



Please ask for Charlotte Kearsey
Direct Line: 01246 345236
Email committee.services@chesterfield.gov.uk

The Chair and Members of Overview
and Performance Scrutiny Forum

27 April 2018

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on TUESDAY, 8 MAY 2018 at 5.00 pm in Committee Room 1, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 10)
5:00pm to 5:05pm
4. Deputy Leader - Council Plan and Corporate Performance (Pages 11 - 50)
5:05pm to 5:20pm
5. Leader - Gender Pay Gap (Pages 51 - 62)
5:20pm to 6:05pm

Chesterfield Borough Council, Town Hall, Rose Hill, Chesterfield S40 1LP

Telephone: 01246 345 345, Text: 07960 910 264, Email: info@chesterfield.gov.uk

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6. Cabinet Member for Governance - Overview of select committee inquiry into Scrutiny (Pages 63 - 82)

6:05pm to 6:20pm

7. Overview and Scrutiny Work Programme for 2018/19 (Pages 83 - 94)

6:20pm to 6:30pm

8. Forward Plan

6:30pm to 6:35pm

9. Scrutiny Monitoring (Pages 95 - 98)

6:35pm to 6:40pm

10. Scrutiny Project Group Progress Updates

- *HS2 Scrutiny Project Group*
- *Town Centre Scrutiny Project Group*

6:40pm to 6:50pm

11. Joint Overview and Scrutiny

6:50pm to 6:55pm

12. Overview and Scrutiny Developments

6:55pm to 7:00pm

Yours sincerely,

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

Local Government and Regulatory Law Manager and Monitoring Officer

OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Tuesday, 13th March, 2018

Present:-

Councillor Sarvent (Chair)

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

For publication

Progress on the Council Plan – Year 3 – 2017/18

1.0 Purpose of report

Meeting: Overview and Performance Scrutiny Forum

Date: *8th May 2018*

Cabinet portfolio: Deputy Leader

Report by: Assistant Director – Policy and Communications

1.1 To report and discuss the progress made during year three – 2017/18 on the delivery on the Council Plan 2015 – 2019.

1.2 To highlight the key activities and commitments to be delivered during the remaining year of the plan.

2.0 Recommendations

2.1 That members note and comment on the progress towards delivering the Council Plan 2015 – 2019.

3.0 Background

3.1 In 2015/16 the Council 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 late 2013. A four year Council Plan is one element of the Council's response to this which, along with a revised medium term financial plan and strengthened

transformation programme, is enabling the Council to plan effectively for the financial and policy challenges it faces.

- 3.2 The plan defines the Council's key priorities and aims, based on those identified by Executive Members and officers and taking account of a wide range of evidence. The plan is aimed at providing focus, setting out priorities that will require collected corporate effort during the period. It is not an attempt to describe every service that the Council will provide; this will be covered by service plans on an annual basis.
- 3.3 The plan is reviewed and updated on an annual basis to take into account the latest community, demographic and performance data. The update for 2018/19 was approved at full Council on the 22nd February 2018.

4.0 Council Plan 2016/17 commitment progress

- 4.1 Of the 41 key activities for delivery during 2017/18 80% have been completed by year end. There has been significant progress on the remaining activities and these have been carried over to be completed in 2018/19.
- 4.2 This is an improvement on the half year position where 74% of key activities were still on target. Challenge via Overview and Performance Scrutiny and Finance and Performance Board helped keep activities on track and where possible develop mitigating activity to bring amber and red rated projects back on course.
- 4.3 Of the data available for the key performance measures, 78% of the Council plan performance measures hit or exceeded their target for 2017/18. 70% of the indicators improved on 2016/17 performance and a further 5% maintained performance levels.

- 4.4 Progress information is available for all 41 commitments and performance measures are available at appendix A. Key outputs and outcomes for 2017/18 include:
- Working with partners at Sheffield City Region and D2N2 to negotiate and deliver skills training packages worth £744k which benefit 91 businesses and over 1300 learners
 - Securing 100% local labour clauses on eligible planning applications. Once secured we work with developers to support and advise them on clause implementation. This includes advice on local recruitment, links with local training providers and information about how they can best explore local supply chain opportunities
 - A range of events and activities to increase footfall in the town centre including medieval market, market festival, record fairs, young people's market, festive fayre and the observation wheel
 - Improvements in the homelessness service to prepare for the implementation of the Homelessness Reduction Act. Improvements include establishing a North Derbyshire homeless forum, introducing new technology and enhanced training for staff
 - Retaining budgetary discipline and income maximisation strategy by challenging budget holders, vacancy control, maximising core income streams, careful investment, exploration of external grant funding and focusing on operational efficiency savings
 - New commercial activity during 2017/18 including the market hall café and environmental services have generated approximately £149k in income

5.0 Commitments for year 2 of the Council Plan

- 5.1 The revised Council Plan for 2018/19 sets out key commitments to take us through year three and four to the end of the Council Plan. 42 key activities identified for delivery during 2018/19. These commitments are described in appendix A.

5.2 Progress towards these commitments will be monitored and challenged on a quarterly basis via the performance management framework. This includes progress reports for discussion at the Overview and Performance Scrutiny Forum and challenge at the finance and performance board.

6.0 Equalities considerations

6.1 Individual equality impact assessments and analysis have taken place for projects and activities where appropriate.

7.0 Recommendations

7.1 That members note and comment on the progress towards delivering the Council Plan 2015 – 2019.

8.0 Reason for recommendation

8.1 To raise awareness of key outcomes and outputs against the Council Plan commitments and challenge performance.

Annual Performance Management Report 2017/18

- 1.0 Introduction and performance overview
- 2.0 Council plan key activity progress
- 3.0 Council plan Performance measures
- 4.0 Priority activity for 2017/18 and 2018/19

1.0 Introduction and performance overview

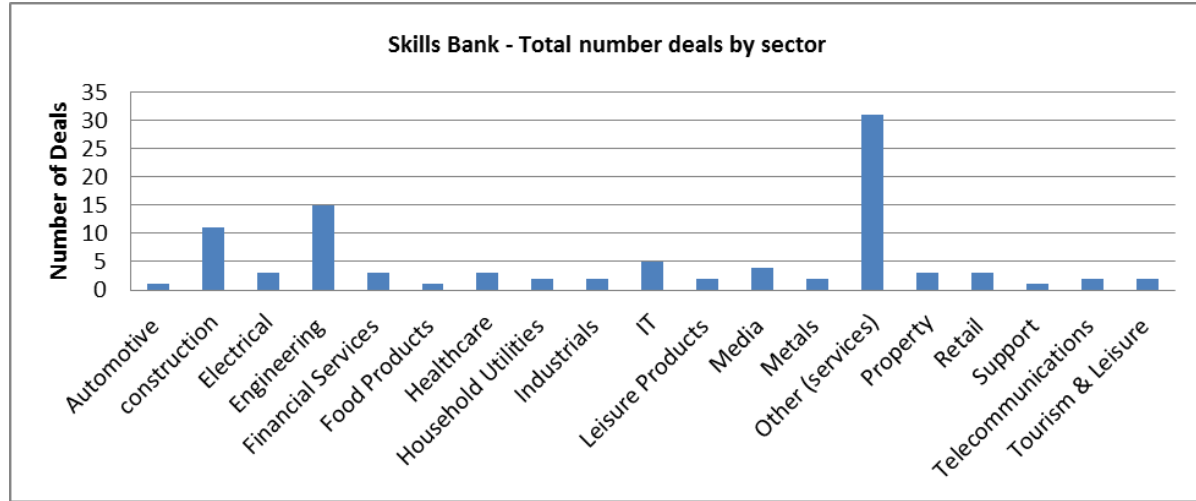
- 1.1 This report includes our performance outturn information against the Council Plan measures and projects for 2017/18 and where possible includes comparisons to previous years.
- 1.2 Of the 41 key activities for delivery during 2017/18 33 have been completed by year end (80%). Significant progress has been made on the remaining seven activities; these will be completed during 2018/19.
- 1.3 Of the data available for the key performance measures, 78% of the Council plan performance measures hit or exceeded their target for 2017/18. 70% of the indicators improved on 2016/17 performance and a further 5% maintained performance levels.
- 1.4 The revised Council Plan for 2018/19 sets out key commitments to take us through to the end of the Council Plan. 23 key activities have been identified for delivery during 2018/19.

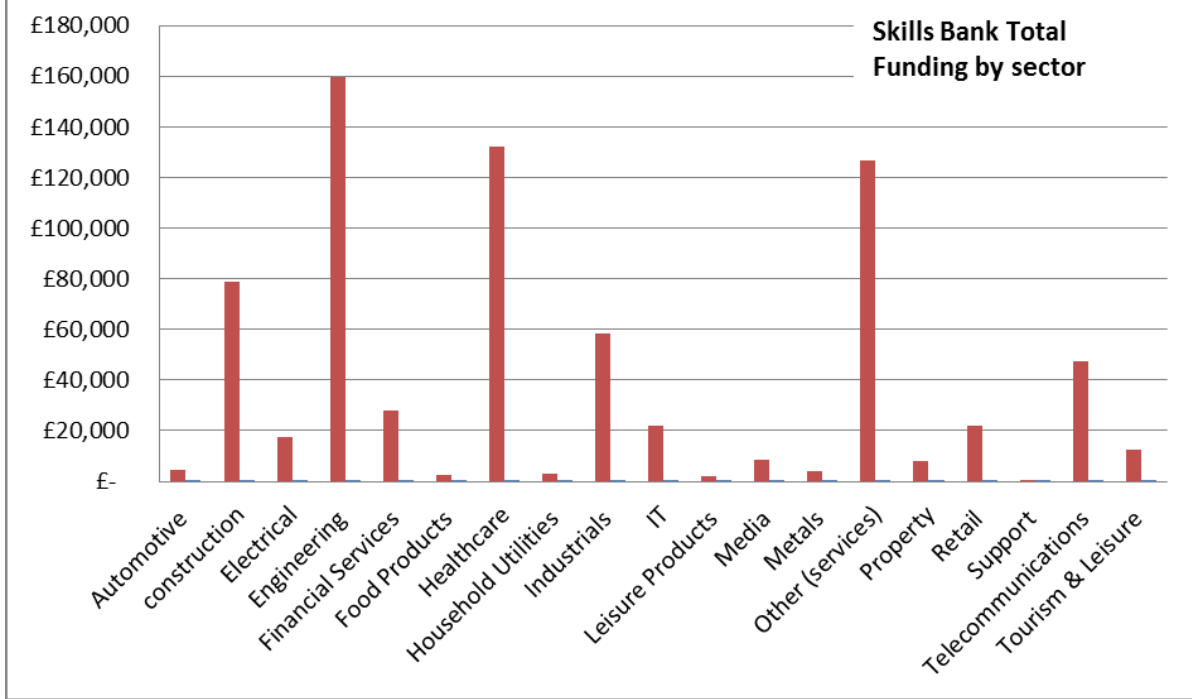
2.0 2017/18 Council Plan Project Progress – Year End

- 2.1 We have made significant progress towards our priority to make Chesterfield a thriving Borough. Out of 16 key commitments for 2017/18 13 have been fully delivered (81%). There has been good progress on the remaining three commitments but these will be fully delivered during 2018/19.

Activity	RAG	Progress
Creating a skills action plan for Chesterfield which ensures that local people & businesses have clear advice, signposting and support with regards to the range of programmes available and recognises specific 'skills agenda' activity such as Apprentice Town and activity connected to major regeneration projects.	✓	The final draft was considered and approved by Cabinet on the 27 th June 2017. The implementation of the plan will be ongoing and subject to annual review including challenge by overview and scrutiny.
Produce a performance dashboard for all skills and employment schemes that shows how Chesterfield benefits and provides a mechanism to monitor report and influence progress.	✓	We are working closely with SCR and D2N2 Local Enterprise Partnerships to monitor progress against projects. We also receive and challenge to maximise benefit regular updates from SCR programmes including Skills Bank, Talent Match, Ambition etc. via the Skills, Education and Employment group which is a sub group of the Skills Board. To date: Skills Bank

Stage	Number businesses	Number Learners	Total Value of Training	Intervention rate
Training Approved	31	463	£310,419	65%
Pipeline	60	892	£433,723	68%
Total	91	1355	£744,142	67%





Skills Local (D2N2 - upskilling within the workforce)

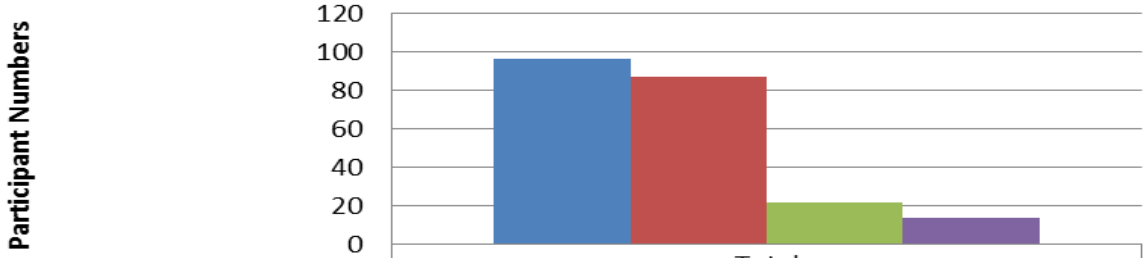
Number of SMEs engaged	24
Number of learner assessment plans	135
Total value of learning	£97,947

Talent Match (SCR)

Total young people engaged	139
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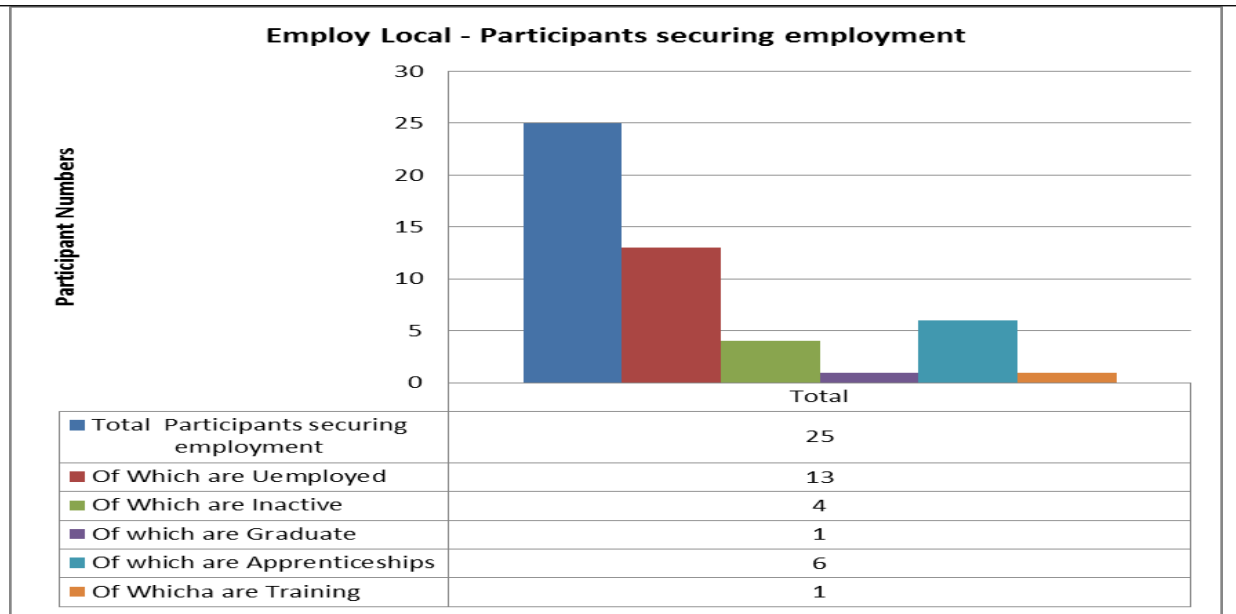
		Number of young people securing employment	44
		Number young people undertaking work placements	34
		Number of young people undertaking apprenticeships	8
		Number of young people under taking training / skills development	79
		Number of Young people undertaking volunteering	18
		Ambition (SCR)	
		Total young people started on programme	121
		Number of young people securing employment	51
		Number young people undertaking work placements	51
		Employ Local (D2N2 - Supporting employment growth)	

Employ Local - Total Participants Engaged



■ Participants engaged	96
■ Of Which are LT unemployed	87
■ Of Which are 50+	22
■ Of which have a Disability	14

	Total
	96
	87
	22
	14



Building Better Opportunities (D2N2 - Big Lottery)

Building Better Opportunities	Money Sorted	Opportunity & Change	Towards Work
Total Participants	14	15	25
Unemployed including long term unemployed	1	11	23
Inactive	5	4	2
Participants over 50	4	3	5
Participants from ethnic minorities	2	2	3
Participants with disabilities	10	11	8
Participants who are	0	3	0

		<table border="1"> <tr> <td>offenders or ex-offenders</td> <td></td> <td></td> <td></td> <td></td> </tr> </table> <p>There have been historic challenges in obtaining regular updates from D2N2 ESF programmes. There is starting to be a more co-ordinated approach with data now being provided Skills Local & Employ Local and Building Better Opportunities. Performance data from Inspire Local (D2N2) and Skills for Jobs Growth (SCR) is still outstanding.</p>	offenders or ex-offenders				
offenders or ex-offenders							
Refresh the skills fact card for Chesterfield.	✓	<p>This has been completed as part of the 'Invest in Chesterfield' programme. A package of materials was developed for the Investment Summit at the end of November and the full skills card developed in January 2018.</p> <p>In addition the CBC skills and employment pages have been updated to reflect the skills fact card and the range of employment and skills programmes available. The skills and employment pages are fresher and more user friendly than previous formats, enabling easier navigation for users.</p> <p>This is now complete and can be viewed https://www.chesterfield.gov.uk/job-skills-training-and-apprenticeships.aspx</p>					
Ensure the effectiveness of local labour clauses on 100% of all major planning applications.	✓	<p>We work with planning to secure local labour clauses on all major planning applications. Once secured we work with developers to support and advise them on clause implementation. This includes advice on local recruitment, links with local training providers and information about how they can best explore local supply chain opportunities.</p> <p>We have currently secured employment and skills plans for two major planning applications, CHE/17/00779/FUL (William Davis Ltd) and CHE/17/00475/FUL (MJ Developments)</p> <p>William Davis' Dunston Grange Development commenced on site in October 17 and by working closely with them, we have been able to secure an employment & training</p>					

	<p>scheme which will/has deliver(ed):</p> <ul style="list-style-type: none"> - A Meet the Buyer Event took place on the 2nd November where the local supply chain were invited to engage with the developer regarding tender opportunities resulting from the development. 9 local businesses attended the event of which 3 secured contracts. In addition to the event a press release was issued about tendering opportunities with 42 local businesses (North Derbyshire, North Notts, S. Yorkshire) being contracted to deliver on the scheme and of these, 14 were based in Chesterfield. - 4 weeks work experience per year – open to 8 students from local schools and the College - Career Talks to all first year construction/trade students at Chesterfield College and a willingness to deliver careers talks to Schools who wish to participate. - Commitment to take on 4 Apprentices directly with William Davis and sub-contractors being encouraged to engage Apprentices via the procurement process. - Commitment to advertise all employment opportunities locally via JCP and Sheffield City Region Jobs Board - Key speaker at Chesterfield & North Derbyshire Skills Conference regarding the benefits of local labour initiatives. - Williams Davis attended a careers convention at Outwood Academy in Newbold and have agreed to act as an Enterprise Adviser to the School. <p>We have worked with MJ developments to implement the local labour clause on a planning application to deliver 10 apartments on Knifemithgate. MJ developments have committed to offering work experience and have held a meet the buyer event on 25th January at the Town Hall.</p> <p>Current focus is on monitoring local labour clauses for their effectiveness, so that good practice can be shared/adopted and maximum impact be derived for Chesterfield's economy.</p> <p>In addition the Policy has been continued in the new draft Local Plan</p>
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		<p>(published January 2017).</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
<p>Host an annual skills conference aligned with local and regional growth priorities.</p>	✓	<p>The conference took place on 12th October 2017 at Ringwood Hall. To maximise limited budgets, the event was delivered in partnership with Careers Enterprise Company and Destination Chesterfield. Linked to local and regional growth priorities the conference focussed on how our employer and education communities can work together to develop the employability skills of our future workforce. Guest Speakers included:</p> <ul style="list-style-type: none"> - HS2 - Careers Enterprise Company - Williams Davis - Derbyshire Education Business Partnership - Chesterfield Apprentice Ambassadors (Arvato) <p>87 delegates from the business and education community attended on the day of which 89% rated the event as good or excellent. 9 employers offered support to schools (work experience, Apprentice Ambassador, Enterprise adviser etc.).</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
<p>Developing a HS2 Growth Strategy that includes the maintenance depot.</p>	✓	<p>We worked with Derbyshire County Council and AECOM to prepare masterplan for Chesterfield Station area and case for use of the infrastructure maintenance depot as a construction site. This was incorporated into the East Midlands Growth Strategy launched on 3rd October 2017.</p>
<p>An increase in the number of town centre events to attract visitors.</p>	✓	<p>Further new events have been delivered alongside the planned Medieval Market, Market Festival and Love Your Local Market Saturday's. These include three Sunday Record Fair's on New Square, which will continue quarterly, the Young Persons</p>

		<p>Market, again quarterly and a three day Christmas Festive Fayre which took place 22nd to 24th December, again in New Square. In March 2018 we had the additional attraction of the observation wheel.</p> <p>Although we do not have footfall counters, it was evident that footfall increased and both traders and shops commented on this having a positive impact on business. In particular the three day Festive Fayre which brought new traders, music, live entertainment, food and drink to the market area and the extremely popular observation wheel.</p>
Reviewing and revising the Town Centre masterplan.		<p>This work is under way and will account of the emerging HS2 Growth Strategy for Chesterfield and the Northern Gateway Vision and is on track for completion during 2018. Detailed work on the development framework for the HS2 Masterplan area is due to start in April 2018.</p> <p>This priority will be continued into 2018/19.</p>
Work with local businesses to see if they wish to share funds to improve the services and events in the town centre.	✓	<p>Mechanisms for this dialogue are now firmly established as the town centre forum continues to thrive.</p> <p>The Healthy High Streets initiative has continued to successfully support the additional market on the third Saturday of the month.</p> <p>There is also a shared desire to strengthen all forthcoming events. Particular focus this year has been on the Medieval Market in July, and on the Market Festival in October and the Christmas Switch-on and Grotto in December.</p> <p>The giant observation wheel afforded residents and visitors a unique birds eye view of the town. The attraction was extremely popular and brought significant additional footfall to the town.</p>
The Saltergate multi-storey	✓	The Council considered proposals and gave authority for a new build option in July

<p>will be refurbished to provide more parking spaces and achieve the highest national standards. Project changed to MSCP replacement following decision in July 2017. Progress aiming for is demolition during 2017/18 and construction start in 2018/19.</p>		<p>2017. It was agreed that the refurbishment be abandoned in favour of a new build MSCP replacement scheme as it is felt that this will deliver better value for money for CBC in the long term.</p> <p>Procurement was undertaken to select a demolition contractor and a design and build contractor under separate contract to take the development forward. The car park was demolished in March 2018 with the site currently being cleared and the new build to commence in Summer 2018.</p>
<p>In addition to the number of markets that are currently provided we will introduce additional evening and event markets.</p>	✓	<p>On the back of the success of recent events we have engaged with Edge Events to deliver a series of Event Markets called “World Food and Grooves” starting in May 2018. This will be based on New Square market and incorporate the Market Hall, delivering a weekend of food, drink and music, including live demonstrations and entertainment both on the Market and in the Market Hall. The aim is to build on this with this provider to deliver themed events throughout the year, both in the day and also evening.</p>
<p>Develop a HS2 Economic Impact Study</p>	✓	<p>The East Midlands HS2 Growth Strategy was delivered in conjunction with Derbyshire County Council and East Midlands Council early in October this year. The Strategy called ‘World Class – Locally Driven’ details Chesterfield’s growth aspirations from HS2. This strategy considers the HS2 Economic Impact Assessment.</p>
<p>Adopt a revised growth strategy for Chesterfield’s economy.</p>		<p>The draft Growth Strategy has been prepared and is currently in internal consultation. We will then move towards Cabinet and Council for approval in 2018/19.</p> <p>This priority will be continued into 2018/19.</p>
<p>Developing a visitor economy action plan</p>		<p>A draft brief has been prepared for the visitor economy action plan. There will be a series of stakeholder workshops starting in January 2018 before a plan and report is presented to Cabinet and Council for approval in 2018/19.</p>

		This priority will be continued into 2018/19.
Supporting the development of the Peak Resort gateway	✓	A feasibility study is currently being undertaken. This will then be used to develop a robust business case and development plan for the Gateway building. This will be considered by Cabinet in 2018/19. This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.
Supporting the development of Peak Resort Phase 2	✓	We continue to work with Peak Resort to facilitate and administrate the Sheffield City Region Infrastructure funding for the early infrastructure development needs. The developer is on target to complete the programme of works to schedule and on budget in early 2018/19. This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.

- 2.2 Improving the quality of life for local people is also a key council plan priority. We successfully delivered on six of our nine key commitments (67%). There has been good progress on the remaining three commitments but these will be fully delivered during 2018/19.

Key issues impacting on commitment delivery on this priority in particular include:

- Changes to central government policy leading to further discussion/clarification being required
- External funding challenges
- Internal resource issues

Activity	RAG	Progress
Adopt a “health in all policies” approach to ensure that		This is currently being trialled with the Local Plan. The Derbyshire County Council health audit checklist is being used to consider the health impact via this major

health and wellbeing outcomes are considered and positive actions embedded in all council policies and plans.		<p>strategic work. If this trial is successful the approach will be rolled out to other areas of work. This priority will be continued into 2018/19.</p> <p>This priority will be continued into 2018/19.</p>
Produce a Health and Wellbeing Strategy and supporting action plan to identify opportunities and interventions to deliver improved health outcomes and reduce inequality.		<p>The Chesterfield Health and Wellbeing partnership have been undertaking the development work for the strategy with a view to completing the formal Strategy development during 2018/19.</p> <p>This priority will be continued into 2018/19.</p>
Continue to develop and deliver the Chesterfield Health and Wellbeing Partnership locality plan to improve health and wellbeing outcomes and reduce inequality.	✓	<p>The multi-agency Chesterfield Health and Wellbeing Partnership have been delivering the 2017/18 Chesterfield locality plan. Progress is monitored regularly through that forum. Key activities during 2017/18 have included:</p> <ul style="list-style-type: none"> • Holiday Hunger project at Barrow Hill – Holiday hunger programmes run throughout the year in Barrow Hill. They provide free activities, free packed lunches and a range of volunteering opportunities. 419 children benefitted from the six week summer programme with 12 adults accessing volunteering opportunities • Black and ethnic minority engagement and message dissemination project – this is an asset based cascade model which enables community groups to co-develop and design key messages for the community. A successful project was delivered around hypertension and cardiovascular disease. The messages reached over 1500 people with 210 people advised to speak to their GP • A programme of arts and health was launched to support the health and wellbeing of older people in care homes. The project which aimed to stimulate mental and physical activity again used a cascade approach so that care home workers were trained to maintain the activity levels after the project ended <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>

<p>Partnership delivery of community-led actions for increasing participation in physical activity in our seven most deprived neighbourhoods by developing social capital and enhancing community assets.</p>	✓	<p>There is a wide range of work being undertaken on addressing inactivity (initially focussing on the most deprived areas of the borough) and some wider activities on tackling obesity. The first roll out of the programme was in Rother and this has delivered significant successes although with many challenges along the way. The second phase has commenced in Barrow Hill and is developing well. One of the key issues identified in piloting this approach is the time taken to develop community capacity. As a result we are now amending the approach and Press Red are to provide us with outputs from Phases 1 and 2 above for the 7 areas.</p> <p>Chesterfield is part of a partnership across Derbyshire working to build a ‘whole-system’ approach to engaging more people in regular physical activity and are a partner in a countywide bid to Sports England for the Local Delivery Pilot. This aims to change the way sport and physical activity is offered in communities and assess if a behaviour change approach to tackling inactivity is successful, especially in getting more underrepresented groups more active.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
<p>Co-commissioning of VCS delivered services with our County Council and CCG partners to ensure that all commissioned services are co-ordinated and delivered to improve health and wellbeing outcomes and address the wider social determinants of health across Chesterfield.</p> <p>Co-commissioning of services was no longer</p>	✓	<p>The roll out of Universal Credit began in the Chesterfield area in November 2017 and in the Staveley area in April 2018. The introduction of Universal Credit was identified by the Chesterfield Health and Wellbeing Partnership as posing significant health and wellbeing risks to our residents and a working group was established to address to help mitigate some of the key risks. Activities have included:</p> <ul style="list-style-type: none"> • Increasing engagement and communication with claimants and potential claimants utilising a variety of techniques including electronic and more traditional formats • Investing in proactive early support • Investing in digital inclusion activity for claimants and potential claimants • Providing bank account support and advice • Providing budgeting advice and training • Continuing to monitor and adjust support requirements.

<p>possible during the life of this plan due to partnership priorities. This project was changed during to focus on supporting people with the introduction of universal credits.</p>		
<p>Deliver a multi-agency falls prevention project to reduce the number of people falling and the impact of falls by -</p> <ul style="list-style-type: none"> - reducing the risk of falls by raising awareness amongst health professionals and the public <ul style="list-style-type: none"> - making every contact count by ensuring key professionals identify and signpost potential falls risks using a system-wide falls pathway approach with the aim of prevention - ensuring adequate community-based delivery of exercise, strength and balance activities for those identified as at risk of falling. 		<p>A small group involving staff from the Clinical Commissioning Groups, local NHS providers, public health and the Council have met to establish an approach to improve the outcomes in this area. The group have mapped the existing service provision around falls and a new clinical pathway for falls has been developed across Derbyshire. The Chesterfield group are working on a programme of work focussing on fall prevention addressing the following concerns:-</p> <ul style="list-style-type: none"> • The need to understand the local data more fully to prioritise and target the Chesterfield response for falls (including the opportunity to work more closely with public health on a local project). • Based on the data what are our local priorities? • Who are the people who might identify somebody at risk of falling? And what do they need to know? • What is the local 'offer' for Falls? • How do we encourage / facilitate greater take up of Strictly No Falling Classes? • How do we better engage individuals / communities to better understand falls risks and how to reduce them? <p>This priority will be continued into 2018/19.</p>
<p>Establish a North Derbyshire Homeless Forum to take the lead role in developing and implementing the North</p>	<p>✓</p>	<p>The first homelessness forum was held on 12th September 2017 and was an extremely successful and well attended event with approximately 50 attendees from a range of stakeholders. This will be a quarterly event and will be responsible for the delivery of the action plan contained in the North Derbyshire Homelessness Strategy.</p>

Derbyshire Homeless Strategy		
Undertake a review and implement a new IT system to process and monitor homeless presentations with a key focus on homeless prevention	✓	The review has been completed and software selected and procured. Delivery is on track with full implementation and roll out scheduled for April - October 2018. This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.
Undertake a review of working practices to ensure the efficient implementation and delivery of the pending Homeless Reduction Bill	✓	Extensive specialist training is being undertaken by all relevant staff in preparation for the implementation of the Homeless Reduction Act. A county wide group has been established to consider the implications of the new legislation, potential impacts on service delivery and how to best respond. A range of projects, in particular the development of a Single Point of Contact for referrals under the new legislation have been developed or are in development with external partners.

- 2.3 During 2017/18 we continued to strive forward in providing value for money services delivering fully on 14 out of 16 commitments (88%). There has been good progress on the remaining three commitments but these will be fully delivered during 2018/19.

Activity	RAG	Progress
Retain budgetary discipline and income maximisation strategy including (2017/18 and 2018/19):	✓	Plans are in place for budgetary discipline with the Council facing difficult financial pressures. The Council faced a budget deficit of £208k for 2017/18 but has been able to turn this around to a projected surplus of £1m. This has been achieved by better business rates growth, savings on insurance costs, higher returns in OSD and SpirePride, a revision in MRP accounting policy and robust vacancy and cost control. However our energy costs have significantly increased, income from our stakes in Vicar Lane and Pavements Shopping Centres are falling, we are exposed to economic risks and we face increasing pay and non-pay inflations costs. A revised draft Medium Term Financial Plan (MTFP) has been approved by Council in February

		<p>2018. Our capital investments are heavily reliant on selling surplus Council assets and this remains challenging. Following a recent Stock Condition Survey and savings programme the HRA is moved into a more sustained financial position. The Council will continue to face increasing difficult financial challenges and further large deficit challenges in the medium term.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
Budget challenge and vacancy control.	✓	<p>Budgetary challenge meetings are held quarterly with operational managers. Budgets are also monitored monthly by finance and service managers. The Vacancy Control panel continues to meet twice monthly to manage staffing.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
Focusing on maximising core income streams (leisure centres, venues and business units etc.)	✓	<p>Significant success has been achieved in reducing subsidy at key venues and increasing income across the portfolio. Further plans (venues/sports facilities/Planning etc.) are being developed to maximise income over the next 1-3 years. Income is monitored on a monthly basis through the Finance & Performance Board.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
Careful investment in new projects and activities that generate a realistic/material return – using the business case approach.	✓	<p>All projects go through the new Project Management Office starting with the gateway process. Robust business cases are needed with approvals from Finance & Performance Board and then Cabinet. E.g. Old Queens Park Sports Centre redevelopment.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been</p>

		completed.
Exploration of external grant funding opportunities	✓	<p>The exploration of external funding sources is a key part of project development. There has been significant success in attracting external funding for regeneration of the Borough particularly via D2N2/SCR LEPs. We also support a range of community organisations to develop funding bids linked to our facilities and activities and continue to be a core funder of Links CVS to provide advice and support to the community and voluntary sector. Here is a flavour of the varied funding pots we have accessed during 2017/18 to improve outcomes for our communities:</p> <ul style="list-style-type: none"> • Over £807k secured from D2N2/SCR LEPS to enable local businesses to address skills gaps. This will benefit over 1600 learners • We secured key infrastructure funding for major regeneration schemes within the town from Sheffield City Region including over £114k for Waterside, over £2m for Peak Resort and over £308k for the Northern Gateway scheme • We also attracted over £41k from D2N2 LEP to invest in Destination Chesterfield and business innovation support. • The Equality and Diversity Forum were successful with a bid for £1.4k to support the delivery LGBT training sessions. Over 120 people benefitted from this training • We were successful in securing £14k worth of funding from the Local Government Association to explore options for increasing the housing supply in the Borough. We look forward to reading the findings and developing in action during 2018/19 • £7.4K of funding from Derbyshire County Council enabled us to deliver a recycling campaign 'Not In Your Bin'. The campaign included the production and distribution of a bin sticker on all blue bins to highlight the key items which people include in the blue bin but which cannot be recycled. Supporting communications through social media, press stories and on the website was provided. Results included a fall in contamination of the recycling and an increase in the requests for caddies for glass when people realised that they were supposed to keep glass separate • All our sheltered housing schemes are now fitted with sprinkler systems. This was partially funded with a £40k grant from Derbyshire Fire and Rescue Service • We received £25k after a successful application to the National Security Centre's Secure by Default programme. The project aimed to not only improve digital

		<p>security but also improve end user experience.</p> <ul style="list-style-type: none"> We received a higher level stewardship award worth £8k per annum until 2020. The agri-environmental scheme provides £8k per annum for the management of farmland in nature reserves and country parks. Ecological surveys conducted by Derbyshire Wildlife Trust have identified a significant improvement in the botanical quality of the Council-owned meadows and wetlands during 2017/18 due to the HLS-funded work. <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
Continuing the focus on operational service efficiencies	✓	<p>This is now firmly established and part of our core budget and service management. Finance have worked with service managers during 2017/18 and have identified a number of six figure efficiencies (e.g. Insurance, MRP and Property Repairs) and savings that will go into the MTFP. Other business income areas are performing well in terms of income: OSD, Spirepride, Planning, QPSC etc to help increase income. We still face cost pressures e.g. energy, goods and services, wages etc. The focus of efficiencies will continue with declining resources across the Council.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
Improvements to our risk management strategy and risk management processes to ensure increased awareness and mitigation of potential external financial risks	✓	<p>The Risk Management Committee meets every 6 months to review risks across the Council risk. Service managers monitor risk through Council processes, procedures, internal audit reviews and protocols. Risk training takes place online and has been completed via external contractors.</p>
Continue to work with Derbyshire partners on the	✓	<p>This project is on track. Asset information has been populated and is being shared with partners to help aid decision making. We continue to work with partners to rent</p>

<p>“One Public Estate” initiative including ensuring all asset information is available via the project database.</p>		<p>out additional space within the Town Hall and are participating in a review of depot facilities.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
<p>Revise the Corporate Asset Management Strategy and complete a review of surplus asset disposal plans for 2017 - 2021</p>		<p>The Land Disposal Group has been implemented and this group is reviewing surplus asset disposal plans on a monthly basis. Asset disposals are identified and support delivery of the council’s Capital programme. Work is being undertaken with Kier colleagues to revise the Corporate Asset Management strategy.</p> <p>This priority will be continued into 2018/19.</p>
<p>Develop detailed asset disposal plans for 2017/18 and complete an external review of disposal process</p>	✓	<p>Detailed asset disposal plans are in place for 2017/18 and tracked through the Land Disposal Group and through formal council governance processes.</p> <p>An external review of the disposal process will be completed during 2018/19.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
<p>Look at how we can develop our land for housing or retail uses</p>	✓	<p>Land disposal and development opportunities are now reviewed on a monthly basis by a cross-council land disposal group. This reports regularly to the Finance and Performance Board. Asset reviews have been carried out covering garage sites, car parking sites (non-town centre) and public toilets. Several garage sites have been disposed of via auction, each time achieving receipts in excess of those forecast. Wider land opportunities are being considered through a review of open spaces, which is now out for tender and will feed into the Local Plan process.</p> <p>The group also monitors the ongoing disposals of larger sites for housing and/or retail. Some of these have taken longer than anticipated to conclude but schemes now under discussion with developers include sites at Poolsbrook, Linacre, Ashgate</p>

		<p>Road and Sheffield Road.</p> <p>In terms of direct development, the council has been successful in attracting £14k of external funding for an LGA advisor to prepare options for developing non-HRA housing on our land, with a final report due before the end of 17/18. The development programme within the HRA is also being reviewed in light of the improved business plan with the aim of increasing the number of homes delivered. Commercial services are now on-site developing a small number of HRA homes as part of the 17/18 capital programme.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
Work with our partners to review how the Crematorium service is provided	✓	<p>This has been reviewed and discussed with partners. No changes are proposed at the current time however the Council and partners continue to monitor the national position in respect of delivering Crematorium Services.</p>
Catering function to be launched in 2017 with estimated annual earnings of £75,000 and expanded through the area.	✓	<p>QPSC Café was awarded a 5 Star Food Safety Rating.</p> <p>The anticipated income for the Market Hall is £120k in 2017/18. Further developments such as making our own products for direct sale are planned in the new year to improve profitability.</p> <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
Decide if we want to build houses and business premises that we sell or rent		<p>Consultancy support (funded by DCLG) has been commissioned and the project areas scoped.</p> <p>Works on site for the new build scheme at Rufford Close commenced in December. The project is expected to complete in July 18.</p> <p>This priority will be continued into 2018/19.</p>

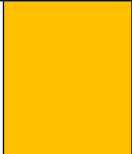

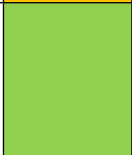

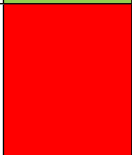

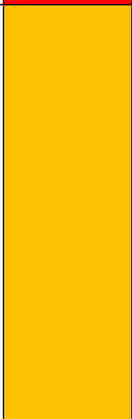

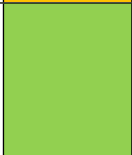

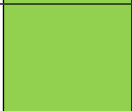

Begin to offer our wide range of environmental services on a commercial basis	✓	<p>The following commercial activities (external to the Council) have been completed in the last quarter:</p> <ul style="list-style-type: none"> • Tree works to the value of £4,500 • Sports pitch works to the value of £5,600 • External drainage works to the value of £12,000 • External grounds maintenance works to the value of £7,000. <p>This priority will be continued into 2018/19 but the actions for 2017/18 have been completed.</p>
Deliver commercial skills training to our staff so that they can provide excellent customer services while maximising income	✓	<p>The first tranche of training has been carried out with staff from the Venues service, which has improved front of house 'customer service skills' and given staff tools and techniques to support achievement of increased income levels. Plans are in place for further targeted training.</p>
Implement 1st phase of digital improvements, so that we can improve service availability, efficiency and quality through greater automation – 5 services online		<p>The ICT review has been completed and a digital improvement roadmap has been developed. Improvements have been made to the CBC website so that it is easier for customers to find information. Work has been completed to provide greater automation of five business rates processes.</p> <p>This priority will be continued into 2018/19.</p>

3.0 Council plan performance measures

3.1 A basket of measures have been developed to track the progress of Council Plan delivery during the four year plan period alongside the annual key activity commitments.

The following measures from the Are You Being Served national residents' satisfaction survey.

Performance measure	15/16 actual	17/18 target	17/18 actual	Rag Rating	Direction of Travel	Exception Comments
Satisfaction with your local area as a place to live.	86.4%	Maintain above 85%	86.7%		↑	
Satisfaction with the way that Chesterfield Borough Council runs things.	76.6%	Maintain above 75%	75.7%		↓	
Agree that Chesterfield Borough Council provides value for money.	60.1%	Maintain above 55%	55.5%		↓	
Agree that Chesterfield Borough Council acts on the concerns of local residents.	52.5%	Maintain above 50%	52.6%		↑	
Agree Chesterfield Borough Council keeps residents about the services and benefits it provides.	56.2%	Maintain above 55%	58.7%		↑	

Feels safe when outside in local area after dark.	73.5%	Maintain above 70%	69.0%			
Feels safe when outside in local area after during the day.	91.3%	Maintain above 90%	92.8%			
Feels safe when outside in Chesterfield town centre after dark.	38.9%	Maintain above 35%	30.9%			This is a current area of focus. We have worked with the Derbyshire Police and Crime Commissioner to establish a regular Town Centre summit. This brings together public sector partners including Chesterfield Borough Council, Derbyshire Constabulary, Derbyshire County Council, NHS and probation services, with private sector businesses and voluntary sector partners, including homelessness charities and church groups to develop multi-agency solutions to ease the challenges Chesterfield Town centre currently faces in terms of anti-social behaviour and crime. This work will continue into 2018/19.
Feels safe when outside in Chesterfield town centre during the day.	85.7%	Maintain above 85%	84.0%			
Agree that Council staff are generally helpful, friendly and polite.	69.3%	70%	72.9%			
Satisfaction with - Refuse collection	83.6%	85%	86.6%			

Satisfaction with - Kerbside recycling	70.4%	75%	77.6%		↑	
Satisfaction with - Queen's Park Sports Centre	55.9%	60%	66.5%		↑	
Satisfaction with - Staveley Healthy Living Centre	57.8%	60%	69.3%		↑	
Satisfaction with – Pomegranate Theatre	75.3%	Maintain above 75%	83.3%		↑	
Satisfaction with - Winding Wheel	69.7%	70%	79.5%		↑	
Satisfaction with – The Museum	62.6%	65%	67.2%		↑	
Satisfaction with - Revolution House	50.0%	55%	59.1%		↑	
Satisfaction with – Visitor Information Centre	70.8%	75%	84.8%		↑	
Satisfaction with - Parks and open spaces	76.5%	Maintain above 75%	85.5%		↑	
Satisfaction with - The Pavements Shopping Centre	72.6%	Maintain above 70%	83.0%		↑	

Satisfaction with - Keeping public land clear of litter and refuse	59.6%	Maintain above 55%	52.1%		↓	This has been identified as a key improvement area for 2018/19 with plans currently being put in place to focus on the core issue.
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The following measures from the Star national tenants' satisfaction survey.

Performance measure	15/16 actual	17/18 target	17/18 actual	Rag Rating	Direction of Travel	Exception Comments
Satisfaction with the Housing Service provided by Chesterfield Borough Council.	88%	Maintain above 85%	88.8%		↑	
Satisfaction with the overall quality of your home.	80.9%	Maintain above 80%	82.9%		↑	
Satisfaction with neighbourhood as a place to live.	82.5%	Maintain above 80%	81.8%		↓	
Satisfied that your rent provides value for money.	78.8%	Maintain above 75%	80.8%		↑	
Satisfaction with the way the Housing Service deals with repairs and maintenance.	77.9%	Maintain above 75%	79.8%		↑	

Satisfaction that the Housing Service listens to your views and acts upon them.	66.2%	Maintain above 65%	67%		↑	
Satisfaction you with the overall condition of your home.	79.8%	Maintain above 75%	80.0%		↑	
Satisfaction that the Housing Service gives you the opportunity to make your views known.	66.2%	Maintain above 65%	67.0%		↑	

Council Plan and core service indicators

Performance measure	16/17 actual	17/18 target	17/18 actual	Rag Rating	Direction of Travel	Exception Comments
% local labour clauses in eligible major developments	100%	100%	100%		=	
% jobs secured by local people on developments with local labour clauses.	New PI	50%	93%			
Number of young people not in education, employment or training	345	328	370		↓	There has been a steady decline in the rate of youth unemployment since January 2015 when the number of 18-24 years olds seeking employment in Chesterfield stood at 475, falling to its lowest point in December 2015 at 290 Since then, in line with national the national trend, the number of 18-24 years

						<p>olds seeking employment in Chesterfield has gradually increased to 370 in March 2018.</p> <p>This is a particular area of focus for our partnership skills activity. Key programmes targeted at young people not in work, education or training includes Ambition and talent match. These programmes have engaged a record 260 young people during 2017/18 of which 95 have secured employment.</p>
Number of businesses in the Borough	3275	Increase	3340		↑	
% Town centre shops occupied	92%	Above 90%	92%		=	
Market – average stall occupancy	54%	Maintain	37%		↓	<p>Despite significant investment in increasing footfall including medieval market, market festival, love your market events, records fair and festive activities average stall occupancy across the main outdoor market days continues to fall.</p> <p>Additional event markets have however thrived with the monthly artisan market having an average uptake of 60 stalls from 40 stalls initially and the young person's market attracting around 25 stalls.</p> <p>During 2018/19 we will be considering further improvements to combine market</p>

						activity into one larger market around the town square.
Net new dwellings completed	132	272	261		↑	We were successful in securing £14k worth of funding from the Local Government Association to explore options for increasing the housing supply in the Borough. We look forward to reading the findings and developing in action during 2018/19 to improve performance in this area.
Net new affordable homes completed	8	8	3		↓	
% of major planning applications determined within 13 weeks	87.5%	80%	90.5%		↑	
% of minor planning applications determined within 8 weeks	83.3%	85%	91.4%		↑	
% of other planning applications determined within 8 weeks	93.3%	95%	91.9		↓	The number of major planning applications and minor applications has increased significantly during 2017/18. These have had to be prioritised over other application types due to resource constraints. Resource levels within the service are currently being reviewed.

Satisfaction with pest control service	91%	90%	100%		↑	
Satisfaction with noise control service	63%	75%	60%		↓	
Number of green flag awards for parks and open spaces	5	5	5		=	
Participation in parks and open spaces voluntary activities e.g. Friends of Groups	67667	Maintain above 65000	69500		↑	
Number of homeless preventions per annum	New PI	Benchmark year	901			
Number of homeless acceptances	New PI	Benchmark year	23			
Net promoter score – Winding Wheel	51.1%	Maintain above 50%	50.1%		↓	
Net promoter score – Pomegranate Theatre	65.4%	Maintain above 65%	64.6%		↓	
Number of complaints - green spaces	79	Reduction	11		↑	
Number of complaints - streetscene	297	Reduction	113		↑	
Average time to answer revenues, benefits and rents	61.7 seconds	Under 1 minute	56 seconds		↑	

calls						
Average time to answer environmental services calls	68.9 seconds	Under 1 minute	41 seconds		↑	
Average time to answer switchboard services calls	68.9 seconds	Under 1 minute	40.2 seconds		↑	
Average time to answer housing repairs hotline calls	66.4 seconds	Under 1 minute	58.7 seconds		↑	
Percentage of Corporate complaints dealt with within Corporate target	92%	100%	100%		↑	
Number of visitors to the Council's website	432,537	535,000 by the end of 2018/19	469,340		↑	
Achieve at least SOCITM 3* rating for the website	New PI	3	4		↑	
Increase number of followers on corporate Twitter account	6497	Increase to 8000 by end of 2018/19	7303		↑	
Increase number of followers on corporate Facebook account	3723	Increase to 4500 by end of 2018/19	7167		↑	

4.0 Priority activity for 2018/19

4.1 Our Priority – to make Chesterfield a thriving borough

Aim	Key activities for 2017/18 – 2018/19
Maximise the impact of skills related programmes for the benefit of Chesterfield businesses and residents to enhance the local economy.	<ul style="list-style-type: none"> • Ensure the effectiveness of local labour clauses on 100% of all major planning applications • Host an annual skills conference aligned with local and regional growth priorities
Start on site with the regeneration of the Staveley and Rother Valley Corridor and ensure that local benefits are maximised as plans develop for the proposed HS2 maintenance depot.	<ul style="list-style-type: none"> • Working with landowners to secure planning permission for the first phase of development • Preparing a major scheme business case for the Regeneration Route
Extend the town centre offer for our residents and visitors.	<ul style="list-style-type: none"> • Reviewing and revising the Town Centre masterplan • The Saltergate multi-storey will be refurbished to provide more parking spaces and achieve the highest national standards
Sustain town centre occupancy levels at 90% or higher and increase occupancy levels at the outdoor market, reaching 90% by the end of the period.	<ul style="list-style-type: none"> • We will consider combining the two separate markets in the town centre to provide a single larger market in the town 'square'
Adopt a growth strategy that recognises the impact to Chesterfield's economy from the range significant growth opportunities emerging in Chesterfield, including HS2 and Peak Resort.	<ul style="list-style-type: none"> • Adopt a revised growth strategy for Chesterfield's economy
Increase the value of the visitor economy by at least 5%, bringing in an additional £7m per annum.	<ul style="list-style-type: none"> • Developing a visitor economy action plan • Supporting the development of the Peak Resort gateway • Supporting the development of Peak Resort Phase 2

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

Aim	Key activities for 2017/18 – 2018/19
<p>Work with our partners to improve the health and well-being of people in the borough and reduce the gap in health outcomes between the most and least deprived.</p>	<ul style="list-style-type: none"> • Adopt a “health in all policies” approach to ensure that health and wellbeing outcomes are considered and positive actions embedded in all council policies and plans. • Produce a Health and Wellbeing Strategy and supporting action plan to identify opportunities and interventions to deliver improved health outcomes and reduce inequality. • Continue to develop and deliver the Chesterfield Health and Wellbeing Partnership locality plan to improve health and wellbeing outcomes and reduce inequality. • Partnership delivery of community-led actions for increasing participation in physical activity in our seven most deprived neighbourhoods by developing social capital and enhancing community assets. • Deliver a multi-agency falls prevention project to reduce the number of people falling and the impact of falls by <ul style="list-style-type: none"> - reducing the risk of falls by raising awareness amongst health professionals and the public - making every contact count by ensuring key professionals identify and signpost potential falls risks using a system-wide falls pathway approach with the aim of prevention - ensuring adequate community-based delivery of exercise, strength and balance activities for those identified as at risk of falling. • Deliver a multi-agency alcohol health improvement project to reduce the impact of alcohol-related illness by <ul style="list-style-type: none"> - identifying target groups based on patterns of alcohol consumption and deliver actions to targeted high risk groups to reduce harm - delivering actions to hard-to-reach groups with multiple health issues to reduce harm - delivering targeted interventions through the alcohol licensing regime to ensure compliance with licence conditions and policy around minimum pricing, managing alcohol sales and reducing excessive alcohol consumption at licensed premises. • Deliver a multi-agency obesity health improvement project focussing on childhood obesity by targeted actions within one school

	cluster area with elevated levels of childhood obesity to increase physical activity and support healthy eating.
Provide and expand our homelessness support and prevention services in partnership with Bolsover and North East Derbyshire councils.	<ul style="list-style-type: none"> • Undertake a review and implement a new IT system to process and monitor homeless presentations with a key focus on homeless prevention • Undertake a peer review in preparation for attaining the Homeless Gold Standard to deliver further improvements to homelessness services

4.3 Our Priority – to provide value for money services

Aim	Key activities for 2017/18 – 2018/19
Ensure the council has a balanced budget each year, making up the reduction in central government grant through savings and increased income.	<ul style="list-style-type: none"> • Retain budgetary discipline and income maximisation strategy including (2017/18 and 2018/19): <ul style="list-style-type: none"> - Budget challenge and vacancy control - Focusing on maximising core income streams (leisure centres, venues and business units etc.) - Careful investment in new projects and activities that generate a realistic/material return – using the business case approach - Exploration of external grant funding opportunities - Continuing the focus on operational service efficiencies - Reviewing cost/spend arrangements with service providers
Develop a rolling five year plan for the use of our surplus land assets, investing in opportunities that will bring sustained revenue to the council to use for delivering services.	<ul style="list-style-type: none"> • Continue to work with Derbyshire partners on the “One Public Estate” initiative including ensuring all asset information is available via the project database. • Revise the Corporate Asset Management Strategy and complete a review of surplus asset disposal plans for 2017 - 2021 • Develop detailed asset disposal plans for 2018/19 and complete an external review of disposal process • Review success of 2017/18 disposal plan and the 2018/19 plan • Look at how we can develop our land for housing or retail uses
Take a more commercial approach where appropriate,	<ul style="list-style-type: none"> • Catering function to be launch in 2017 with estimated annual earnings of £75,000 and

<p>including developing new services and selling existing services to new customers.</p>	<p>expanded through the area</p> <ul style="list-style-type: none"> • Decide if we want to build houses and business premises that we sell or rent • Begin to offer our wide range of environmental services on a commercial basis
<p>Improve the technology that supports our service delivery and increase the skills and capacity of our staff to work in a more commercial manner.</p>	<ul style="list-style-type: none"> • Deliver commercial skills training to our staff so that they can provide excellent customer services while maximising income • Help more of our customers to access Council services online safely and securely • Implement 1st phase of digital improvements, so that we can improve service availability, efficiency and quality through greater automation – 5 services online • Implement ICT technology that supports data sharing, standardises processes and improves automation and workflow so we can reduce processing times and errors. • Implement an Assisted Digital customer programme so that we can meet the needs of our service users • Achieve 3* SOCITM Better Connected rating for our website • Implement 2nd phase of digital improvements – 10 services online

Briefing note - Gender Pay Gap Reporting

For Overview and Performance Scrutiny Forum

1.0 Why have the requirements changed?

1.1 Several factors are likely to have influenced the change in reporting requirements including:

- People expect pay to be fair
- People expect organisations to be accountable – to government, to shareholders, to employers, to employees, to customers etc. for the way in which pay is allocated
- Due to IT improvements it is now easier to collect and analyse pay data and make pay transparent
- After 40 years of equal pay legislation the gender pay gap is still with us
- Closing the gender pay gap has the potential to substantially improve UK GDP - under-utilisation of women's skills is estimated to cost the economy between 1.3 and 2% of GDP per year
- Gender pay gap reporting can highlight labour market disadvantage, gender disparity in the workplace and the differences between the individual earnings of a man and a women

2.0 The requirement

2.1 New gender pay reporting legislation requires employers with 250 or more employees to publish statutory measures every year showing how large the pay gap is between their male and female employees. The snapshot date for data is 31st March each year for public sector organisations and 5th April for private and third sector employers.

2.2 Organisations then have 12 months in which to publish their data, giving public sector organisations an annual deadline of 30th March and 4th April for private sector and third sector employers.

2.3 The data must be published on the government's gender pay gap portal <https://gender-pay-gap.service.gov.uk/> and on the organisation's website. This information must be accessible for a period of at least three years.

- 2.4 Private sector and third sector employers are required to also submit a supporting statement to confirm that data is accurate and has been signed off by an appropriate person (Director or equivalent). Public sector organisations are not obliged to provide this statement but may do voluntarily.
- 2.5 The statement could voluntarily include a narrative that explains specific gender pay gap issues and/or if corrective measures being undertaken or considered.

3.0 What data needs to be published?

3.0 There are six pieces of information which need to be published:

1. Average gender pay gap as a mean average
2. Average gender pay gap as a median average
3. Average bonus gender pay gap as a mean average
4. Average bonus gender pay gap as a median average
5. Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into quartiles ordered from lowest to highest paid

4.0 Employees and pay in scope

- 4.1 The equality act 2010 definition of an employee applies. It includes employment under a contract of employment, a contract of apprenticeship or a contract personally to do work.
- 4.2 The calculations are based on full pay relevant employees - an employee who is not during the relevant pay period, being paid at a reduced rate or nil as a result of being on leave e.g. maternity leave.
- 4.3 Pay includes basic pay, allowances, pay for piecework, pay for leave, shift premium pay and bonus pay. Overtime pay or redundancy pay is not included.

5.0 Enforcement

5.1 Government states that failure to comply will constitute an unlawful act empowering the Equality and Human Rights Commission to take enforcement action.

5.2 The Government is committed to reviewing the regulations within five years of commencement.

6.0 The desire for transparency

6.1 Simply making the numbers available is the requirement but this is unlikely to satisfy the desire for transparency. Our key audiences which could include politicians, managers, employees, trade unions, future potential recruits, the public, competitors and the media will want some context. People are going to ask us what the figures mean and good, bad or indifferent we need a story to tell.

6.2 These audiences may want to know:

- Why we are doing this – is it just a compliance issue or do we have a genuine commitment to achieve gender equality?
- What are the likely reasons for any gender pay gap?
- What action are we going to take?
- How do we compare to other local authorities?
- Are there any structural changes that have affected our figures?
- What are the challenges we face in closing the gender pay gap?

7.0 Communication

7.1 In the run up to the gender pay gap reporting there was significant national, regional and local interest in the issue. During 2017/18 there has been significant media coverage with several large organisations effectively being named and shamed.

7.2 We decided to develop infographics and a full narrative to help bring the data to life and give some explanation of what is impacting on our figure. The infographics are available on the website [here](#). Our 2017 gender pay gap report including all figures and narrative is attached at Appendix A.

7.3 There was a pre-release to staff and members via aspire intranet prior to the figures being published on our website and the national gender pay gap portal.

7.4 In our communication activity we considered the following risks associated with gender pay gap reporting:

- Audiences not understanding the gender pay gap e.g. confusion with equal pay
- A rise in equal pay claims/enquiries
- Concerns about seemingly unfair practices e.g. bonus culture
- Inadequate data for follow up enquiries
- Being unprepared for obvious questions
- Inconsistency with other public statements and commitments
- The rise of social media campaigning
- Reputational damage affecting recruitment, retention and use of our commercial services

8.0 Organisational benefits of reporting the gender pay gap

8.1 There are a number of benefits that promoting gender diversity and reducing the gender pay gap can have for organisations including:

- Improving our reputation as an employer and service provider
- Attracting an improved pool of talent for jobs as a fair employer
- Staff feel valued, supported, creating higher retention rates and lower costs
- Boosting staff productivity
- Meeting the diverse needs of customers

9.0 Potential future requirements

9.1 Lobbying is taking place to introduce further reporting requirements and action. These could include:

- Requiring the publication of action plans for reducing the gender pay gap
- Introducing new reporting requirements including ethnicity pay gap and disability pay gap

10.0 Key points from our gender pay gap report

- 10.1 Our full gender pay gap report for 2017 is attached at appendix A, but there are several very important points to consider on our gender pay reporting:
- 10.2 The gender pay gap is not the same as equal pay. The law says that men and women must be paid the same for doing the same or equivalent work. We use job evaluation techniques to evaluate each role and not the post holder to ensure that all roles are fairly remunerated in comparison to other roles. It makes no reference to gender or any other personal characteristics of any existing or potential job holders. We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work, rather it is a result of the roles in which men and women work within the organisation and the salaries these roles attract.
- 10.3 The majority of Chesterfield Borough Council services are provided in-house including services which many authorities have either contracted out such as building cleaning or moved to alternative models such as arms-length organisations for example with managing Council housing and associated repairs and maintenance. These services tend to have a large gender in-balance, for instance building cleaning employs a large number of female part time staff whereas the majority of higher paid trades staff and associated professions working in housing repairs and maintenance are male.
- 10.4 Chesterfield Borough Council does not have a council wide bonus scheme. We do however operate a productivity based incentive scheme for our trade based employees e.g. plumbers, electricians, roofers etc. This incentive scheme enables us to recruit and retain employees with specific trades to ensure that 100% of our council housing stock remains at the decent homes standard and that we can continue to provide an effective repairs service for our tenants. Nationally these types of role continue to be male dominated which is the key reason for the difference in the proportion of male and female employees receiving a bonus payment.

11.0 2017 gender pay gap – how we compare within the local government sector

- 11.1 314 of 326 English local authorities have now reported their 2017 gender pay gap figures. The remaining authorities are likely to have less than 250 employees and therefore do not meet the threshold for reporting requirements.
- 11.2 Our mean gender pay gap at 7% is equal to the English local authority average but our medium figure is slightly higher at 9% compared to an average of 5%.
- 11.3 On the bonus pay gap, Chesterfield Borough Council has a mean bonus pay gap of 13% compared to the national average of 2%. However when we strip out the authorities that do not have a bonus scheme (leaving us with just 95 authorities) our bonus gap is slightly below the average of 15%. The really stark figure around bonuses however is the 29% of male employees receiving bonuses compared to 0.2% of female employees. This is in comparison to other bonus paying local authorities where the average is 13% of males and 12% of females.
- 11.4 Our quartile information also illustrates a higher proportion of men in the top two quartiles than the local authorities national averages.

Gender pay gap report 2017

Introduction

At Chesterfield Borough Council we value diversity and inclusion and believe that it strongly contributes to the quality of our services.

We are committed to being an equal opportunities employer and aim to treat all employees and job applicants fairly, regardless of their gender (including gender reassignment), age, race, sexuality, full or part-time status, marital status and disability. We believe it is important to attract and retain a workforce that reflects the customers and communities we serve.

We welcome the new gender pay gap reporting requirements for a number of reasons including:

- It will help to confirm to our existing and prospective employees that we are committed to building a diverse and inclusive workplace, that provides equal opportunity to all employees irrespective of gender
- It will help us to monitor pay and career progression more closely and to ensure that all employees, irrespective of gender are supported to reach their full potential
- It is an opportunity to review our data and consider any issues we need to address and we can capture our journey over the next few years in our gender pay gap reporting and review our progress

What is the gender pay gap?

The gender pay gap is concerned with differences in the average earnings of men and women over a standard time period, regardless of their role or seniority. The law requires any organisation with more than 250 employees to publish its gender pay gap information annually based on a snapshot date. For the public sector the snapshot date is 31 March.

Gender pay gap is not the same as equal pay. The law says that men and women must be paid the same for doing the same or equivalent work. We use job evaluation techniques to evaluate each role and not the post holder to ensure that all roles are fairly remunerated in comparison to other roles. It makes no reference to gender or any other personal characteristics of any existing or potential job holders.

We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work, rather it is a result of the roles in which men and women work within the organisation and the salaries these roles attract.

Our gender pay gap data

At the 31 March Chesterfield Borough Council employed 916 people. The gender split of our workforce is 45 per cent female and 55 per cent male, however this isn't an equal split across our services. The majority of Chesterfield Borough Council services are provided in-house including services which many authorities have either contracted out, such as building cleaning, or moved to alternative models, such as arms-length organisations, for example, those managing council housing and associated repairs and maintenance. These services tend to have a large gender in-balance. For instance, building cleaning employs a large number of female part time staff whereas the majority of higher paid trades staff and associated professions working in housing repairs and maintenance are male. These services have a disproportionate impact on our gender pay gap data.

Average gender pay gap as a mean average = 7.4%

Average gender pay gap as a median average = 9.3%

Average bonus gender pay gap as a mean average = 12.9%

Average bonus gender pay gap as a median average = 18.4%

Proportion of males receiving a bonus payment = 29%

Proportion of females receiving a bonus payment = 0.2%

Quartiles	Male	Female
Upper quartile	62.9%	37.1%
Upper middle quartile	62.5%	37.5%
Lower middle quartile	53.6%	46.4%
Lower quartile	39.8%	60.2%

Note on terminology:

Mean average - to get the mean figure we add up the hourly rate of our employees and then divide it by the number of employees (916).

Median average - to get the median figure we put all the 916 employee hourly rates in a row from lowest to highest and then take the middle point (458).

Quartiles - Again we put all the 916 hourly rates in a row from lowest to highest and then split the data into four equal slices of 229. The lower quartile is the 229 lowest hourly rates and the top quartile is the 229 highest hourly rates.

Interpreting the data

The Chesterfield Borough Council mean gender pay gap is 7.4 per cent in favour of males compared to the national average of 17.3 per cent (Office of National Statistics 2016 data). The median gender pay gap at Chesterfield Borough Council is 9.3 per cent in favour of males compared to 18.1 per cent nationally.

Chesterfield Borough Council does not have a council wide bonus scheme. We do however operate a productivity based incentive scheme for our trade based employees eg plumbers, electricians, roofers etc. This incentive scheme enables us to recruit and retain employees with specific trades to ensure that 100 per cent of our council housing stock remains at the Decent Homes Standard and that we can continue to provide an effective repairs service for our tenants. Nationally these types of role continue to be male dominated which is the key reason for the difference in the proportion of male and female employees receiving a bonus payment.

Our quartile information indicates that we have a significant gender imbalance in the upper quartile and upper middle quartile for the number of men and in the lower quartile for the number of women. We need to undertake more work to understand our gender pay gap and quartile data to help us to identify any barriers to gender equality and inform our priorities for further action.

How we are addressing the pay gap

We aim to recruit from the widest possible talent pool. We have updated our recruitment policy and procedures and trained all our recruiting managers to ensure that language in job adverts is neutral, that they understand the importance of interviewing people with gender balanced panels in order to avoid unconscious bias and can develop a recruitment experience that enables candidates to showcase their knowledge, experience and skills across their whole life experience.

We use job evaluation techniques to evaluate each role to ensure that all roles are fairly remunerated in comparison to other roles and also pay at least the Living Wage Foundation's Living Wage level to all our employees which has a positive disproportional impact on female employees who make up a larger proportion of the workforce in services for example building cleaning that benefit from the Living Wage.

Once we have the right people, we want them to stay. To support this we have developed a range of flexible working opportunities including part-time, job-share, compressed hours

etc. We have also updated and promoted our policies and procedures regarding maternity, paternity and adoption leave and updated our Shared Parental Leave Policy.

We devote significant time and resources to helping our employees' progress in their careers and accessing quality learning and development opportunities. This includes regular development conversations with line managers, a formal personal development review meeting every six months and service level succession planning activities. There are also opportunities to learn from women who have progressed into the highest levels of organisations. For example, at our International Women's Day event in March 2018 we brought together a panel of female speakers to discuss their career journeys so far, how they have successfully navigated the world of work and answer questions from the audience. We also hosted a networking event to bring people together in an environment where they can discuss new ideas, challenges, offer advice and support in an informal setting.

Chesterfield Borough Council offers a wide range of apprenticeship opportunities both to enhance the skills, knowledge and experience of our existing employees and to give opportunities to a diverse range of new employees. In 2017/18, 65 per cent of our existing staff who started upskilling apprenticeships were women and 60 per cent of our new apprentices were female. We recognise that offering new apprenticeship opportunities which are attractive to women may in the short term negatively impact on our gender pay gap as these roles attract a lower salary but this is about investing in a pipeline of talent and creating career pathways for apprentices to progress and meet their potential.

We work with schools and colleges regularly via our local democracy programmes and work experience opportunities. These help us to develop a relationship with young people in the borough early on, which in turn helps them to identify us as an employer of choice within the area particularly for apprenticeship opportunities. However, we recognise that there is more we could do particularly in attracting women into our trade apprenticeship programme so during 2018/19 we will be exploring opportunities with the Derbyshire Careers Service and directly with schools and colleges to increase the visibility of our apprenticeship opportunities and attract a wider pool of applicants.

We also take our wider role as a key place shaper seriously and consider how we can help to address the gender pay gap within the borough. There are many developments taking place across the borough which will provide significant employment and educational opportunities, which have the potential to further reduce the gender pay gap. Some highlights include:

- Our work with Chesterfield College and other key partners to develop the Apprentice Town initiative. There are now close to 3,500 young people embarking on



apprenticeships and giving investors in Chesterfield access to a pool of high quality skills that will enable their businesses to grow and prosper

- There is now also a university presence in the town with Derby University's Chesterfield campus offering a range of courses in health and social care
- Peak Resort – a £400 million pound integrated leisure, health, sport and education resort will provide not only a large range of new jobs and careers but also an additional university campus specialising in leisure and hospitality
- We are working with a range of partners to develop plans for the enhanced HS2 rail maintenance depot at Staveley which will provide around 800 quality jobs and a range of training opportunities
- We are working with partners to engage with local primary schools to ensure that the children growing up in our communities understand the wide variety of career pathways open to them and can take advantage of these opportunities, including HS2. We need to reach these children now as they will be the 17 and 18-year-olds looking for apprenticeship opportunities and career choices at the point when the HS2 rail line becomes operational.

This is just a snapshot of the exciting activities taking place which will provide high quality career pathways for young people within our borough.

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For publication

Summary of the Select Committee Inquiry into the Effectiveness of Local Authority Overview and Scrutiny Committees

Meeting: Overview and Performance Scrutiny Forum

Date: 8 May, 2018

Cabinet portfolio: Governance

Report by: Senior Democratic and Scrutiny Officer

For publication

1.0 Purpose of report

1.1 To advise Scrutiny Members on the outcomes of the Communities and Local Government Select Committee (CLGC) report on the Effectiveness of Local Authority Overview and Scrutiny Committees and to advise on the government's response to the findings from the review.

1.2 To enable Members to consider whether any of the findings from the report would benefit Chesterfield's scrutiny function and to identify areas within the scrutiny function that require review.

2.0 Recommendations

- 2.1 That the Communities and Local Government Select Committee report on the Effectiveness of Local Authority Overview and Scrutiny Committees and the government's response to the findings be noted and considered.
- 2.2 That Scrutiny Members advise the Senior Democratic and Scrutiny Officer of areas they want to review from the outcomes of the inquiry and concerns with CBC's existing Overview and Scrutiny function.

3.0 **Report details**

- 3.1 In September 2017, the CLGC resumed their inquiry into the effectiveness of local authority overview and scrutiny committees. The scope of the inquiry placed an emphasis on the ability of committees to hold decision-makers to account, the impact of party politics on scrutiny, resourcing of committees and the ability of council scrutiny committees to have oversight of services delivered by external organisations.
- 3.2 All local authorities and scrutiny practitioners were asked to make submissions based on their experiences; CBC's submission can be viewed [here](#).
- 3.3 In December 2017 the select committee published a report of their findings, below is a summary of the recommendations that required a response from government (to view the full report please click [here](#)):
 - 3.3.1 That guidance be revised to include (i) overview and scrutiny committees should report to an authority's Full Council meeting rather than to the executive, mirroring the relationship between Select Committees and Parliament, (ii) executive councillors should not participate in scrutiny other than as witnesses, (iii) scrutiny committees should have access to financial and performance data and not be restricted for reasons of

commercial sensitivity, (iv) that scrutiny committees should be supported by officers that are able to operate with independence and offer impartial advice, and (v) that participation with members of the public and service users should be encouraged.

- 3.3.2 That the DCLG works with the LGA and Centre for Public Scrutiny to identify willing councils to take part in a pilot scheme to consider the impact of elected chairs on scrutiny's effectiveness.
- 3.3.3 That Councils be required to publish a summary of resources allocated to scrutiny, using expenditure on executive support as a comparator.
- 3.3.4 That the Statutory Scrutiny Officer requirement be extended to all councils with a seniority and profile of equivalence to the council's corporate management team. That the Statutory Scrutiny Officer also makes regular reports to Full Council on the state of scrutiny including identifying any areas of weakness.
- 3.3.5 That the DCLG put monitoring systems in place and considers whether the support to committees needs to be reviewed and refreshed. That the DCLG write to the select committee detailing its assessment of the value for money of its investment in the LGA and on the wider effectiveness of local authority scrutiny committees.
- 3.3.6 That scrutiny committees must be able to monitor and scrutinise the services provided to residents including by public bodies and commercial organisations.
- 3.3.7 That the Government make clear how LEPs are to have democratic, and publicly visible, oversight and that upper tier councils, and combined authorities, should

be able to monitor the performance and effectiveness of LEPs through their scrutiny committees.

3.3.8 That the Government commit more funding to ensure effective scrutiny of the Metro Mayors. When agreeing further devolution deals and creating executive mayors, the Government must make clear that scrutiny is a fundamental part of any deal that must be adequately resourced and supported.

3.4 The government produced a full response to the recommendations which was published in March 2018. The response explains which recommendations were accepted and which were not, including an explanation for the decision. Where recommendations were accepted, the government also provided their proposed actions.

3.5 Below is a summary of the key points from the government's response, to view the full response please see Appendix A.

3.6 Recommendation 1:

Guidance to be updated to advise the following:

- i. recommend that scrutiny committees report to the Full Council;
- ii. further clarity on the executive not participating in scrutiny other than as witnesses;
- iii. clearer instructions to councils on scrutiny's powers relating to access to documents;
- iv. support officers should be able to operate independently and provide impartial advice – however each council should decide for itself how to resource its scrutiny function;
- v. actively encourage public participation.

3.7 Recommendation 2:

The government accepts that election of the chair might help ensure the right individual is ultimately selected however this is a decision that each council needs to make for itself. Guidance to be updated to recommend that councils bear this in mind when deciding on a method for selecting a chair.

3.8 Recommendation 3:

The government did not accept this recommendation. Quantifying the support that scrutiny committees receive would be very difficult and each authority is best-placed to decide how to support scrutiny most effectively.

3.9 Recommendation 4:

The government did not accept this recommendation. As with the response to recommendation 3, each authority is best-placed to know what arrangements suit its circumstances. Key requirement for effective scrutiny is to have the right culture in the council and this will be included in the updated guidance.

3.10 Recommendation 5:

The government did not accept this recommendation. Funding is provided to the LGA for sector-led improvement work and every council has access to this training. The funding is refreshed annually to ensure it remains relevant.

3.11 Recommendation 6:

Updated guidance to remind councils of the regulations that allow scrutiny members to access exempt or confidential documents in certain circumstances. DCLG to discuss with the sector to get a better understanding of the issues some scrutiny committees appear to have in accessing information and whether there are any steps the Government could take

to alleviate this. With regard to service providers attendance at meetings, Councils are best-placed to decide how best to hold to account those who run its services.

3.12 Recommendation 7:

The government is already acting on concerns about the governance arrangements in relation to LEPs; a ministerial review is being carried out and the government will report back to the select committee with an update. However, it had been identified that many LEPs had already established governance arrangements which included overview and scrutiny.

3.13 Recommendation 8:

The government accepted this recommendation and advised that legislation had been released in 2017 (*Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017*) that provided for the rules of operation for local overview and scrutiny and audit committees to robustly hold combined authorities and mayors to account.

3.14 The Centre for Public Scrutiny has also published their thoughts on the government's response to the inquiry which is attached at Appendix B.

4.0 **Next steps**

4.1 In order to ensure CBC's scrutiny function is effective, the select committee inquiry has provided an opportunity to relook at how we carry out overview and scrutiny at Chesterfield to identify what is working well and where improvements or changes to practices are needed.

4.2 Scrutiny members are asked discuss and share their initial thoughts. During the course of the year, the Democratic and Scrutiny team will be working with the scrutiny Chairs and members to review areas of concern or areas where change is needed; following this a series of proposals will be drawn up to be discussed and then introduced in 2019/20.

5.0 **Recommendations**

5.1 To advise Scrutiny Members on the outcomes of the Communities and Local Government Select Committee (CLGC) report on the Effectiveness of Local Authority Overview and Scrutiny Committees and to advise on the government’s response to the findings from the review.

5.2 That Scrutiny Members advise the Senior Democratic and Scrutiny Officer of areas they want to review from the outcomes of the inquiry and concerns with CBC’s existing Overview and Scrutiny function.

6.0 **Reasons for recommendations**

6.1 To ensure the overview and scrutiny function stays relevant and effective.

6.2 To identify areas for improvement so that changes can be explored and proposed.

Glossary of Terms	
CLGC	Communities and Local Government Select Committee
LGA	Local Government Association

Decision information

Wards affected	All
Links to Council Plan	Underpins whole plan

priorities	
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Document information

Report author	Contact number/email
Rachel Appleyard	rachel.appleyard@chesterfield.gov.uk 01245 345277
Background documents	
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>	
Appendices to the report	
Appendix A	Full government response to the report
Appendix B	Centre for Public Scrutiny response to the report



Government Response to the Communities and Local Government Committee First Report of Session 2017-19 on the Effectiveness of Local Authority Overview and Scrutiny Committees

Presented to Parliament
by the Secretary of State for
Housing, Communities and Local Government
by Command of Her Majesty

March 2018

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Any enquiries regarding this publication should be sent to us at

Ministry of Housing, Communities and Local Government
Fry Building, 2 Marsham Street
London SW1P 4DF
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Government Response to the Communities and Local Government Committee First Report of Session 2017–19 on the Effectiveness of Local Authority Overview and Scrutiny Committees

Introduction

In September 2017, the Communities and Local Government Select Committee relaunched the inquiry into the effectiveness of local authority overview and scrutiny committees that had been started by its predecessor earlier that year. The Select Committee published its report on 15 December 2017: <https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/369/36902.htm>.

The Government will be looking at further ways to extend and improve transparency and is grateful both to the Committee for its consideration of the effectiveness of overview and scrutiny committees and to all those organisations and individuals who provided oral and written evidence.

Scrutiny can play a vital role in ensuring local accountability on a wide range of local issues. It is one of the key checks and balances in the system and the Government is committed to ensuring councils are aware of its importance, understand the benefits effective scrutiny can bring and have access to best practice to inform their thinking.

The Government firmly believes that every council is best-placed to decide which scrutiny arrangements suit its individual circumstances, and so is committed to ensuring that they have the flexibility they need to put those arrangements in place.

The Government is pleased the Select Committee acknowledges overview and scrutiny is functioning effectively in many local authorities and that committees are playing a key role in helping executives develop and review policy. The Government accepts, however, that in some councils scrutiny is not functioning as well as might be expected.

The Select Committee has made a number of recommendations, most, but not all, of which are for the Government to consider. The response in the following pages addresses only those recommendations aimed at the Government.

Recommendation 1: Proposed revisions to Government guidance on scrutiny committees (Page 7)

- a) That overview and scrutiny committees should report to an authority's Full Council meeting rather than to the executive, mirroring the relationship between Select Committees and Parliament.**
- b) That scrutiny committees and the executive must be distinct and that executive councillors should not participate in scrutiny other than as witnesses, even if external partners are being scrutinised.**
- c) That councillors working on scrutiny committees should have access to financial and performance data held by an authority, and that this access should not be restricted for reasons of commercial sensitivity.**

- d) That scrutiny committees should be supported by officers that are able to operate with independence and offer impartial advice to committees. There should be a greater parity of esteem between scrutiny and the executive, and committees should have the same access to the expertise and time of senior officers and the chief executive as their cabinet counterparts.**
- e) That members of the public and service users have a fundamental role in the scrutiny process and that their participation should be encouraged and facilitated by councils.**

Government Response:

The Government acknowledges that the current guidance was issued in 2006 and is happy to ensure it is updated. New guidance will be published later this year.

- a) The Government notes the evidence supplied to the Committee. Updated guidance will recommend that scrutiny committees report to the Full Council.
- b) The Government accepts the need to limit the executive's involvement in the scrutiny meetings. Updated guidance will make clear that members of the executive should not participate in scrutiny other than as witnesses.
- c) Scrutiny committees already have powers to access documents and updated guidance will stress that councils should judge each request to access sensitive documents on its merits and not refuse as a matter of course. We will also have discussions with the sector to get a better understanding of the issues some scrutiny committees appear to have in accessing information and whether there are any steps the Government could take to alleviate this.
- d) Updated guidance will make clear that support officers should be able to operate independently and provide impartial advice. It will also stress the need for councils to recognise and value the scrutiny function and the ways in which it can increase a council's effectiveness. However, the Government believes that each council should decide for itself how to resource scrutiny committees, including how much access to senior officers is appropriate to enable them to function effectively.
- e) The Government fully believes that local authorities should take account of the views of the public and service users in order to shape and improve their services. Scrutiny is a vital part of this, and scrutiny committees should actively encourage public participation. Updated guidance will make this clear.

Recommendation 2: That DCLG works with the Local Government Association and Centre for Public Scrutiny to identify willing councils to take part in a pilot scheme where the impact of elected chairs on scrutiny's effectiveness can be monitored and its merits considered (Paragraph 35).

Government Response:

The Government will give further consideration to this recommendation.

The Government fully accepts that the chair of a scrutiny committee can have a great impact on its effectiveness. As the then Minister told the Select Committee at the oral evidence session on 6 November 2017, a chair needs to have the requisite skills, knowledge and acumen to take on the functions and achieve the outcomes that the scrutiny committee needs to achieve.

The Government also accepts that, in some instances, the election, rather than the appointment, of a chair might help ensure that the right individual is ultimately selected, but feels that this is a decision for every council to make for itself - we note that the Select Committee is “wary of proposing that [election] is imposed upon authorities by Government”.

A local authority is already free to elect a chair if it wishes, and the updated guidance will recommend that every council bears this in mind when deciding on a method for selecting a chair.

The Government is happy to explore with the sector how best to establish the impact of elected chairs on scrutiny committees’ effectiveness, but is not yet convinced that running pilot schemes is the best way to achieve this. The Government will therefore discuss this recommendation with the sector, including the Local Government Association and Centre for Public Scrutiny, and write to the Select Committee on this matter when we publish updated guidance.

Recommendation 3: Councils should be required to publish a summary of resources allocated to scrutiny, using expenditure on executive support as a comparator (Paragraph 62)

Government Response:

The Government does not accept this recommendation.

Many councils do not have dedicated scrutiny support staff - officers work on issues and engage with committees as part of the flow of business - so this would make quantifying the support that scrutiny committees receive very difficult. In the Government’s view, the quality of the support is the more important issue.

The Government firmly believes that each individual authority is best-placed to decide for itself how to support scrutiny most effectively.

Recommendation 4: That the Government extend the requirement of a Statutory Scrutiny Officer to all councils and specify that the post-holder should have a seniority and profile of equivalence to the council’s corporate management team. To give greater prominence to the role, Statutory Scrutiny Officers should also be required to make regular reports to Full Council on the state of scrutiny, explicitly identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them (Paragraph 65).

Government Response:

The Government does not accept this recommendation.

As the then Minister outlined during the oral evidence he gave to the Select Committee, decisions about the allocation of resources for the scrutiny function are best made at a local level. Each council is best-placed to know which arrangements will suit its own individual circumstances. It is not a case of one size fits all.

The key requirement for effective scrutiny is that the culture of the council is right. Where councils recognise the benefits effective scrutiny can bring, and put in place suitable arrangements, it is working well. Local authorities with a strong culture of scrutiny may invite regular reports to full council on the state of scrutiny in the council and this idea will be reflected in the updated guidance.

Recommendation 5: The Department to put monitoring systems in place and consider whether the support to committees needs to be reviewed and refreshed. We invite the Department to write to us in a year's time detailing its assessment of the value for money of its investment in the Local Government Association and on the wider effectiveness of local authority scrutiny committees (Paragraph 76).

Government Response:

The Government does not accept this recommendation. Local authorities are independent bodies and it is for them to ensure that their scrutiny arrangements are effective.

The Government firmly believes that every council should be able to access the training it needs to carry out its functions effectively, and recognises that Government itself has a role to play in making this happen. That is why we provide funding to the Local Government Association for sector-led improvement work. It should be noted that this funding is to support local authorities on a wide range of improvement work. It is not purely to assist with overview and scrutiny.

The funding is determined annually and for 2017/18 is £21 million. The package of work that is funded from the grant is set out in a jointly agreed Memorandum of Understanding between the Department and the Local Government Association, which is refreshed annually to ensure that it remains relevant to the sector's needs.

The Government is, of course, very keen to ensure that this funding provides value for money and that local authorities feel that the training on offer serves their needs. To this end, the Department has quarterly performance monitoring and review meetings with the Local Government Association, which are chaired by the Director-General for Local Government and Public Services.

The Government notes that not all the councillors who provided evidence to the Select Committee felt that the scrutiny training provided was as effective as they would have liked, and that the Local Government Association wrote to the Committee on 20 December 2017 to provide more information on the feedback it received on its support work.

The Government will ensure that the 2018/19 Memorandum of Understanding with the Local Government Association clearly sets out our expectation that they remain responsive to feedback they receive to ensure all training, including scrutiny training, remains relevant and effective.

Recommendation 6: Scrutiny committees must be able to monitor and scrutinise the services provided to residents. This includes services provided by public bodies and those provided by commercial organisations. Committees should be able to access information and require attendance at meetings from service providers and we call on DCLG to take steps to ensure this happens (Paragraph 90).

Government Response:

Updated guidance will remind councils of the requirements set out in regulations that allow scrutiny members to access exempt or confidential documents in certain circumstances. As mentioned in response to the Select Committee's recommendation on guidance, the Department will also have discussions with the sector to get a better understanding of the issues some scrutiny committees appear to have in accessing information and whether there are any steps the Government could take to alleviate this.

In terms of service providers' attendance at meetings, when councils are tendering contracts with external bodies they should carefully consider including requirements to ensure they are as open and transparent as appropriate. Ultimately, however, it is up to each council to decide how best to hold to account those who run its services.

Recommendation 7: The Government to make clear how LEPs are to have democratic, and publicly visible, oversight. We recommend that upper tier councils, and combined authorities where appropriate, should be able to monitor the performance and effectiveness of LEPs through their scrutiny committees. In line with other public bodies, scrutiny committees should be able to require LEPs to provide information and attend committee meetings as required (Paragraph 96).

Government Response:

The Government agrees on the importance of clear and transparent oversight of Local Enterprise Partnerships (LEPs). The Industrial Strategy made clear the continuing important role of LEPs in delivering local economic growth.

The MHCLG Non-Executive Director Review (published in October 2017), looked at a range of governance issues for LEPs. The Review made a series of recommendations that we have accepted in full and are now implementing. As part of this we have published guidance for LEPs on a range of issues including publication of agenda and papers for LEP Board meetings. This will make the proceedings of LEPs more transparent for local people.

The National Assurance Framework for LEPs states that democratic accountability for the decisions made by the LEP is provided through local authority leader membership of LEP Boards. In places where not all local authorities are represented directly on the LEP board it is important that their representatives have been given a mandate through arrangements which enable collective engagement with all local authority leaders. Many LEPs already go much further in allowing democratic scrutiny of their decision making.

The MHCLG Non-Executive Director Review into LEP governance and transparency explored the extent to which scrutiny was embedded into LEP decision making. The review acknowledged that each LEP had their own arrangements to reflect: legal structure, the complexity and needs of the locality and local requirements to ensure value for money; engagement; and democratic accountability. The Review concluded that it was not appropriate to be prescriptive on the specific arrangements that all LEPs needed to adopt due to the variation in LEP operating models.

The Government committed in the Industrial Strategy White Paper to reviewing the roles and responsibilities of LEPs and to bringing forward reforms to leadership, governance, accountability, financial reporting and geographical boundaries. Working with LEPs, the Government committed to set out a more clearly defined set of activities and objectives in early 2018. MHCLG will write to the Select Committee following the conclusion of this Ministerial review into LEPs to provide an update.

Recommendation 8: We are concerned that effective scrutiny of the Metro Mayors will be hindered by under-resourcing, and call on the Government to commit more funding for this purpose. When agreeing further devolution deals and creating executive mayors, the Government must make clear that scrutiny is a fundamental part of any deal and that it must be adequately resourced and supported. (Paragraph 104)

Government Response:

The Government accepts this recommendation.

At the Budget it was announced that the government will make available to mayoral combined authorities with elected mayors a £12 million fund for 2018-19 and 2019-20, to boost the new mayors' capacity and resources. Combined Authorities could use some of this resource to ensure that scrutiny and accountability arrangements within the CAs are effectively resourced and supported.

Further to this, the recent Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017, developed with assistance from the Centre for Public Scrutiny and the National Audit Office, provides for the rules of operation for local overview and scrutiny and audit committees to robustly hold combined authorities and mayors to account. The order ensures that there are strong scrutiny arrangements in place consistently across every combined authority area and sets out clear requirements, strengthened appropriately to match the new powers and budgets being devolved, for the arrangement of overview and scrutiny and audit committees in all combined authorities.

Combined authorities are subject to existing relevant legislation applying to local authorities, including the strong finance and audit requirements around ensuring value for money and sustainability. Local democratic accountability, including through the scrutiny of directly-elected mayors, is a crucial and fundamental aspect of devolution.

Select committee inquiry on overview and scrutiny – the Government’s response

Posted on March 14, 2018 by Ed Hammond.

Last week, the Government produced its response to the Communities and Local Government Select Committee’s inquiry on overview and scrutiny in local government. The full response can be found here – <https://www.gov.uk/government/publications/local-authority-overview-and-scrutiny-government-response-to-select-committee-report>

This blog post focuses on those areas where Government has responded – the report itself covers some other issues, which we will be looking at and taking forwards separately.

Some of the main themes coming out of it are:

- Government plans to issue new guidance on scrutiny (the last guidance of any kind having been issued in 2006);
- Government is open to further discussion on the election of scrutiny chairs by other councillors (rather than their appointment), although it doesn’t support formally piloting those arrangements;
- Government is acting on concerns about governance in relation to LEPs, and combined authorities – highlighting that CAs should give thought to using part of the £12 million “capacity building” funding made available for CAs across England in last year’s Budget to support scrutiny;
- Government does not accept recommendations that the national support provided by scrutiny by the LGA, and us, should be subject to increased oversight;
- Government does not accept recommendations calling for additional resources for the scrutiny function, or an enhanced role for the “statutory scrutiny officer”.

Overall, the response is refreshing, because Government is frank and candid in engaging with the inquiry’s arguments and recommendations and explaining why it does (and in some cases does not) accept its recommendations in turn. Scrutiny practitioners will be used to dealing with official responses to recommendations from decision-makers which are vague and noncommittal; this is an example of a response which at least opens up the opportunity for further discussion and debate. At least now we know where we stand.

Some may be disappointed with the Government's refusal to act on the resources point. We explicitly stated in our written evidence to the Committee that resources decisions have to be made at local level. It is in councils – person to person – that the case for supporting scrutiny has to be made. Government edict will not get us there (believe me, for many years we tried to make that case before realising that we were on the wrong track). If local government is to mean anything it means that we have to front up and make the arguments about local governance and accountability at local level – and that includes arguments about resourcing, where they need to be made.

It is also something of a missed opportunity not to bolster the role of the “statutory scrutiny officer”. With no real powers or responsibilities, the role has become a bit pointless. Recast to reflect the need for sign-up to scrutiny at the top table – and the need for scrutiny to have a champion amongst councils' corporate leadership teams – the role of the statutory officer could have become more vital.

On the guidance point, this could be taken positively or negatively. We know that for some the prospect of guidance setting out scrutiny's role, purpose, core powers and so on, will be very useful – it will help to provoke senior officers and Cabinet members to do more to support the function. For others, there is the risk that guidance will be counterproductive – especially if it focuses on highlighting “best practice” which may not work everywhere, or where poorly-conceived national ideas of what success in scrutiny look like may work against locally-agreed arrangements.

We therefore welcome the prospect of guidance cautiously – if managed well. We will be speaking to MHCLG as soon as possible to get a sense of the scope and scale of the work – and how civil servants envisage current practitioners feeding into the content.

We are a bit disappointed that Government has not chosen to take forward pilots for elected scrutiny chairs. Election (along with some other associated measures) made a transformative difference to Parliamentary select committees' profile and effectiveness. Government has, however, said that they want to continue to discuss the idea – we look forward to doing that with them.

We are also disappointed that Government has not taken advantage of the chance to commit to enhancing scrutiny's powers to look at a wider range of issues, and service providers, in the local area. There is some hope here that the further conversations that Government has committed to have with the sector will yield further action.

We do think that the increasingly fragmented nature of service delivery at local level demands either concerted local action to draw together partners locally to agree on the nature of the scrutiny to which they are subject or, in the absence of those agreements, Government action to make those powers available.

Finally, the Committee made a recommendation on increasing the value for money of the investment that the Government makes in the LGA to support scrutiny at local level. Government rejected this recommendation. The Committee were concerned that the quality of some of the training and development provided by the LGA (and others, including ourselves) did not pass muster. We would disagree with this assessment; we don't think that the evidence the Committee brought forward to support this conclusion was especially persuasive. We would say that, of course, and although Government has rejected additional oversight of our and the LGA's work (oversight which we think is proportionate, as it stands) we can't be complacent. Evaluation feedback for those who attend our events is consistently excellent, but we want to understand the needs of those who don't attend our events, or engage in the wider support that we offer. We're going to start working on this shortly. We're also going to review and reinvigorate the core support we provide to overview and scrutiny practitioners – particularly around good practice.

We're not a representative body – so of course we can't comment on behalf of "scrutiny practitioners" at large. Because of this, we would be very keen to hear the views of councillors and officers about the inquiry report, the Government's response, and what happens next. You can contact us via info@cfps.org.uk .

We will be having conversations with MHCLG, the LGA and others about what the next year might hold; we are in fact just now developing our work programme for the new municipal year. It's important that this work programme is focused on the right things – and that it embeds the conclusions and recommendations of the Committee's inquiry, where those recommendations are being taken forward.

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For publication

Overview and Scrutiny Work Programme 2018/19

Meeting: Overview and Performance Scrutiny Forum

Date: 8 May, 2018

Cabinet portfolio: Governance

Report by: Senior Democratic and Scrutiny Officer

For publication

1.0 **Purpose of report**

1.1 To provide the Overview and Performance Scrutiny Forum with the proposed overview and scrutiny committees' (OSC) work programme 2018/19 for approval.

2.0 **Recommendations**

2.1 To consider and approve the overall overview and scrutiny work programme 2018/19 for recommendation to the council's OSCs.

2.2 To consider appointment of scrutiny project group lead members and memberships for recommendation to the council's OSCs.

2.3 To consider and approve appointments to council working groups.

3.0 **Background**

3.1 The overall purpose of the overview and scrutiny function is to help the council achieve the best it can achieve for its community through ensuring robust decision making.

3.2 Alignment of overview and scrutiny work with council priorities and resource allocations whenever possible will enable the best opportunity for the overview and scrutiny function to add value to those decisions and be more effective in its work.

3.3 The overview and scrutiny work programme will facilitate advanced planning, resource allocation and pro-active working with members, officers and other stakeholders to support the council in its decision making.

3.4 The programme of work also makes transparent to all stakeholders, internal and external, what the forward planned work of OSCs will be.

4.0 **Work programming process**

4.1 Over the past three years, scrutiny has been using a work programming format that engages all scrutiny, backbench and Cabinet members in the process. The positive feedback and comments from last year's session were used to make improvements to this year's sessions which received further positive feedback.

4.2 The new approach has (i) improved clarity and transparency around the work programming process, (ii) enabled wider understanding and involvement in the work programming process, (iii) provided opportunity to further develop the scrutiny / cabinet working relationship and (iv) facilitated well informed discussions and selecting of items.

- 4.3 Two work programme action planning days took place as detailed below:

Action Day 1: At the first planning day event cabinet members were invited to present their priorities and plans for the new year 2018/19. OSC and other backbench members worked together informally in mixed group workshops to discuss and agree suggested business for the scrutiny work programme. They were also asked to consider whether there was a public interest in the item, if scrutiny have an impact and if there was evidence of poor performance. This workshop produced a long list of potential business items.

Action Day 2: At the second planning day event, OSC and backbench members considered the long list of potential business items generated from action day 1. In table groups they used a RAG (red/amber/green) scoring system to prioritise the importance and impact of items on the list, and whether scrutiny could have an impact. Having achieved a priority rating for each item, further group discussions took place to consider which items would be suitable for scrutiny project groups.

- 4.4 Following these sessions, the Scrutiny Chairs and Democratic and Scrutiny Officers met to finalise the items for the work programmes using the RAG scores, and drew up a draft work programme to be discussed with senior officers.

5.0 **Work Programme 2018/19**

- 5.1 The proposed work programme 2018/19 is attached at Appendix A to this report. The overall programme, once approved, will be recommended to the Community, Customer and Organisational Scrutiny Committee and Enterprise and Wellbeing Scrutiny Committee for adoption. The work programme documents can then be developed for each of

these OSCs to provide more detail needed for each committee's work.

- 5.2 The proposed work programme has been discussed internally to members and officers for consultation. Any responses and comments received from internal consultation, not included in Appendix B to this report, will be reported at the Scrutiny Forum meeting.
- 5.3 The attached work programme includes business items identified for scrutiny project group work and items for reports to OSC meetings.
- 5.4 Also included in the work programme are standing items carried forward:
 - i. statutory Crime and Disorder Scrutiny Committee meetings;
 - ii. important routine items including reports on the budget, Council Plan and corporate performance;
 - iii. any items on the OSC monitoring schedule;
 - iv. routine scrutiny management reports.
- 5.5 Members and officers should also be aware that there may be business items arising during the year that require expedient scheduling within the work programme. For example these may include any 'call-in' or petition received requiring OSC attention. Cabinet members and managers may also request to bring further reports on business, not included in the work programme and overview and scrutiny needs to remain responsive to important issues as and when they arise. Such matters may need to be accommodated expediently which could mean some displacement of other, less urgent work programmed business.
- 5.6 Appointments to Scrutiny Project Groups: On approving the proposed work programme the Overview and Performance Scrutiny Forum will need to give consideration to

appointments of scrutiny project group lead members and memberships for new project groups. Any membership changes to existing project groups rolling forward will need to be approved by the parent OSC at the appropriate time.

- 5.7 Appointments to Council Working Groups: Appointments to places reserved for scrutiny committee members on council working groups (non-OSC appointed working groups) will also need to be considered and agreed. Working groups currently include those of i) Member Development, ii) Housing and iii) Constitution Reform. This scrutiny member role requires reporting back from these groups to the parent OSC. Details of the current scrutiny representatives on the council working groups are provided in Appendix B.

6.0 **Work programme 2019/20**

- 6.1 In supporting pre-decision scrutiny, the council's policy approach is to provide time and opportunity for OSCs to appoint scrutiny project groups to inform policy and service developments at the very early stages of planned work.

- 6.2 This year, the proposed work programme attached does not include project work that is likely to run into the 2019/20 municipal year due to the borough elections in May 2020.

- 6.3 To continue with advanced work programme planning it is suggested that some mid-year re-evaluation is scheduled to assess progress with the programme and to consider the process for setting the OSC work programme for 2019/20.

7.0 **Human resources/people management implications**

- 7.1 The success of the delivery of this overview and scrutiny work programme relies on adequate human resource being made available, and adequately aligned, to support members in their overview and scrutiny role. Any further human resource

impacts will form part of any future scrutiny reports arising from the work programme to the relevant decision making body.

8.0 **Financial implications**

8.1 There are no financial implications arising from the contents of this report. Any financial considerations will form part of any future scrutiny reports arising from the work programme to the relevant decision making body. Democratic and scrutiny support for delivery of the work programme will be contained within existing budgets.

9.0 **Legal and data protection implications**

9.1 There are no legal and data implications arising from the contents of this report. Any legal and data considerations will form part of any future scrutiny reports arising from the work programme to the relevant decision making body.

10.0 **Consultation**

10.1 All elected members and senior managers have had the opportunity to be involved in the development of the work programme and those directly involved have had opportunity to comment on the emerging work programme.

11.0 **Risk management**

11.1 There are no risk implications arising from the contents of this report. Any risk considerations will form part of any future scrutiny reports arising from the work programme to the relevant decision making body.

12.0 **Equalities Impact Assessment (EIA)**

12.1 There are no equalities implications arising from the contents of this report. Any equalities considerations and impact assessment will form part of any future scrutiny reports arising from the work programme to the relevant decision making body.

13.0 **Recommendations**

13.1 To consider and approve the overall overview and scrutiny work programme 2018/19 for recommendation to the council's OSCs.

13.2 To consider appointments of scrutiny project group lead members and memberships, for recommendation to the council's OSCs.

13.3 To consider appointments to council working groups.

14.0 **Reason for recommendations**

14.1 To enable effective planning of the work of the overview and scrutiny function and thereby its contribution to the work of the council.

Glossary of Terms <i>(delete table if not relevant)</i>	
OSC	<i>Overview and Scrutiny Committees</i>

Document information

Report author	Contact number/email
Rachel Appleyard	rachel.appleyard@chesterfield.gov.uk 01246 345277
Background documents 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>	

Appendices to the report	
Appendix A	OSC Work Programme 2018/19
Appendix B	Work programme consultation comments

Overview and Scrutiny Work Programme 2018/19

	OPSF 8.5.18	EW 5.6.18	OPSF 3.7.18		OPSF 18.9.18	EW 2.10.18	OPSF 20.11.18	EW 4.12.18	OPSF 15.1.19	EW 5.2.19	OPSF 19.3.19	EW 2.4.19
	CCO 22.5.18		CCO 17.7.18		CCO 25.9.18		CCO 27.11.18		CCO 22.1.19		CCO 26.3.19	
			EW 24.7.18									
Scrutiny project groups:	May	June	July	August	September	October	November	December	January	February	March	April
Skills SPG												
Council Owned Community Rooms SPG												
Play Strategy SPG	From previous work programme											
Leisure, Sport Cultural Activities SPG	From previous work programme											
HS2 SPG	From previous work programme											
Development of old QPSC site SPG	From previous work programme											
Items:												
Scrutiny	OPSF				OPSF							
Voluntary Sector			OPSF									
Gender Pay Gap	OPSF											
Digital Strategy					OPSF							
Council Plan and Corporate Performance	OPSF						OPSF					
Budget			OPSF				OPSF					
OSC Annual Work Programme	OPSF											
Scrutiny Annual Report			OPSF									
Face to Face Service Delivery					CCO							
Communications and Engagement Strategy									CCO			
Effectiveness of PSPO town centre order			CCO									
Universal Credit	CCO						CCO					
Food Poverty, Mental Health and Deprivation	CCO				Appreciative Inquiry							
Crime and Disorder					CCO						CCO	
Private Sector Housing		EW										
Recycling/climate change						EW						
Healthy Living Centre performance		EW										
Housing Supply and Impact of New Housing			EW									
Allocations Policy						EW						
Homelessness								EW				
Monitoring:												
Friends of	CCO						CCO					
Town Centre					OPSF						OPSF	

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Overview and Scrutiny Work Programme 2018/19

Comments following consultation on the proposed work programme :

1. Skills SPG: Use the Skills Action Plan and consult with the Senior Economic Development Officer to choose one or more areas identified for action to review. A suggested area to review was how our partners were helping to deliver training to improve skills, particularly literacy and numeracy, in deprived areas

2. Council Owned Community Rooms SPG: Concerns received about the inconsistency in how community rooms are let. Options for this review include reviewing the current arrangements, examining the procedure/policy that is in place and revising them to ensure consistency.

3. Ongoing SPGs:

Play Strategy SPG: Public consultation is now underway, it is expected that this scrutiny project will be in a position to summarise its work following the results of the public consultation.

HS2 SPG: Currently working to a schedule of identified areas for exploration, coming to the end of their scope and are expected to produce a report of their findings in June/July 2018.

Development of the old QPSC site: Awaiting the submission of the planning application, this project is likely to continue until September 2018.

Leisure, Sport and Cultural Activities SPGs: Awaiting the final project board meeting to sign off the new QPSC.

4. Regarding the Digital Strategy and Face to Face service delivery items, due to the recent approval of the ICT Review which directly feeds into these items, it is proposed to link these items to the ICT

improvement programme to keep scrutiny informed and to monitor progress on the implementation of the programme.

5. Communications and Engagement Strategy: This has been scheduled for a 6 monthly update in January 2019 to monitor the progress of the strategy. Officer's advised that it will be difficult to evaluate the progress after 6 months as it is a 5 year strategy however due to the borough elections a 12 month progress review is not possible. Suggest that the CC&O Scrutiny Committee consider over the next 6 months what a specific parts of the strategy they want to review.

Member appointments to Scrutiny Project Groups :

1. Play Strategy SPG (c/f) : Cllr L M Derbyshire (Lead Member)
2. HS2 SPC (c/f) : Cllr J Floor (Lead Member)
3. Development of old QPLC site SPG : Cllr G Simmons (Lead Member)
4. Leisure, Sport and Cultural Activities SPG (c/f) : Cllr P Gilby (Lead Member)
5. Skills SPG (new) : *Lead Member TBC*
6. Council Owned Community Rooms (new) : *Lead Member TBC*

Member appointments to Corporate Working Groups :

1. Member Development Working Group : Cllr Peter Innes (as OSC Chair)
2. Constitution Working Group : Councillor Kate Sarvent
3. HRA Business Plan Steering Group : Councillor Suzie Perkins

CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME: OVERVIEW AND PERFORMANCE SCRUTINY FORUM for May 2018

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
1	08.05.18	Council Plan and Corporate Performance	To receive progress on the Council Plan. Report last received 28.11.17.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Deputy Leader</i>
2	08.05.18	Approval of the Overview and Scrutiny Work Programme	To approve the Overview and Scrutiny Work Programme for 2018/19		<i>Governance</i>
Items Pending Reschedule or Removal:					
3		Pay and Reward	Arose at OPSF 26.09.2017, requested an update for a future meeting.	<i>OPSF</i>	<i>Business Transformation</i>
4		Digital Strategy	Arose during Scrutiny Work Programming for 2017/18, agreed to include on Work Programme at OPSF 9.5.17. Update received 28.11.17.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Economic Growth</i>
5		Scrutiny Member Development Plan	Review of member development underway, Member Development		<i>Governance</i>

Work Programme as agreed by O&P 16.01.2018

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
			Working Group to be re-launched in 2018.		
6		Great Place, Great Service	Agreed to include on Scrutiny Work Programme at OPSF 9.5.17. Last update received 16.1.18, updates received every 6 months.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Business Transformation</i>
<i>Scrutiny Project Groups:</i>					
7	<i>Every meeting</i>	Town Centre	Arose during Scrutiny Work Programming for 2017/18, agreed to include on Work Programme at OPSF 9.5.17. PSR approved 27/06/17.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Town Centres and Visitor Economy</i>
8	<i>Every meeting</i>	HS2	Arose during Scrutiny Work Programming for 2017/18, agreed to include on Work Programme at OPSF 9.5.17. PSR approved 27/06/17.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Economic Growth</i>
9	<i>Every</i>	HS2: Skills Sub-Group	Proposed by the lead member of the	<i>HS2</i>	<i>Economic</i>

Work Programme as agreed by O&P 16.01.2018

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
	<i>meeting</i>		HS2 project group. The SPG had identified that “skills” was a key area that needed a sub-group to report separately to the HS2 SPG and OPSF.	<i>Scrutiny Project Group</i>	<i>Growth</i>
<i>Corporate Working Groups:</i>					
<i>New Business Items Proposed:</i>					

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Note: Members may wish to agree items from the Forward Plan (FP) and Scrutiny Monitoring Schedule for the work programme. *[KEY to abbreviations: O&P = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. E&W = Enterprise and Wellbeing Scrutiny Committee. TBC = to be confirmed].*

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