

## **OVERVIEW AND PERFORMANCE SCRUTINY FORUM**

**Tuesday, 9th May, 2017**

Present:-

Councillor Sarvent (Chair)

<p>Councillors    Borrell                      Brunt ++                      Callan                      Caulfield                      V Diouf</p>	<p>Councillors    Derbyshire                      Dyke                      Flood                      P Innes                      Serjeant +++++</p>
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Andy Bond, Town Centre Operations Manager+++  
 Neil Johnson, Economic Growth Manager+  
 Rachel Lenthall, Senior Democratic and Scrutiny Officer  
 Rachel O'Neil, Customers, Commissioning and Change Manager ++++++  
 Donna Reddish, Policy and Communications Manager+++++  
 Michael Rich, Executive Director+

+ Attended for Minute No. 51  
 ++ Attended for Minute No. 51 and 52  
 +++ Attended for Minute No. 52  
 ++++ Attended for Minute No. 52 and 53  
 +++++ Attended for Minute No. 53  
 ++++++ Attended for Minute No. 54

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

No declarations of interest were received.

### **50      APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors L Collins, Hitchin and Perkins.

### **51      CABINET MEMBER FOR TOWN CENTRES AND VISITOR ECONOMY - HS2 AND TOWN CENTRE REPORT**

The Cabinet Member for Town Centres and Visitor Economy, the Economic Growth Manager and the Executive Director, Michael Rich, attended to update Members on the Town Centre and HS2 developments in preparation for two Scrutiny Project Groups commencing reviews in these areas.

Members were informed that the current proposals for HS2 included at least one train an hour between London and Chesterfield and a maintenance depot in Staveley. An East Midlands HS2 Growth Strategy had been developed and the Council was due to develop its own Growth Strategy in July to ensure every opportunity was maximised and access to and from the railway station was transformed.

Colleges in Birmingham and Doncaster would be involved in the strategy development to address the need for specialist training for employees working at the maintenance depot. A project manager had been appointed to support the proposals for HS2 and was expected to start in June/July. In addition to the Growth Strategy, a masterplan would be developed for the area surrounding the station which would focus on the economic impacts and accessibility including public transport and connectivity. The Economic Growth Manager proposed arranging a visit for scrutiny members to the key development sites.

Members supported the appointment of a project manager and development of a Growth Strategy as it would enable Chesterfield to maximise the opportunities on offer with HS2. However, they had concerns with the transport provision and the effect that other large developments would have on access to the town centre and station. Members suggested options to improve town centre connectivity and also felt that the environment needed to be considered in the strategy as an increase in traffic would drive up pollution levels. The Economic Growth Manager replied that a park and ride system had been discussed as the south side of Chesterfield was already suffering from traffic access issues. Parking within the town centre also needed to be considered as there would be an increased demand on parking spaces. The plans for HS2 were still proposals and Chesterfield needed to demonstrate its ability to facilitate the necessary developments that would need to take place for the proposals to be realised.

Members asked how the recruitment and training would be carried out for the HS2 maintenance depot in Staveley and if there would be a focus on local employment. The Economic Growth Manager informed Members

that the need for skilled workers from the local population would form part of the Growth Strategy and conversations were on-going with colleges to discuss the training required for these roles.

In response to questions from Members following the recent County Council elections, the Economic Growth Manager advised that the HS2 route would benefit the whole of Derbyshire and it was hoped that this would be recognised.

Members thanked the Cabinet Member for Town Centres and Visitor Economy, Economic Growth Manager and Executive Director for attending and providing the update.

### **RESOLVED –**

1. That the update be noted.
2. That a visit to the key HS2 development sites in the borough for Scrutiny Members be arranged.
3. That a further update be brought to the Overview and Performance Scrutiny Forum at a date to be confirmed.

## **52      CABINET MEMBER FOR TOWN CENTRES AND VISITOR ECONOMY - OUTDOOR MARKETS PROGRESS REPORT**

The Deputy Leader, the Cabinet Member for Town Centres and Visitor Economy and the Town Centre Operations Manager attended to provide an update on the proposals for the open market re-configuration.

The Town Centre Operations Manager advised Members that the IBI Group had been appointed to carry out a feasibility study of the outdoor market in 2015. The study looked at the existing operation and presented a number of options for the development and reconfiguration of the market layout. The level of stall occupancy had fallen significantly apart from the Thursday Flea Market which continued to attract traders. Some traders had moved into the Market Hall which was now 100% occupied.

As part of the study, a number of issues were identified that needed to be addressed. These related to the layout of the market, competition, flexibility, range of offer and daytime management. A number of designs were proposed which addressed all the issues and a list of pros and cons

was provided with each option. The main focus for the reconfiguration was to make a visual improvement to the market.

Members had concerns that some of the designs may not align with the image of Chesterfield as a “historic market town”. The Town Centre Operations Manager replied that it was important that the market stayed at the heart of the town and the options that had been proposed could be adapted. Overall it was felt that reducing stalls would help the market look fuller but the higher number of stalls required for the Flea Market needed to be considered. In addition, the occupancy on New Square was very low and options for that space would be explored.

Members noted that visitors still came to Chesterfield for the market, however there were issues that needed addressing including the mix of stalls, poor lighting and early closing times. The Cabinet Member noted that the market needed to provide versatility so it could accommodate different types of offer. Some of the options included removable stalls which would provide more flexibility for traders.

Members had concerns with accessibility to the market, in particular the provision of parking for people with disabilities and the uneven surface around the stalls. Members suggested exploring options for dropping people off in the market.

The events in the town centre were discussed and Members felt that holding the Christmas lights switch-on on Friday or Saturday would give the option to have more entertainment at night and would encourage people to stay in the town centre longer. The Town Centre Operations Manager replied that the event was held on a Sunday as they needed the time and space to set the event up. However, if there was a more flexible arrangement on New Square other options could be explored.

The Cabinet Member noted that through discussions at the Markets Consultative Committee, traders were also keen to see improvements to the market.

Members thanked the Cabinet Member for Town Centres and Visitor Economy, Deputy Leader and Town Centre Operations Manager for attending and providing the update.

**RESOLVED –**

1. That the update be noted.
2. That an update be brought to the Overview and Performance Scrutiny Forum at a date to be confirmed.

## 53 **DEPUTY LEADER - PROGRESS ON THE COUNCIL PLAN**

The Deputy Leader and the Policy and Communications Manager attended to provide a progress report on the Council Plan for Year 2, 2016/17.

The Policy and Communications Manager advised that 77% of the key commitments for 2016/17 had been met with a further 16% close to being achieved. At the half year point the Council Plan was reviewed at a Corporate Cabinet and Corporate Management Team Away Day to evaluate what was working well, where improvements could be made and which of the key activities would be focussed on to achieve completion.

The following key achievements had been made under each priority:

### To make Chesterfield a thriving borough

73% of key activities under this priority had been completed and this was expected to rise to 93% in early 17/18. Key achievements towards this priority included:

- local labour clauses on 100% eligible developments;
- £500k skills funding to support 1000 learners;
- Infrastructure funding agreements through Sheffield City Region (SCR) for Waterside;
- good occupancy at Markham Vale including 400 new jobs;
- successful Artisan and Youth Markets and a new events programme for the town centre involving the Health High Streets project;
- £2.85m funding from SCR for Peak Resort.

### To improve the quality of life for local people

68% of key activities under this priority had been completed, 87% were expected to be completed by early 17/18. Key achievements towards this priority included:

- £900k received from the Community Infrastructure Levy to date;
- all Chesterfield Borough Council (CBC) homes achieving decent homes standard;
- £200k assistance made available to help vulnerable home owners;

- introduction of a new Empty Homes Strategy;
- maintained green flag awards;
- increased events and activities at parks;
- introduced a new Tenancy Sustainment team;
- 1000 households involved in social inclusion projects.

To provide value for money services

90% of key activities under this priority had been completed and it was expected to reach 100% by early 17/18. Key achievements towards this priority included:

- achieved a balanced budget for 2016/17;
- Town Hall restack commenced;
- establishing a Project Management Office;
- commercial work programme developed and £84k of work won;
- 240 agile workers across the Council;
- website improvements;
- 50% of crematorium bookings done online.

Some activities took longer than a year to be complete and consideration needed to be given when selecting activities that required a high level of external funding.

Members asked if the changes to control at County level and also changes in legislation would have an effect on the programme of activities, particularly health and wellbeing. The Policy and Communications Manager advised that there may be implications for some funding levels however the activities in the plan had been designed so that they were within CBC's control and therefore more achievable.

Members raised concerns with youth unemployment and the high number of tenants in arrears. The Policy and Communications Manager replied that a number of changes from the government including the introduction of Universal Credit and the "Bedroom Tax", and the changes to benefits for under 25s placed extra challenges on the ability for tenants to pay rent. A new Tenancy Sustainment team had been put in place to work with tenants to prevent arrears building up.

Members thanked the Deputy Leader and the Policy and Communications Manager for presenting their progress report and for answering their questions.

**RESOLVED –**

1. That the progress report be noted.
2. That the Deputy Leader and Policy and Communications Manager be invited to the November meeting of the Overview and Performance Scrutiny Forum to provide a progress report on the implementation of the Council Plan.

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

The Customers, Commissioning and Change Manager attended to inform members on the Great Place, Great Service transformation project. Members were updated on the progress made under the 6 key pillars that the programme was based on:

### Customer Service Delivery

- The Customer Service Delivery Plan had been drafted and was due to be submitted to Corporate Cabinet in June 2017. The plan would focus on:
  - understanding customers and better relating to their needs;
  - using modern digital solutions;
  - delivering excellent customer services;
  - continually reviewing and improving.

### Workforce Development

- Workforce Strategy had been refreshed and approved;
- IIP re-accreditation work plan submitted;
- Implementation of the Apprentice programme;
- The E-learning system had been launched;
- An online EPD tool was in development;
- Smart Management Objectives were being developed.

### ICT Development

- PSN accreditation had been achieved;
- Annual health check completed and remedial action plan developed;
- ICT review completed;
- Digital 'roadmap' developed as part of the ICT review;
- Digital strategy being updated to include the ICT roadmap.

### Estate Rationalisation

- 10 year maintenance plans being refreshed;
- Town Hall refurbishment underway;
- Register Office lease due to be signed;
- Discussions underway with DCC for further rental space in the Town Hall;
- Museum store development on hold.

#### Commercialisation

- CBC were completing Register Office refurbishment for DCC;
- Received 'Trusted Trader' status;
- Implementing a new commercial café function;
- Consistent customer base for commercial waste;
- Positive income levels generated in Leisure and Venues.

#### Target Operating Model

- PPP contractual review underway;
- PMO process implemented;
- Museum service offer public consultation in development.

Over the next 6 months the focus would be on how to improve the customer service centre including encouraging customers to use online and self service functions. In response to questions, Members were advised that the options for applying for benefits would be reviewed as this could currently only be done in person and customer insight would be used to understand how people wanted to access services.

A new Workforce Strategy group (WSG) had been established and a Member representing Scrutiny was invited to take part in the group. The members of the WSG would carry out task and finish work based on an action plan for the strategy.

Responding the Members questions about the Council's position regarding IIP accreditation, the Customers, Commissioning and Change Manager replied that the Council was working towards accreditation but if it was felt that it was of no value or set unachievable targets then it would not be pursued. The work plan had been submitted to the IIP as this gave the Council an extra 12 months accreditation with no cost. Members' suggestions concerning the value of IIP accreditation would be fed into the WSG.

Apprentice opportunities had been identified in service areas and a procurement process would take place soon to identify trainers.



Employees were currently completing mandatory training using the new e-learning system. A new PDR had been developed to replace the EPDs; the new procedure would allow HR to have an overview of the process and check what has been completed.

Members thanked the Customers, Commissioning and Change Manager for providing the update and answering their questions.

## **RESOLVED –**

1. That the update be noted.
2. That the progress achieved and the planned work be supported.
3. That a further progress report be brought to the Overview and Performance Scrutiny Forum in January, 2018.
4. That Councillor Jenny Flood be appointed as Scrutiny representative on the Workforce Strategy group and report back to the Overview and Performance Scrutiny Forum.

## **55 OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18**

The Policy and Scrutiny Officer submitted a report that included the details of the proposed Overview and Scrutiny Committees' Work Programme for 2017/18.

Members were asked to state their interest in leading one of the three Scrutiny Project groups. The following responses were received:

- Development of the old QPSC site – Councillor Gordon Simmons
- Town Centre – Councillor Howard Borrell
- HS2 – Councillor Jenny Flood

The membership of the groups would be confirmed at the next meeting of the Overview and Performance Scrutiny Forum.

In addition, the Scrutiny Member nominations for the Council Working Groups were discussed and one Scrutiny Member was put forward for each. The role would involve reporting back to the respective Scrutiny Committee.

**RESOLVED –**

1. That the Overview and Scrutiny Work Programme 2017/18 be approved and recommended to the Council's Overview and Scrutiny Committees (OSCs).
2. That the following appointments to Council Working Groups be approved:
  - Member Development – Councillor Lisa-Marie Derbyshire
  - Constitution – Councillor Kate Sarvent
  - Housing Policy/HRA – Councillor Suzie Perkins
  - Workforce Strategy Group – Councillor Jenny Flood
3. That the following appointments to Scrutiny Project Groups be approved:
  - Development of the old QPSC site – Councillor Gordon Simmons
  - Town Centre – Councillor Howard Borrell
  - HS2 – Councillor Jenny Flood

**56      FORWARD PLAN**

The Forward Plan was considered.

**RESOLVED –**

That the Forward Plan be noted.

**57      SCRUTINY MONITORING**

The Monitoring Schedule was considered.

**RESOLVED –**

That the Monitoring Schedule be noted.

**58      JOINT OVERVIEW AND SCRUTINY**

There were no developments to report from Joint Overview and Scrutiny.

**59      OVERVIEW AND SCRUTINY DEVELOPMENTS**

The Chair advised Members that the procedure for Scrutiny Project Groups had been reviewed and guidance documents re-written. Members were provided with the new documents which were to be used throughout the project. The new documents were:

- A revised guidance document
- Project Start Report (replacing the scope document)
- Project End Report
- Project Review Report
- Project Action Plan Template

The Chair asked Members to feedback any issues with the new forms and a review would take place in 12 months' time to understand if improvements were needed. The forms were designed to align scrutiny project work with the corporate projects and help to plan the projects to set realistic and achievable aims and objectives.

Members added that it would be useful to have a shared space for groups on the aspire intranet as this could also be used to share documents.

**RESOLVED –**

1. That the new documents for Scrutiny Project Groups be approved and implemented immediately.
2. That the documents be reviewed in 12 months' time to evaluate their effectiveness and identify improvements.

**60      MINUTES****RESOLVED –**

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