Council that:

1. The Council Plan be approved and adopted as the Council's strategic framework for monitoring performance against key aims and objectives and to prioritise resources.
2. Delegated authority be granted to the Deputy Leader to approve any minor changes to the Council Plan that may be required to improve its readability.

**REASON FOR DECISIONS**

To provide the Council with a clear statement of its strategic priorities for 2015-2019, and a framework within which decisions can be made regarding the allocation of resources.

**138     TREASURY MANAGEMENT STRATEGY 2018/19**

The Director of Finance and Resources submitted a report recommending for approval the Treasury Management Strategy Statement and the Annual Investment Strategy Statement for 2018/19, the revised Minimum Reserve Provision (MRP) Policy for 2017/18 and the MRP Policy for 2018/19.

The report noted the Council's requirement to approve its Treasury Management and Investment Strategies, and to reaffirm its adoption of the Chartered Institute of Public Finance and Accountancy (CIPFA) 'Code

of Practice for Treasury Management in the Public Services', at the start of each financial year.

The Director of Finance and Resources also reported on the Council's estimated capital expenditure, how this would be financed and the Council's borrowing need. The level of external debt remained within the Council's authorised limit, and the Council's approach to investing cash would continue to balance the need for security and liquidity with achieving the highest rate of return.

The Treasury Management Strategy Statement 2018/19 was attached at Appendix A to the officer's report.

**\* RESOLVED –**

That it be recommended to full Council that:

1. The adoption of CIPFA's Code of Practice on Treasury Management be affirmed.
2. The Treasury Management Strategy Statement and Annual Investment Strategy, including the Prudential Code Indicators, be approved.
3. The revised Minimum Revenue Provision policy for 2017/18 be approved.
4. The Minimum Revenue Provision policy for 2018/19 be approved.

**REASON FOR DECISIONS**

To comply with regulations and recognised best practice.

**139     CAPITAL STRATEGY AND GENERAL FUND CAPITAL PROGRAMME 2018/19**

The Director of Finance and Resources submitted a report recommending for approval the General Fund Capital Strategy and Programme for the financial year 2018/19.

The report provided details of the updated Capital Strategy and expenditure forecasts, new schemes added to the Capital Programme

during the last year, and progress made on current major schemes. Members were also made aware of the Council's capital financing arrangements, the level of capital receipts and its net financing position.

The Director of Finance and Resources reported that significant work had been undertaken to ensure the Capital Programme over the next three financial years, despite the challenging economic climate.

**\*RESOLVED –**

That it be recommended to full Council that:

1. The Capital Strategy be approved.
2. The updated General Fund Capital Programme expenditure and financing be approved.
3. The new Capital Programme schemes, as outlined in paragraph 8.3 of the officer's report, be approved subject to satisfactory business cases being made and subsequent Cabinet and/or Council agreement.

**REASON FOR DECISIONS**

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

**140     2018/19 BUDGET AND MEDIUM TERM FINANCIAL PLAN**

The Director of Finance and Resources submitted a report on the draft General Fund budget, with recommendations made to Council on the budget allocations and Council Tax level for 2018/19.

The Director of Finance and Resources confirmed that, despite growing cost pressures, savings for 2017/18 totalling £1.206k had been achieved. The revised budget forecast therefore showed an estimated surplus of £976k.

The report outlined the assumptions that had been made in preparing the draft budgets from 2018/19 through to 2022/23, and the actions that had been implemented to finalise the portfolio budgets since they were considered by Cabinet on 19 December, 2017.

The report also noted the emphasis from central Government for local authorities to become financially self-sufficient by 2020/21, including the phasing out of the Revenue Support Grant.

The report noted that the recommended £5 increase in annual Council Tax for all Band 'D' properties was equivalent to an annual increase of 3.23 per cent, or a weekly increase of 9.6 pence.

Members were informed of the expenditure estimates for the coming financial year, as well as the medium term forecasts for 2019/20 through to 2022/23.

**\*RESOLVED –**

That it be recommended to full Council that:

1. The revised budget for 2017/18 be approved.
2. The Local Government Finance Settlement be noted.
3. The Collection Fund and Tax Base forecasts be noted.
4. The portfolio budgets and overall revenue budget summary for 2018/19 be approved.
5. Delegated authority be granted to the Director of Finance and Resources in consultation with the Leader, Deputy Leader and Chief Executive to review what is required to ensure that maximum opportunity is taken from the flexibility available to use capital receipts for revenue purposes where such investment will lead to budget savings.
6. The budget forecasts for 2019/20 and the medium term forecasts, as well as the strategy for addressing the projected deficits, be noted.
7. The growth request of £10k for each of the next two years to enable the implementation of the Council's Skills Action Plan, be approved.
8. Approval be given to the estimates of reserves, including:

- i. Maintaining the General Working Balance at £1.5m;
  - ii. The phasing of the recommended £200k insurance provision increase over 5 years;
  - iii. The creation of an ICT Digital Innovation reserve to fund the cost of ICT development.
9. The budget risks and sensitivity analysis be noted.
10. The recommended £5 increase in Council Tax for a Band 'D' property in 2018/19 be approved.
11. The 2018/19 Council Tax Requirement and financing be approved.
12. The Director of Finance and Resources' assurances be noted.

## **REASON FOR DECISIONS**

In order to meet the statutory requirements relating to setting a budget and the council tax.

## **141 SENIOR PAY POLICY**

The Human Resources Manager submitted a report seeking approval for the Senior Pay Policy Statement for 2018/19, in accordance with the Localism Act 2011 and the Local Government (Transparency Requirements) (England) Regulations 2014.

The Senior Pay Policy Statement for 2018/19, as attached at Appendix 1 to the officer's report, included details of how senior pay was set within the Council. The revised policy statement had been updated to reflect the implementation of the Council's new corporate management structure.

### **\* RESOLVED –**

That it be recommended to full Council that the revised Senior Pay Policy Statement for 2018/19 be approved.

## **REASON FOR DECISION**

To meet the requirements of the Localism Act 2011 by publishing the Senior Pay Policy Statement by 31 March, 2018.

**142     REVISED SAFEGUARDING POLICY AND PROCEDURES AND MODERN SLAVERY STATEMENT**

The Assistant Director – Policy and Communications submitted a report recommending for approval the Council’s updated policy and procedures for the safeguarding of children and vulnerable adults, and the Council’s Modern Slavery Statement for 2018/19.

The report noted the Council’s statutory duties in respect of safeguarding children and vulnerable adults, and that work had been carried out to deliver improvements to the Council’s safeguarding policy and procedures, following a safeguarding audit review carried out in June 2015.

A number of effective and sustainable improvements had been made, which were set out in paragraph 4.2 of the officer’s report. The full revised policy for safeguarding children and vulnerable adults was attached at Appendix A to the officer’s report.

The Modern Slavery Statement for 2018/19 was attached at Appendix B to the officer’s report.

**\* RESOLVED –**

1. That the revised policy and procedures for safeguarding children and vulnerable adults be approved.
2. That delegated authority be granted to the Cabinet Member for Health and Wellbeing to approve essential amendments to the safeguarding policy and procedures between formal review periods.
3. That a review of the safeguarding policy, procedures and arrangements be carried out two years after approval.
4. That the Modern Slavery Statement for 2018/19 be approved.

**REASON FOR DECISIONS**



To effectively safeguard and promote the welfare of children and vulnerable adults within our borough.

**143     HOUSING CAPITAL PROGRAMME: NEW PROGRAMME FOR 2018/19 THROUGH TO 2021/22**

The Assistant Director – Housing and the Director of Finance and Resources submitted a report seeking approval for the public sector housing ‘Capital’ programme for 2018/19 and provisionally for 2019/20 through to 2022/23.

The report reaffirmed that the focus of the Housing Capital Programme was to maintain the Decent Homes Standard, modernise the non-traditional housing stock, deliver improvements to the estate environment, and accelerate the provision of new Council housing in the immediate short term.

The Assistant Director – Housing advised that the proposed 2018/19 programme continued to broadly reflect the spending priorities set out in the Housing Revenue Account (HRA) Business Plan, and addressed needs as identified in the latest Stock Condition Survey.

The report noted the important role that the HRA Steering Group – comprised of cross-party elected members, officers and tenants – had played in reviewing and prioritising the Capital Programme.

Details of the recommended share of the Capital Programme to Commercial Services were set out in Appendix 1 of the officer’s report.

**\*RESOLVED –**

That it be recommended to full Council that:

1. The Housing (Public Sector) Capital Programme for 2018/19 be approved and its procurement, as necessary, be authorised.
2. The Housing (Public Sector) Capital Programmes for 2019/20 to 2022/23 be provisionally approved.
3. The Commercial Services share of the 2018/19 Programme be approved.

4. Delegated authority be granted to the Assistant Director – Housing to transfer funds between programme heads and budgets in order to manage the Capital Programme.

## **REASONS FOR DECISIONS**

1. To maintain the Council's 'Decent Homes Standard' targets in line with the Council Plan.
2. To maintain and improve the condition of the Public Sector housing stock and its environment.
3. To contribute to the aims of the Borough Housing Strategy and to deliver the Housing Revenue Account Business Plan.

### **144 HOUSING REVENUE ACCOUNT BUDGET 2018/19 TO 2022/23**

The Assistant Director – Housing and Director of Finance and Resources submitted a report presenting the probable outturn on the Housing Revenue Account (HRA) for 2017/18, and the budget estimates for 2018/19 through to 2022/23.

The Council was required to produce a 30 year HRA Business Plan that was financially viable and able to maintain the Council's housing stock at the minimum Decent Homes Standard.

The probable outturn for the HRA in 2017/18 was reported in Section 5 of the officer's report.

The Assistant Director – Housing advised that the financial strategy for the HRA in 2018/19 was to continue to deliver a balanced, sustainable and self-financing budget. The initial HRA budget forecast for 2018/19 was set out at Section 7 of the officer's report.

### **\*RESOLVED –**

That it be recommended to full Council that:

1. The probable outturn for the current financial year 2017/18 be noted.

2. That the draft budget estimates for 2018/19 and future financial years be approved.

## **REASONS FOR DECISIONS**

1. To enable the Council to set the Housing Revenue Account budget for 2018/19.
2. To continue with the financial strategy contained in the Housing Revenue Account Business Plan and self-financing debt settlement arrangements.

### **145 HOUSING REPAIRS BUDGET 2018/19**

The Assistant Director – Housing submitted a report recommending for approval the Housing Repairs Budget for 2018/19.

The report noted that extensive reviews had been undertaken to ensure a cost-effective approach to delivering future housing repairs and maintenance programmes, and to mitigate the implications of changes in national housing and welfare policy on the financial viability of the Housing Revenue Account (HRA) Business Plan.

In light of the increased provision within the Housing Capital Investment Programme, and tenants taking greater responsibility for their own repairs, the Assistant Director – Housing recommended that the Housing Repairs Budget be decreased by £500k in 2018/19, and by a further £500k in 2019/20.

#### **\*RESOLVED –**

1. That the Housing Repairs Budget of £8.473m for 2018/19, as set out in Appendix 1 to the officer's report, be approved.
2. That, pursuant to Cabinet Minute No.148 (2016/17), the Housing Repairs Budget for 2019/20 be further decreased by £500k, after which it will be set in accordance with an increase in the rate of inflation (CPI).
3. That delegated authority be granted to the Assistant Director - Commercial Services to transfer funds between responsive repairs

budget heads in order to effectively manage and respond to fluctuations in tenant-led, or weather dependent repairs.

## **REASONS FOR DECISIONS**

1. To permit the required maintenance of the Housing Stock.
2. To contribute to the delivery of a balanced and sustainable Housing Revenue Account, which is self-financing in the longer term.
3. To support the Council's vision and priorities within the Council Plan.

**CABINET****Tuesday, 13th March, 2018**

Present:-

Councillor P Gilby (Chair)

Councillors T Gilby  
Bagley  
BlankCouncillors Huckle  
Ludlow  
SerjeantNon Voting Catt  
Members Dickinson

J Innes

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**147 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Brunt and A Diouf.

**148 MINUTES****RESOLVED –**

That the minutes of the meeting of Cabinet held on 20 February, 2018 be approved as a correct record and signed by the Chair.

**149 FORWARD PLAN**

The Forward Plan for the four month period 1 April 2018 to 31 July 2018 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

**150      CORPORATE ENFORCEMENT POLICY**

The Senior Environmental Health Officer submitted a report seeking approval for a Corporate Enforcement Policy and supplementary guidance on the issuing of Fixed Penalty Notices.

The report noted that the policy, as attached at Appendix A to the officer's report, applied to all Council services and set out the broad approach that the Council would take to enforcement.

The policy covered the varying levels of enforcement action available to the Council, how the Council would determine appropriate action(s) in the event of non-compliance, and how investigations would be conducted.

**\*RESOLVED –**

1. That the Corporate Enforcement Policy, as attached at Appendix A to the officer's report, be approved and adopted.
2. That the Fixed Penalty Notice Supplementary Guidance, as attached at Appendix B to the officer's report, be approved and adopted.
3. That delegated authority be granted to the Senior Environmental Health Officer in consultation with the Cabinet Member for Governance, to approve minor amendments to the Corporate Enforcement Policy and Fixed Penalty Notice Supplementary Guidance.

**REASON FOR DECISIONS**

To have a corporate approach to enforcement across all services that carry out regulatory roles.

**151      ASBESTOS MANAGEMENT COMPLIANCE**

The Assistant Director – Housing and Assistant Director – Health and Wellbeing submitted a report seeking approval for the Council's new Asbestos Policy 2018-2021.

The report noted that the Asbestos Management Compliance Sub-Group, in conjunction with Savills Consulting, had developed a new Asbestos

Policy for 2018-2021, which was attached at Appendix 4 to the officer's report.

The Assistant Director – Housing advised that the Council has improved its position in relation to asbestos management compliance, and is currently progressing further actions, as set out in paragraph 4.4.1 of the officer's report.

**\*RESOLVED –**

1. That the Council's improved position in respect of Asbestos Management compliance, and the outstanding work remaining on the Asbestos Compliance Action Plan, be noted.
2. That the Asbestos Management Compliance Sub-Group continues to oversee the implementation of the outstanding actions set out in the Asbestos Compliance Action Plan, and reports progress to the Council Health and Safety Committee on a quarterly basis.
3. That the Asbestos Policy 2018-2021, as attached at Appendix 4 to the officer's report, be approved and adopted.
4. That further update reports be submitted to Cabinet as and when plans, policies, procedures and strategies are prepared, reviewed and updated.

**REASON FOR DECISIONS**

To ensure legislative and statutory obligations in relation to the management of asbestos risk are met.

**152     COMMERCIAL SERVICES FEES AND CHARGES FOR CEMETERIES IN 2018/19**

The Assistant Director – Commercial Services submitted a report recommending for approval the proposed fees and charges for the Council's cemeteries to take effect from 1 April, 2018.

The proposed fees and charges for 2018/19, as attached at Appendix A to the officer's report, would ensure that the service continued to recover its costs whilst remaining competitive and affordable.

**\*RESOLVED –**

That the proposed fees and charges for cemeteries in 2018/19, as attached at Appendix A to the officer's report, be approved and adopted.

**REASONS FOR DECISION**

1. There has been a decline in burial numbers in recent years which has coincided with above average fee increases. It is expected that by applying an average increase, burial numbers will be consolidated.
2. To generate income to contribute to the costs of providing and maintaining a burial service

**153      TENANT SATISFACTION STAR SURVEY RESULTS**

The Assistant Director – Housing submitted a report to inform members of the results of the Survey of Tenants and Residents that was carried out in October 2017.

The report noted the positive results shown in the survey results, with improvements in satisfaction rates against 7 of the 8 core question indicators.

The full results of the survey were attached at Appendix 1 to the officer's report.

**\*RESOLVED –**

That the results of the 2017 STAR survey and the improvement in tenant satisfaction be noted.

**REASON FOR DECISION**

To recognise the contribution of the Housing Service in meeting the Council's Value of being 'Customer focused – delivering great customer service, meeting customer needs'.

**154      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 items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 3 and 5 of Part I of Schedule 12A to the Local Government Act 1972 – as they contained information relating to information relating to:

3. information relating to the financial or business affairs of any particular person (including the authority that holds that information).
5. information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**155      COMMERCIAL SERVICES FEES AND CHARGES FOR TRADE WASTE AND OUTDOOR SPORTS AND LEISURE IN 2018/19**

The Assistant Director – Commercial Services submitted a report recommending for approval proposed fees and charges for trade waste and outdoor recreation services for 2018/19, to take effect from 1 April, 2018.

The report noted that the fees and charges proposals had taken into account the Council's Budget Strategy in that provision should be made for a minimum inflammatory increase of 3 per cent each year.

The proposed fees and charges for outdoor recreation services for 2018/19 were attached at Appendix A to the officer's report.

The proposed fees and charges for waste services for 2018/19 were attached at Appendix B to the officer's report.

**\*RESOLVED –**

1. That the proposed fees and charges for outdoor sports and leisure services in 2018/19, as attached at Appendix A to the officer's report, be approved and adopted.
2. That the proposed fees and charges for waste services in 2018/19, as attached at Appendix B to the officer's report, be approved and adopted.

**REASON FOR DECISIONS**

To comply with the Council's Budget Strategy.

**156 BARROW HILL CONTRACTOR APPOINTMENT**

The Assistant Director – Housing submitted a report to inform members that a contractor had been appointed to deliver the first phase of the environmental improvement works at Barrow Hill.

The report provided details of the received tender offers and tender evaluation process, as well as the anticipated timescales for the delivery of the first phase of work.

**\*RESOLVED –**

That the contract details agreed for the delivery of the first phase of works on the Barrow Hill Environmental Improvements project be noted.

**REASON FOR DECISION**

To meet the Council's priority 'to improve the quality of life for local people'.

**157 ROBINSONS PLC BUSINESS RATES APPEAL**

The Director of Finance and Resources submitted a report recommending for approval an offer of settlement of a business rates refund claim.

The report noted that Counsel's advice had been taken on the matter. The letter from Counsel was attached at Appendix A to the officer's report.

**\*RESOLVED –**

That the proposed offer of settlement be approved and made in the financial year 2017/18.

**REASON FOR DECISION**

To settle a business rates refund claim on the best possible terms for the Council in the current financial year 2017/18.

## **JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE**

**Tuesday, 20th February, 2018**

Present:-

Councillor P Gilby (Chair)

Councillors Blank  
Brunt  
Burrows  
A Diouf  
T Gilby

Councillors Huckle  
J Innes  
Ludlow  
Serjeant  
Simmons

Non-Voting Members  
Catt  
Dickinson

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

### **17 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bagley, Davenport and Wall.

### **18 MINUTES**

#### **RESOLVED -**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 30 January, 2018 be approved as a correct record and signed by the Chair.

## 19 **ESTABLISHMENT OF DIGITAL COMMUNICATIONS APPRENTICE POST (R100)**

The Communications and Marketing Manager submitted a report seeking approval to establish a digital communications apprentice post within the policy and communications service. The post would support the growth in digital communications as a method for the public to interact with the Council.

In January, 2017 the Joint Cabinet and Employment and General Committee approved a restructure of the policy and communications service. The creation of a digital communications apprentice post was included within the original proposals but due to funding constraints the proposal was withdrawn. The policy and communications service had since been successful in securing a number of internal contracts to provide survey and communications services for the housing service, which provided the funding required for the apprenticeship.

The apprentice would complete an 18-month Level 3 Digital Marketing apprenticeship and it was proposed that the post would be managed by the digital content editor within the policy and communications service.

Provided that sufficient income continued to be generated, the report proposed that the apprenticeship be continued with a new starter every two years.

### **\*RESOLVED –**

1. That the proposal to establish a digital communications apprentice post in the policy and communications service be approved.
2. That the post be funded through income generated by the policy and communication service.
3. That the communications and marketing manager be granted delegated authority to recruit to the post and to further apprenticeships every two years, subject to funding.

### **REASONS FOR DECISION**

1. To deliver effective corporate services to meet the changing needs of the Chesterfield Borough Council.

2. To enable effective communications and customer service for residents, businesses and visitors to the Chesterfield borough.

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## **JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE**

**Tuesday, 13th March, 2018**

Present:-

Councillor P Gilby (Chair)

Councillors Bagley  
Blank  
Burrows  
T Gilby  
Huckle

Councillors J Innes  
Ludlow  
Serjeant  
Simmons  
Wall

Non-Voting Members  
Catt  
Dickinson

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

### **21 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Brunt, Davenport and A Diouf.

### **22 MINUTES**

#### **RESOLVED -**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 20 February, 2018 be approved as a correct record and signed by the Chair.

**23 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 items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

**24 ENVIRONMENTAL SERVICES SEASONAL STAFFING**

The Assistant Director – Commercial Services submitted a report seeking approval to appoint up to 6 additional seasonal staff as part of the Environmental Services establishment to cover horticultural works during the peak season of March - September.

Environmental Services underwent a restructure in November 2016 and it was highlighted that there were opportunities to operate the service on a more commercial basis through a reduction of external expenditure on sub-contractors and increasing the amount of income being generated.

The Arboriculture Service had been insourced during Autumn 2018 to reduce reliance on sub-contractors and to provide additional service capacity to operate on a commercial basis. The service had successfully won the tender for the Council's Garden Assistance Scheme and additional staff would be required from March – September to assist in the delivery of the scheme.

Environmental Services had been preparing for the new growing season and aimed to offer an improved service from the previous year. Improvements had been made through reviewing working practices, increased quality inspections and further involvement of Ward Members to improve accountability.

Additional seasonal staff would be required to provide the extra capacity required to operate the service in the peak summer growing period.

The report included details of the financial implications and noted that there would be sufficient budget available to fund the additional positions.



**\*RESOLVED –**

1. That up to 6 additional seasonal staff be added to the Environmental Services establishment to cover horticultural works during the peak season of March – September.
2. That the Assistant Director – Commercial Services be granted delegated authority to recruit to the positions and to further positions for the next three years.

**REASONS FOR DECISION**

1. To be able to properly resource the recently awarded works to for the Council's Garden Assistance Scheme.
2. To provide additional capacity to the service during a 'peak' time of service activity.

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## **OVERVIEW AND PERFORMANCE SCRUTINY FORUM**

**Tuesday, 13th March, 2018**

Present:-

Councillor Sarvent (Chair)

Councillors	J Barr	Councillors	Falconer
	Borrell		Flood
	Callan		P Gilby +
	Caulfield		Huckle +
	L Collins		P Innes
	Derbyshire		Perkins
	Dyke		

Rachel Appleyard, Senior Democratic and Scrutiny Officer  
 Karen Brown, Business Transformation Manager +  
 Lisa Haythorne, Solicitor at Derbyshire Law Centre ++  
 Tony McIlveen, Senior Solicitor and Derbyshire Law Centre ++  
 Rachel O'Neil, Customers, Commissioning and Change Manager +

+ Attended for Minute No. 55  
 ++ Attended for Minute No. 56

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

Councillors Borrell and Flood declared that they were both members on the Derbyshire Law Centre Management Committee.

### **53 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor V-A Diouf.

### **54 MINUTES**

The Minutes of the Overview and Performance Scrutiny Forum (OPSF) held on 16 January, 2018 were presented.

**RESOLVED –**

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

55

### **LEADER AND CABINET MEMBER FOR BUSINESS TRANSFORMATION**

The Leader, Cabinet Member for Business Transformation, Assistant Director – Customers, Commissioning and Change and the Business Transformation Manager attended to provide a progress update on the delivery of projects through the Programme Management Office (PMO) and to update Members on the review of the PPP contract.

#### **Programme Management Office**

The PMO provides a strategic management oversight of all priority projects and uses a RAG (red, amber, green) system to monitor their progress. A Gateway Zero board made up of officers from across the Council meets monthly to consider the projects that are received by the PMO and makes recommendations based on having the appropriate skills and resources required for the project, ensuring legal compliance, the delivery of ICT essential upgrades and alignment with the council's priorities. The board had received 36 papers to date, of which 12 had been rejected/closed/paused, 2 were running as business as usual and 22 were approved.

Monthly PMO progress reports are produced on each project to provide key data on budgets, risk, timelines, objectives and the overall project performance rating. The monthly reports are reviewed by project sponsors and portfolio leads who are able to provide commentary on the projects. Currently there are 26 live projects and 15 completed projects.

The Business Transformation Manager highlighted some of challenges facing the PMO which included the need to deliver projects at pace and having limited capacity within the team to drive through bigger transformation projects.

In response to Members' questions, the Business Transformation Manager advised that some projects are paused due to the need to re-prioritise resources. If a project entered into the process that was a key council priority, extra resources would be needed however they would require approval through the correct channels.

Members asked if there was a project to improve ICT access; the Assistant Director advised that they were looking at piece of work to drive forward ICT improvements and a refresh programme was currently underway for iPads that would bring better technology and reliability.

Members were advised that they could be given access to the PMO dashboard to see how projects were progressing.

### **PPP Contract**

The current PPP contract expires in October 2020 and includes the requirement to carry out a contractual review in year 7 of the contract which was 2017. The options for consideration that had emerged from the review were:

- extend for a further 5 years with the opportunity to re-specify the contractual requirements;
- end the contract on its expiry in 2020 and re-procure contracts or return services in house;
- end the contract early and bring services back in house – the council would be subject to early exit costs and penalties.

All services offered by the current client had been reviewed and areas where service improvements were needed to support transformational change across the council had been identified.

Earlier in 2018, it was announced that Arvato CRM was to be placed under strategic review with the possibility of the company being sold, however more discussions were needed to understand the impact of the sale and timescales on CBC's contract.

In response to Members' questions, the Assistant Director advised that a saving had been made by running services through Arvato and a full cost analysis was needed before considering the options of running services in house. In addition, investment would be required to ensure the council had the staff with the right skills to drive through the service improvements that were planned.

Members asked if the council would be exposed to risks should the review take longer than expected. The Assistant Director advised that the current PPP contract required the client to continue to deliver services

until 2020 and the Leader added that the risks would be managed to ensure we got the full value out of the contract.

The Chair thanked the Leader, Cabinet Member for Business Transformation, Assistant Director – Customers, Commissioning and Change and the Business Transformation Manager for providing the updates and answering their questions.

## **RESOLVED –**

1. That the updates be noted.
2. That Members of the OPSF be given access to the PMO dashboard.

## **56 VOLUNTARY ORGANISATIONS**

Tony McIlveen, Senior Solicitor, and Lisa Haythorne, Solicitor, attended from the Derbyshire Law Centre (DLC) to provide members with an insight into how the DLC operates, where their funding comes from and how it is spent, and what services and support they offer.

In addition to the office in Chesterfield, there are offices in Bolsover, Eckington, Ripley, Ilkeston and Buxton; and a home visit option is also provided along with a drop in advice service at Pathways in Chesterfield.

The DLC is run by a Management Committee made up of representatives from local groups, council funders and co-opted members. CBC are represented on the committee by two elected members. The primary aim of the DLC is to increase access to justice for vulnerable families in Derbyshire and their specialist areas are housing, homeless prevention, discrimination and community care work. The DLC also offer a signposting service to ensure clients access the appropriate support service.

As a not-for-profit solicitor's agency, the DLC relies on funding from local authorities, project funding, charitable sources and local and national contracts. Funding will often be for specific projects or posts and have included a project on employment cases, trainee solicitor post, funding for housing and community care work and funding for a specialist debt caseworker.

The volunteer project was an essential part of the service, dealing with all initial enquiries and identifying the callers' issues and how best the DLC can support them. The DLC had also provided unpaid work placements to law students and continued to bring in more trainee solicitors; in the future they hoped to be able to offer the trainees a position after their training contracts have ended.

In addition to assisting clients who approach the service, the DLC also provided a duty scheme at Chesterfield County Court, dealing with cases as they come in. The DLC has a good relationship with the Homelessness Prevention team at CBC and Citizens Advice Bureau to make sure clients are signposted to the right services and there is no duplication of work.

The DLC constantly face new challenges due to the reductions in funding, need to chase new opportunities and new case demands. There had been a number of disrepair cases and the DLC were working with the Neighbourhoods team at CBC to produce a leaflet advising tenants of their rights and responsibilities. In addition, the DLC were finding that many people were still not aware that housing benefit was part of Universal Credit. Members suggested that going into schools to meet with students and discuss these issues might help to give them an understanding before they find themselves in a situation where they need support.

The Chair thanked the two representatives from the DLC for informing Members about their organisation and answering Members' questions.

## **RESOLVED –**

That the update be noted.

## **57 SCRUTINY PROJECT GROUP PROGRESS UPDATES**

### **Town Centre Scrutiny Project Group**

Lead Member of the project, Councillor Borrell, presented the report of the scrutiny project group and asked Members to approve the recommendations and delegate authority to the scrutiny project group to add in further information received following the agenda publication.

The scope for the project was approved by the OPSF on 27 June, 2017 and set out how the group would evaluate the council's fulfilment of its

Council Plan priorities of developing our great town centre and making sure that local people benefit from growth in Chesterfield Borough. The recommendations sought to assist the achievement of these priorities by ensuring that the town centre broadened its offer, appeal and connectivity, and that developments with linkage to the town considered their impact and had a joined up approach.

Throughout the project members of the public, key stakeholders and senior officers had been consulted and their views used to inform the report and recommendations. In addition, studies surrounding recent changes in the retail environmental and the value of entertainment and leisure provided crucial detail and context.

To address the financial implications associated with some of the recommendations, the scrutiny project group decided to not include a timeline for implementation so that they could be introduced on a phased basis or used as a basis for further study.

## **HS2 Scrutiny Project Group**

Lead Member of the project, Councillor Flood, advised that the group was reaching the end of its remit and only a few areas were left to review. The group would be putting together recommendations for how to move forward in the future and suggested that there needed to be a way that information on HS2 is fed into the OPSF.

There was still a need for more work into skills however this would be discussed at the Scrutiny Work Programming sessions for 2018/19.

## **RESOLVED –**

1. That the recommendations of the Scrutiny Project Group's review of the town centre, as detailed below, be approved to be recommended to Cabinet, including any additional information received:
  - i. Signage, cleanliness, general appeal (which includes the challenges currently being faced where rough sleepers are deterring locals and visitors alike) and connectivity between areas needs to be improved as does the transport infrastructure in order that visitors gain an immediate positive



first impression to enable them to speak positively about Chesterfield and encourage others to visit.

- ii. To consider re-branding with a new more generic tag-line for the town with the intention of bringing a clear focus to potential foreign and wider-UK visitors.
- iii. That measures, such as Purple Flag status, are considered to bring more life to the town during the currently quiet periods – 3pm onward.
- iv. A review (frequency, location, size, type) of the market is required to provide an offering that meets the changing wishes of the modern-day customer.
- v. That ways to open up the town for a major event and cultural space are explored to broaden the appeal with a wider offering of activities focusing on areas as diverse as film, art, literature, food, jazz, busking and cheese, to name just a few, with a particular focus on enhancing the evening activities with night markets and live entertainment.

2. That the update from the HS2 Scrutiny Project Group be noted.

## 58 **FORWARD PLAN**

The Forward Plan was considered.

### **RESOLVED –**

That the Forward Plan be noted.

## 59 **SCRUTINY MONITORING**

The Scrutiny Monitoring Schedule was considered.

### **RESOVLED –**

That the Scrutiny Monitoring Schedule be approved.

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

The Work Programme for the OPSF was considered. The second work programming session for 2018/19 would take place on 14 March, 2018 where the long list of items would be prioritised and potential scrutiny project groups and appreciative inquiries discussed.

**RESOVLED –**

That the Work Programme be approved.

**61 JOINT OVERVIEW AND SCRUTINY**

There were no updates.

**62 OVERVIEW AND SCRUTINY DEVELOPMENTS**

The Joint Chair, Councillor P Innes, and the Senior Democratic and Scrutiny Officer would be attending the next East Midlands Scrutiny Network meeting on 16 March, 2018. The findings from the the inquiry by the Communities and Local Government Select Committee on “Effectiveness of Local Authority Scrutiny Committees” was on the agenda and would be reported back at the next meeting of the OPSF.

**RESOLVED –**

1. That the update be noted.
2. That an update from the meeting of the East Midlands Scrutiny Network on 16, March 2018 brought to the next meeting of the OPSF.

## **ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**

**Tuesday, 27th February, 2018**

Present:-

Councillor Sarvent (Chair)

Councillors Perkins  
D Collins

Councillors Falconer  
Bagley +

Alison Craig, Assistant Director – Housing +  
Emily Williams, Senior Economic Development Officer ++  
John Ramsey, Principal Green Space Strategy Officer +++

+ Attended for Minute No. 40  
++ Attended for Minute No. 41  
+++ Attended for Minute No. 42

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

No declarations were received.

### **39 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor V-A Diouf.

### **40 CABINET MEMBER FOR HOMES AND CUSTOMERS**

The Cabinet Member for Homes and Customer and Assistant Director – Housing attended to provide an update on the Allocations and Transfer Policy following review of the policy in 2015 and implementation of the changes in 2016.

The Assistant Director reported that the majority of changes to the policy had been successful however two of the changes had raised additional issues which required revisions to the policy.

The 12 month residency requirement was introduced to ensure that the Council's housing stock was utilised to meet the housing need of existing residents of the borough or those who had employment in the area. It was successful in limiting the number of properties being let to out-of-borough applicants, however it had also resulted in a marked increase in the number of long term empty/void properties. Solutions were trialled including allowing North East Derbyshire and Bolsover District residents on to the housing register for hard to let properties, decorating hard to let flats and advertising on Rightmove. Since these actions were implemented in October 2017, the number of void properties has reduced providing an increase in rental income. In addition, the 12 month residency and employment criteria would be reviewed whilst ensuring preference is still given to Chesterfield Borough Council (CBC) residents.

The pre-allocation risk assessment was introduced to tackle the increasing number of failed tenancies due to rent arrears. However, the minimum income level was not specified in the policy itself and therefore unable to be applied. Following the introduction of Universal Credit, there had been an increase in applicants being offered tenancies when their overall income did not cover their rental amount however they cannot currently be refused a tenancy on the basis that it is unaffordable. The Assistant Director advised that a full financial risk assessment to properly assess affordability would be proposed to ensure tenancies were only offered where there is a likelihood of success and to allow the correct support to be put in place to achieve this.

The Assistant Director provided a summary of other issues and proposals to address these including:

- introducing new conditions on existing tenants transferring from one property to another;
- procuring a new IT system for the delivery of Choice Based Lettings to offer a simpler method of managing applicants' priorities;
- aligning the bedroom age limits with the welfare benefits criteria;
- changing policy wording to make pensionable age limits clearer;
- updating bedroom rules during pregnancy;
- introducing an equity/asset level for applicants;
- closer alignment with the adaptations policy.

In response to members' questions, the Assistant Director advised that there were approximately 1200 applicants on the waiting list at present and a turnover of 1000 houses per year. CBC would have to demonstrate

its need in order to secure funding from the government to meet the housing demand. CBC was working with neighbouring authorities to understand where their demand and surpluses were.

The Homelessness Reduction Act would be introduced from April 2018 placing an obligation on CBC to assist anyone who approaches the Council. Legal tests would still be in place to determine intentional homelessness however the Allocations Policy needed to work with the new legislation and the right support mechanisms put in place.

Members asked when the new system for managing applicants' priority would be implemented. The Assistant Director advised that the intention was to implement the new priority system in conjunction with the new IT system which would bring additional benefits including allowing online applications and amendments and providing an electronic system for processing homelessness applications. The Assistant Director added that the recommended changes to the policy would not be introduced until a public consultation and review of the feedback had been undertaken.

The Chair thanked the Cabinet Member and the Assistant Director for providing the update and answering their questions.

## **RESOLVED –**

1. That the update be noted.
2. That the review of the Allocations and Transfer Policy be considered for inclusion on the next work programme at the Scrutiny Work Programming sessions.

41

## **CABINET MEMBER FOR ECONOMIC GROWTH**

The Senior Economic Development Officer attended to inform members about the progress made towards delivering the Skills Action Plan 2017-2020, approved by Cabinet in June 2017, and to consult members on the areas for future focus.

The plan was developed with the aims of maximising the benefits of skills related programmes and investments in the town and improving the skills profile of the borough's residents. The plan was underpinned by 4 objectives and the Senior Economic Development Officer provided a progress update on each objective:

**Working with partners to ensure local people and businesses have the right skills to access future opportunities:**

- held a design competition with Level 3 students to develop the Apprenticeship Town brand;
- organised round table discussions with businesses to share experiences and views on undertaking apprenticeships in Chesterfield;
- developed an Apprentice Town web resource in conjunction with Destination Chesterfield;
- worked with CEC and Destination Chesterfield to deliver a skills and employment conference;
- helped businesses access funding to upskill their staff;
- continued to support Talent Match and Ambition.

**Provide clear advice and support to local people and businesses about the range of skills programmes available:**

- updated the jobs, skills and employment pages of CBC's website;
- delivered events including Christmas jobs fairs, skills conference and skills and apprenticeship round tables;
- presented to the head teachers forum about Apprentice Town and provided interview support to schools;
- provided skills support and advice to local businesses.

**Work with our Local Enterprise Partnerships (LEPs) and Education Partners to ensure that skills provision is aligned to future jobs growth and economic opportunities from emerging sectors:**

- established links between Chesterfield College and the National College for High Speed Rail;
- invited HS2 to speak at October's Skills Conference;
- contributed to regional skills activity and working groups at the LEPs;
- met regularly with education partners to help secure funding;
- working to deliver the Digital Advantage Programme with Derbyshire County Council and Arvato.

**Maximise the number of training, employment and supply chain opportunities for local people arising from new development and secured through Local Labour Agreements:**

- working on the delivery of 4 skills and employment plans with businesses;

- held 2 meet the buyer events and seen over 15 local jobs created;
- contracts worth £1.75m have been won by local businesses;
- local labour conditions have brought about 4 apprentices, 1 permanent position or internship, 5 temporary posts, 3 site visits for schools and colleges, careers talks for college students and 6 weeks work experience.

The Senior Economic Development Officer explained that, whilst the level of jobs growth had not changed, the number of apprenticeships starting in Chesterfield Borough during 2016/17 had risen which went against the declining national trend. The skills profile was showing an increase in the number of GCSE results above national average however the number of people with a qualification at level 4 or above was significantly below the national average though there appeared to be an upward trend.

Some of the key challenges impacting the delivery of the objectives included changes to national policy, particularly in terms of apprenticeship reform, ensuring the quality of local provision, the level of match funding required when bidding for external funding, the need to focus on basic skills highlighted by the introduction of universal credit and an increase in businesses struggling to recruit to technical, managerial and practical skilled positions.

The future focus for the Skills Action Plan was to develop a close working relationship with the key stakeholders in HS2, ensuring business readiness, the development of major sites including Northern Gateway, Waterside and Peak Resort, and improving the picture of the skills profile.

Members were pleased to hear of the links established between Chesterfield College and the National College for High Speed Rail and asked if links were also being made with the University of Derby. The Senior Economic Development Officer replied that the East Midlands Chamber of Commerce had undertaken work around the wider HS2 strategy and the University of Derby had been involved.

In response to Members questions, the Senior Economic Development Officer advised that CBC was working with businesses that were able to provide a job at the end of the apprenticeship however more awareness of workforce development was needed by businesses, especially those who do not offer a job at the end of the course.

Members were asked to provide feedback on the key focuses for the future of the plan. The Chair thanked the Senior Economic Development Officer for providing the progress update and answering their questions.

## **RESOLVED –**

1. That the update be noted.
2. That the slides from the presentation be circulated and that Members feed back to the Senior Economic Development Officer their comments on the areas for future focus.
3. That the Skills Action Plan be considered for inclusion on the next work programme at the Scrutiny Work Programming sessions.

## **42     SCRUTINY PROJECT GROUPS**

### **Play Strategy**

The Principal Green Space Strategy Officer attended to provide an update on the development of a new Play Strategy which was running alongside an assessment of all public open spaces of 0.2Ha or above, jointly commissioned by the Planning Service. Contractors had been appointed to undertake the commission over the next 6 months and a public and stakeholder consultation would be carried out as part of the strategy formulation; it was expected that this would be developed and rolled out in the next 4-6 weeks.

As part of the assessments, each play space had been assigned a category to determine its future use and requirements for investment; ward members had been consulted regarding the interim proposals for each site and Members were provided with a summary of the outcomes of the consultation which were largely in support of the proposals.

### **Leisure, Sports and Cultural Activities**

The Chair advised that the scrutiny project group were still waiting for the final meeting to sign off the project to build the new Queen's Park Sports Centre; this was being followed up with the Leader.

### **Development of the site of the old Queen's Park Sports Centre**



A site meeting took place on 14 February, 2018 with the consultants who were now finalising plans for the proposed development. Consultations were taking place with Historic England to enable a planning application to be submitted.

**43      FORWARD PLAN**

The Forward Plan was considered.

**RESOLVED –**

That the Forward Plan be noted.

**44      WORK PROGRAMME**

The second work programming session would take place on 14 March, 2018 where the long list of items from the first session would be prioritised.

**RESOLVED –**

1. That the Work Programme be approved
2. That the new Assistant Director – Health and Wellbeing be invited to a future meeting of the Committee.

**45      MONITORING SCHEDULE**

The Monitoring Schedule was considered.

**RESOLVED –**

That the Monitoring Schedule be approved.

**46      CORPORATE WORKING GROUPS**

Councillor Perkins provided an update from the Housing Revenue Account Steering Group which was working to put forward a revised business plan that addressed the impacts of the Welfare Reform Act and Housing and Planning Act on the Housing Revenue Account.

The group had made changes to the tenancy agreement and held extensive consultations across the borough which would be examined at the next working group meeting in March, 2018.

**RESOLVED –**

That the update be noted.

**47     MINUTES**

The Minutes of the meeting of the Committee held on 12 December, 2017 were presented.

**RESOLVED –**

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