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The Chair and Members of  
Community, Customer and  
Organisational Scrutiny Committee

14 November 2017

Dear Councillor,

Please attend a meeting of the COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE to be held on TUESDAY, 21 NOVEMBER 2017 at 5.00 pm in Committee Room 2, Town Hall, Chesterfield, S40 1LP, 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 - 12)  
  
Minutes of the Meeting of the Community, Customer and Organisational Scrutiny Committee held on 19 September, 2017.
4. Cabinet Member for Homes and Customers - Progress Report on Implementation of Universal Credit (Pages 13 - 20)  
  
5.05 pm – Progress Report on Implementation of Universal Credit.
5. Cabinet Member for Governance - Community Engagement (Pages 21 - 28)

6.00 pm - Community Engagement Briefing attached.

6. Scrutiny Monitoring (Pages 29 - 30)

6.15 pm – Scrutiny Committee Recommendations – Implementation Monitoring Schedule attached.

7. Forward Plan

6.25 pm – Forward Plan of Key decisions – 1 December, 2017 – 31 March, 2018 (available via link below)

<http://chesterfield.moderngov.co.uk/mgListPlanItems.aspx?PlanId=81&RP=134>

8. Work Programme for the Community, Customer and Organisational Scrutiny Committee (Pages 31 - 34)

6.30 pm – Work Programme attached.

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

**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY  
COMMITTEE**

**Tuesday, 19th September, 2017**

Present:-

Councillor P Innes (Chair)

Councillors Borrell  
L Collins

Councillors Flood  
Niblock

Councillor Ludlow +++  
Councillor Derbyshire +  
Councillor Dickinson ++  
Councillor Caulfield +++++

James Creaghan, Senior Public Health Manager (Mental Health,  
Workplace Health and Chesterfield Locality), Derbyshire County Council+  
Martin Key, Health and Wellbeing Manager +++  
Brian Offiler, Democratic and Scrutiny Officer  
Jane Thomas, Private Sector Housing Manager ++

+ Attended for Minute No. 13  
++ Attended for Minute No. 16  
+++ Attended for Minute Nos. 13 – 18  
++++ Attended for Minute No. 19

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

No declarations of interest were received.

**11 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Dyke and Sarvent.

**12 MINUTES**

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 11 July, 2017 were presented.

**RESOLVED –**

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

13 **CABINET MEMBER FOR HEALTH AND WELLBEING - PROGRESS REPORT ON FOOD POVERTY, MENTAL HEALTH AND DEPRIVATION**

The Cabinet Member for Health and Wellbeing, the Health and Wellbeing Manager and the Senior Public Health Manager (Mental Health, Workplace Health and Chesterfield Locality), Derbyshire County Council, presented a report to update Members of the current projects and programmes being delivered to address the need to improve health and wellbeing outcomes and reduce inequalities since the previous report to the Scrutiny Committee in March 2017.

The report outlined the key actions within the Chesterfield Health and Wellbeing Partnership locality plan, including to develop and deliver programmes with partners to improve health outcomes associated with falls prevention, alcohol and obesity.

The report referred to the Chesterfield Place Group, a wide partnership of the key agencies influencing health and social care to review the system to deliver improved outcomes and reduced costs to address the finance gap within the wider health service, shaped by the Sustainability and Transformation Plan (STP) developed by the Clinical Commissioning Groups across Derbyshire for the NHS.

Copies of the 2017 Health Profile for Chesterfield and the Public Health Outcomes Framework Local Indicator Summary (May 2017) were attached to the report as appendices. These showed local measures worse than the national average in respect of life expectancy, obesity, under 18 hospital admissions and adult hospital stays due to alcohol harm, hospital stays for self-harm and hospital admissions for falls in people aged over 65 and hip fractures.

The meeting considered some of the actions being taken locally to address falls prevention and obesity and inactivity, including the development of local delivery plans across the seven neighbourhood areas from the Press Red work. A bid had been submitted from Derbyshire to The Local Delivery Pilot, an investment programme

supported by Sport England, aimed to change the way sport and physical activity was offered in communities, especially in order to get more underrepresented groups more active. The Derbyshire bid included Staveley and Loundsley Green in Chesterfield.

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

- The beneficial impact of the Holiday Hunger programme run in Barrow Hill;
- The challenge to enable local communities and volunteers to continue projects following initial inputs;
- The importance of identifying suitable premises for projects and activities for each specific location.

The report also referred to the Sheffield City Region Early Intervention Employment Pilot, designed to provide intensive, co-ordinated support to residents who were unemployed with multiple and complex barriers, the aim being to support them to find and keep work. The pilot was expected to start early in 2018 and to support over 400 Chesterfield residents.

It was noted that the Chesterfield Health and Wellbeing Partnership had established a working group to address some of the key issues arising from the introduction of Universal Credit full service in Chesterfield in November, 2017.

The Committee thanked the Cabinet Member for Health and Wellbeing, the Health and Wellbeing Manager and the Senior Public Health Manager (Mental Health, Workplace Health and Chesterfield Locality), Derbyshire County Council for their contribution to the meeting.

#### **RESOLVED –**

- (1) That the ongoing work through the Health and Wellbeing Partnership be supported.
- (2) That progress on the work to address health and wellbeing in the borough be reported to the Committee in March, 2018.

## **CRIME AND DISORDER COMMITTEE**

For Minute Nos. 14 - 18 the Committee sat as the Council's designated Crime and Disorder Committee, in accordance with Section 19 of the Police and Justice Act 2006.

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

The Cabinet Member for Health and Wellbeing, as Chesterfield Scrutiny Member of the Derbyshire Police and Crime Panel (PCP), submitted the minutes of the meeting of the PCP held on 13 July, 2016 for the information of the Committee.

It was noted that information distributed with the agenda for the PCP meeting on 14 September, 2017 had been made available to members of the Committee.

### **RESOLVED –**

- (1) That the minutes of the Derbyshire Police and Crime Panel meeting held on 13 July, 2017 be noted.

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

### **RESOLVED -**

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

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

The Cabinet Member for Health and Wellbeing and the Health and Wellbeing Manager presented a report on the progress of the Community Safety Partnership (CSP) towards the delivery of the current Community Safety action plan (2017/18) and the CSP's performance as recorded by

the Safer Derbyshire Research and Information Unit and trends in the crime and disorder data.

The data showed that reported crime in Chesterfield had reduced by 3.2% in the 12 months to March, 2017 compared with the previous 12 months. The largest reductions had been in respect of criminal damage and drug offences, whilst the largest increases had been in sexual offences and other theft. There had been a slight reduction in calls for service relating to anti-social behaviour across the borough as a whole.

It was reported that the Police and Crime Commissioner had hosted a summit of all partners to address anti-social behaviour issues in the town centre, and that work was continuing at officer level through sub groups, including issues of enforcement and treatment and support.

It was noted that the Council was currently consulting on a proposed Public Space Protection Order (PSPO) to provide enforcement powers to deal with a range of anti-social behaviours in the town centre. The proposal included the appointment of two enforcement officers.

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

- The importance of enforcement of the proposed PSPO and of not just shifting the problem from one location to another;
- Some previous initiatives involving police and local GPs to provide treatment for young people found drinking in public places had proved successful, but that these had not been continued;
- There would be signage around the town centre and in parks to publicise the scope of the PSPO.

Copies of the Accident and Emergency Data Review and the Derbyshire County Council report on Alcohol specific hospital admissions amongst children under 18 were attached to the report. It was noted that further work was required between the hospitals, the Ambulance Service and the Police to improve data collection in respect of alcohol related hospital admissions and that a project was included in the Council Plan for next year to address alcohol issues, working with the Clinical Commissioning Group.

The Private Sector Housing Manager presented a briefing note on the Council's response to illegal encampments reflecting the legislative restraints and legal obligations.

It was explained that in taking legal action to move travellers and reclaim Council land the Council had to be proportionate in its action, to have regard to the travellers' human rights including health, housing and welfare needs, race and equality laws and to take a balanced view between the needs of the settled community and the travellers. This involved close working between various Council departments and, where necessary, the police.

The briefing note outlined the eviction process, it being noted that in most cases travellers moved on following the service of the Direction Order.

It was noted that there was not currently an authorised site for gypsies and travellers passing through the borough, but that government requirements identified the need for two sites to be established in the borough.

It was noted that there was no dedicated budget for clear up arrangements once travellers had left Council land, and Members asked if further information could be provided on costs incurred over recent years in dealing with illegal encampments and clear up arrangements.

The Chair thanked the Cabinet Member for Health and Wellbeing, the Health and Wellbeing Manager and the Private Sector Housing Manager for their contribution to the meeting.

## **RESOLVED –**

- (1) That the Community Safety Partnership progress report and the briefing note on illegal encampments be noted.
- (2) That a further progress report on the Community Safety Partnership's Action Plan and Performance be provided to the Crime and Disorder Committee in March, 2018.
- (3) That further information be provided to Members of the Committee on costs incurred over recent years in dealing with illegal encampments and clear up arrangements.



**17 LOCAL GOVERNMENT ACT 1972 - RE-ADMISSION OF THE PUBLIC****RESOLVED -**

That after the consideration of an item containing exempt information the public be re-admitted to the meeting.

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

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

In respect of the Committee's recommendation that a review be carried out of the decision to stop locking the park gates at night it was noted that currently the gates at Queen's Park and Eastwood Park were continuing to be locked. It was noted that this issue would be kept under review as part of a wider review of security provision, and the Committee agreed that there was no need for this to remain on the monitoring schedule.

**RESOLVED –**

- (1) That the Scrutiny monitoring schedule be noted.
- (2) That the decision regarding the review of locking park gates be removed from the monitoring schedule.
- (3) That the monitoring schedule be approved.

**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE**

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

**19 SCRUTINY PROJECT GROUPS PROGRESS UPDATES**

Pursuant to Minute No. 34 (Community, Customer and Organisational Scrutiny Committee 2016/17) Councillor Caulfield, Scrutiny Project Group Lead Member, presented the Scrutiny Project Group's revised report on

Friends Groups to the Committee, taking account of the need for further investigation of financial and resource implications where necessary.

The project group had been set up to look at how friends groups worked with the Council to improve local parks and open spaces. The report detailed the objectives of the review, its findings and analysis, including a survey of all the friends groups and research of related documents used by other authorities, and its recommendations.

The Committee recognised the contribution of friends groups to looking after parks and open spaces.

The Chair thanked Councillor Caulfield and the members of the project group for the group's work and report.

### **RESOLVED –**

That the recommendations of the Scrutiny Project Group's review of friends groups as detailed below be approved to be recommended to Cabinet:

- (1) That an up-to-date data base of friends of groups contacts is maintained by officers and that all friends of groups are given defined points of contact at the council to facilitate streamlined, effective and accountable channels of communication between groups and the council.
- (2) That the Friends of Groups information pack is reviewed and updated to provide:
  - Guidance on developing a new group or joining an existing group
  - Guidance on developing aims, constitutions, management committees and financial arrangements
  - Advice and tips for key management committee roles including the chair, secretary and treasurer
  - Tips for keeping the members of the friends of group, local community and council updated including social media and links to council publications, social media and websites

- Basic insurance and risk management advice
  - Advice on developing an action plan
  - Templates and examples of key documents to assist groups
  - Where to go for help and support including Chesterfield Borough Council and Links CVS
- (3) That an annual survey with Friends Groups be carried out to collect information on their activities and achievements to enable the council to see how their work is contributing to the delivery of the council's objectives, as set out in the Parks and Open Spaces Strategy.
- (4) That the council encourage and support friends of groups to develop a plan for their park or open space. This plan should be developed in consultation with both the council and the local community and should clearly set out both the group's and council's role in developing the park or open space.
- (5) That in addition to the support within recommendations 2 and 3, the council's policy and communications service work with the green spaces team and friends of groups to develop case study material for Chesterfield Borough Council led promotional opportunities including Your Chesterfield (the Council's magazine that goes to all homes in Chesterfield borough), the website and social media channels.
- (6) That a bi-annual friends groups' forum is re-established to share key messages, best practice, increase networking and support and to enable the work of the friends groups to be shared and celebrated with a wider audience.
- (7) That a working group be established to assist with the delivery of the recommendations within the report.

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## **FORWARD PLAN**

The Committee considered the Forward Plan for the period 1 October, 2017 – 31 January 2018.

**RESOLVED –**

That the Forward Plan be noted.

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

The Committee considered the list of items included on its Work Programme for 2017/18.

**RESOLVED -**

That the work programme be noted and updated to include the decisions of the current meeting.

## Chesterfield Borough Council – Full Service Universal Credit

### Summary of customer support preparation 01.11.17

<p>Maximising income -</p>	<p>Universal Credit is a less generous benefit meaning that many disabled claimants will have less income. Claimants that go through managed migration onto Universal Credit have their income prior to Universal Credit transitionally protected. A review of Housing Benefit and Council Tax Support claimants receiving Employment and Support Allowance Income Related identified over 200 claimants that were not receiving the right amount of Employment and Support Allowance. They were missing the severe disability premium.</p> <p>Our Benefit Take Up Officer is working with people to get the correct amount of ESA. This will increase income now and ensure a higher amount of UC. We are gathering results at the moment but the highest arrears payment so far is £7000.</p> <p>As at 10.11.17 we have identified 142 households that were not receiving enough ESA IR either because of the Severe Disability Premium or Carers Allowance. 42 claimants have returned their relevant paper work to us and documents have been forwarded to the DWP. The DWP have processed 10 cases so far and £36k of benefit arrears granted.</p>
<p>Discretionary Housing Payments –</p>	<p>As at 06.11.17 out of the 2017-18 DHP budget 15.96% of awards amounting to £28434 (16.53% of value of awards) is for Universal Credit recipients. This is 49 awards out of the 307 total DHP awards.</p> <p>This is a high percentage since the number of Universal Credit claimants is currently low under Live Service.</p> <p>We have 77k left of the 2017-18 budget left to spend/allocate</p>

Identification of incorrect UC payments -	Benefit assessors processing Council Tax Support claims for Universal Credit recipients currently contact the DWP where they identify errors in awards. For example missing support for housing costs.
Personal Budgeting Support-	Two benefit officers currently providing this service for Universal Credit recipients. Another officer from the rents service is currently being trained so we have three officers able to provide this service on the 29 <sup>th</sup> November and we aim to have a 4 <sup>th</sup> person trained by the end of December.
Website -	We already had information regarding Universal Credit on CBC website. We have done amendments this week including an alert on all key webpages regarding UC Full Service. This includes a post code checker
Claim form -	We have designed a shortened claim form for Council Tax Support only which will be available by the 29 <sup>th</sup> November. This will avoid unnecessary data capture and confusion. The existing form will continue to be used for pension aged claimants and those working aged claimants still required to claim Housing Benefit
UC start date -	It is important that anyone claiming HB that needs to claim Universal Credit is immediately identified. We are reviewing all our internal procedures including customer services and call centre. The DWP will not backdate Universal Credit even if the customer makes a mistake.
Staff Training -	Training started in earnest this week for front and back office staff. This also includes rents and housing staff. More training is being arranged to cover tenancy support officers and staff doing tenancy sign ups.
Assisted Digital claiming -	Chesterfield Borough Council is providing a service where people can access the internet and have help

	<p>setting up emails and assisted claiming. This service is a contract between CBC and the DWP for 2017-18 and CBC will be the first place the DWP refer customers to who require support.</p> <p>We are training both front and back office staff to provide this service. This will be publicised on our website once training is completed. A detailed list of all internet access points across the borough will be placed on our website once the list is fully completed. Work is ongoing.</p> <p>We will update the CBC website when we have all the places our residents can go for IT access.</p> <p>Please see the comment under 'engagement with housing' regarding tenancy support workers and digital access.</p> <p>UC training with Revenues, Benefit and Housing staff is taking place between w/c 31st October 2017 and 25<sup>th</sup> November 2017. It will be ongoing as we review and learn. Discussions are ongoing about the delivery of assisted digital support beyond the revenues and benefits staff. This is to ensure that we provide timely support at the point we have customer engagement. Data capture of support is also important to ensure we secure DWP funding.</p>
<p>Council Tax Support Take Up for Universal Credit claimants -</p>	<p>We already issue a take up letter where we know someone is in receipt of Universal Credit and has not claimed Council Tax Support. We have also done a detailed take up campaign reviewing cases that have not made a claim despite being invited to.</p> <p>We will carry out another take up exercise as soon as the Employment and Support Allowance take up</p>

	exercise detailed above has been completed.
Council Tax Collection	<p>We have started a study of council tax collection and Universal Credit recipients to inform our payment profiling and recovery activity</p> <p>We want to see if pre-profiling payments with a month free during the 6 week wait will help.</p> <p>UC training being scheduled for council tax recovery officers.</p>
Rent collection and recovery procedures –	Ongoing review of rent recovery action. Where we know a tenant is in receipt of UC we target via phone and letter to advise that they will be paid housing costs and need to pay rent etc....
Trusted Landlord Portal -	<p>Will be operational by 22<sup>nd</sup> November. Will</p> <ul style="list-style-type: none"> <li>- Enable DWP to request rent verification and should speed up the award of housing costs.</li> <li>- Another route for us the request managed payment (i.e. help for housing costs paid to us as the landlord direct)</li> </ul> <p>We haven't seen the portal in action yet but we expect that housing staff particularly those dealing with temporary accommodation will be given access to the landlord portal</p>
Engagement with housing -	<ul style="list-style-type: none"> <li>- Conversation has started with the role of tenancy support workers and lettings officers in signposting and assisted digital claiming</li> <li>- Ongoing conversation about the removal of housing costs being paid for overlapping tenancies</li> <li>- Current discussions over temporary accommodation</li> </ul> <p>We have started a conversation with housing to</p>



	<p>establish the number of council tenants allocated a tenancy support worker and how many of these tenants have their own digital access.</p> <p>Training being scheduled for tenancy support officers and lettings officers.</p>
Engagement with the DWP	<p>We are raising areas of areas of concern with the DWP. The main area at the moment is that changes to housing costs are taken back to the beginning of the assessment. We do have the situation where someone with housing costs ending day 28 of an assessment period will have no support for housing costs for the whole of the period. DWP confirm this is under review</p>

### **Rent arrears**

Because Universal Credit is not administered by CBC we do not know the details of every tenant in receipt of Universal Credit. What we do know is which of our Council Tax Support claimants are in receipt of Universal Credit. We are able to extract this information from the benefits system and data match it via property reference to the Housing Northgate System.

Currently we have 135 council tenants claiming Council Tax Support with Universal Credit as their income. We know that:

- 107 have rent arrears amounting to total arrears of £64,558, therefore the average rent arrears figure (for those in arrears) is £603. This is compared to an average figure of £649 arrears on the 01.09.17. Of the 107 cases, 52 are more than 1 month in arrears so these are not timing issue the remainder of the cases are 1 month or less and so could be timing in payments from UC.
- We have a total of 51 cases on managed payments which is 38% of those tenants we know are in receipt of Universal Credit. We have a further 5 cases where we have applied for a managed payment but not yet confirmed. Out of the 51 cases on managed payments, 8 cases are in

credit but will be in arrears by a small amount when payment is received, 28 cases are in arrears but not by a month so in total 36 cases are timing issues due to payments from DWP. The other 15 cases have over 1 months of arrears so are not timing issues but genuine arrears cases.

Arrears may exist with managed payment cases as firstly, rent is charged in advance and managed payments are received in arrears, secondly, cases may already have been in arrears before managed payments have been applied

- 11 tenants are paying their rent via direct debit with a total sum owed of £999 – an average of £90.80

We can expect an increase in arrears as the gateway to Universal credit includes those residents with limited capability to work.

We are currently attempting to analyse the rent arrears. From past experience the reason for the arrears are pretty mixed as a number of factors need to be taken into account

- Whether there were arrears at the point UC is claimed
- The date they went onto UC
- Whether they are receiving maximum UC or have other income such as earnings
- Whether there are additions to the personal allowance for example limited capability of work
- Whether we are receiving managed payments
- Whether a Discretionary Housing Payment has been made
- Whether rent arrears are being deducted from UC
- Whether the claimant was in work prior to claiming UC
- Whether they have received their first payment yet

We also need to note that there will be tenants that we don't know are in receipt of UC because Council Tax Support is not claimed. We expect their arrears will be higher.

We have asked for a 100% review of the current cases we know about but it is a lengthy exercise so the figures are not currently readily available. This is an enormous topic because our role is changing and the work to ensure that CBC is a top performing LA regards support to UC claiming and rent collection work is in progress. We would like to carry out some detailed case studies because we want to measure our effectiveness, what has worked and what hasn't.

The rent balance for those tenants we know are receiving UC is:-

- In Credit 18
- Zero balance 10
- Arrears < £100 10
- Arrears £100 to £250 30
- Arrears £250 to £500 18
- Arrears £500 to £999 31
- Arrears £1000 to £1999 15
- Arrears £2000+ 3

### **Council Tax arrears**

We know that sanctions are having an impact on the ability to pay council tax since the maximum Council Tax award is 91.5%. Many claimants on the old style legacy benefits have council tax arrears. We have started a study of council tax arrears payment history of a sample of Universal Credit recipients.

We know that Council Tax Support is not always being claimed for Universal Credit recipients. Please see summary of support.

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## **For publication**

### **Community Engagement Briefing**

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Meeting:	Community, customer and organisational scrutiny committee
Date:	21 November 2017
Cabinet portfolio:	Governance
Report by:	Assistant Director Policy and Communications

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

- 1.1 To update scrutiny members on community engagement service improvements following the 2015 findings of the Queen's Park Sports Centre project group and other related community engagement and consultation scrutiny discussions.

#### **2.0 Background**

- 2.1 The Council's Community Engagement Strategy was approved by full Council on 15<sup>th</sup> October 2014.
- 2.2 The strategy brings together Chesterfield Borough Council's community engagement activities into one overarching framework for the Borough to better coordinate how we engage with our customers and communities.
- 2.3 The Strategy incorporates our community engagement standards including guidance on consultation subjects, timing, accessibility, transparency, and other practical considerations such as choosing the appropriate type of engagement and tools.

#### **3.0 Community engagement standards and legal considerations**

- 3.1 The community engagement strategy includes a set of guiding principles that inform the way we carry out community engagement activities. These standards are based on the Government's Consultation Principles Guidance (2013) which replaced the Code of Practice on Consultation (2008) and also draw upon the knowledge and experience of the Consultation Institute. The standards are attached at Appendix A.
- 3.2 The community engagement group which is chaired by the Cabinet Member for Governance and has representatives from all relevant service areas is the custodian of these standards for Chesterfield Borough Council. The group has received bespoke training on community engagement standards and consultation law and meet regularly to:
- To maintain and deliver the Council's Community Engagement Strategy, providing direction for how we engage with the public, businesses, employees and elected members
  - To provide a focus on the corporate standards within the Community Engagement Strategy, and to support and advise services accordingly
  - To encourage and support the co-ordination of community engagement activity thereby reducing duplication and improving service delivery, including maintaining a corporate community engagement schedule
  - To prioritise the resources available for community engagement activity and to identify and minimise any risks
  - To provide a forum for developing engagement activities, raising issues and solving problems around community engagement, including research and consultation
  - To facilitate and disseminate best practice with the Council's services and external partners
  - To increase good practice in engagement processes by sharing expertise, information and resources
  - To embed a culture of engagement comprehensively across the organisation
- 3.3 By ensuring that we adhere to the community engagement standards and that we engage all service areas, we can effectively support the Council's commitment to achieving high-level equalities standards.

## **4.0 Stakeholder analysis and developing engagement and communication plans**

- 4.1 For each community engagement project stakeholder analysis takes place. This developed with the service and is bespoke for each project. The key considerations are:
- Who could potentially be affected by our policies, proposals and services etc.?
  - Which organisations and people have an interest in its successful or unsuccessful conclusion?
  - Which people or organisations have influence, power or can assist us with policies, proposals and services?
- 4.2 Once stakeholder analysis is complete a community engagement methodology and communication plan can be developed. These can vary in length and detail, depending on the size and complexity of the issue. A good example is the engagement and communication plan for Sheffield City Region devolution consultation. Because of the complexity of the issue and the large range of stakeholders involved an intensive mixed methodology engagement and communication plan was developed which included:
- Extensive coverage of the consultation in Your Chesterfield, Links Line e-bulletin, posters and leaflets
  - Extensive social media campaign including Facebook, Twitter and the use of video key messages
  - Display at the Customer Services Centre and mini-displays at key public buildings
  - A number of public events at a variety of locations and times across the Borough
  - Online surveys which could be completed using different device types including desktop, laptop, tablets or smart phones
  - Paper surveys and freepost return available at a variety of public buildings
  - Talks with Q&A for a variety of key stakeholders for example equality and diversity forum, over 50s groups etc.
  - Extensive engagement with the business community including Destination Chesterfield business breakfasts, Chamber of Commerce events and key client arrangements
  - Engagement with elected members including group meetings and scrutiny. There were also engagement activities with Staveley Town Council and Brimington Parish Council

- 4.3 For large scale consultation and engagement activity for example the Tenancy agreement changes for housing tenants we use pre-consultation dialogue with key stakeholders. This helps us to develop a better understanding of stakeholder engagement requirements, key issues and can help shape engagement and communication plans.
- 4.4 Similar engagement and communication plans are developed for policies, proposals and activities that impact on employees. Where possible pre-consultation dialogue with trade unions is used to develop plans.






## **5.0 Techniques and technology**


- 5.1 In order to improve the quality of community engagement within the Borough, we recognise different ways by which people can influence decision making. There are a number of types of community engagement, including:
- Information giving: Communities are provided with information on public services, including how to access them, their performance, future changes, and progress on issues affecting them. Input from the community only occurs if an individual chooses to contact the organisation.
  - Community consultation: A process of dialogue that leads to a decision where the views of a community should be taken into account. Decision makers ensure they have taken into account all views and information before reaching a decision.
  - Community involvement: People are involved in the design and development of community activities and services in cooperation with organisations. People who use services have a say in decisions about the purchasing, provision and monitoring of services. This requires more input from the community as people will need to play an active role within the decision-making process.
  - Devolved responsibility: Like community involvement but also includes a responsibility for the community to deliver the



activities, actions and services agreed by the decision-makers. This requires the greatest amount of community input.

5.2 To support these engagement types we use a variety of tools, techniques and technology. The table below shows some of these which we can mix and match from to develop our methodologies.

<p><b>1. Activote</b></p> 	<p>Activote is an electronic voting system. There are a number of ways in which we use this voting software including public meetings, local democracy activity with children and young people, team meetings, away days, staff training, focus groups, budget and priority setting meetings etc.</p> <p>When Activote is used, attendees are asked questions via an electronic presentation. Each attendee is given a hand-held voting device to respond to the questions, and feedback is given instantly. Responses can be anonymous.</p>
<p><b>2. Electronic Surveys</b></p> 	<p>We have invested in the highly efficient survey data, data capture and analysis tool, SNAP. This software can be used to produce online questionnaires suitable for a variety of stakeholders. Web surveys are hosted on an external server and can be developed for use with PCs, laptops, tablets and Smart phones. These can also be used for the basis for telephone and text surveys.</p>
<p><b>3. Paper Surveys</b></p> 	<p>SNAP is also used to create paper surveys which can then be scanned for automatic data capture. The same survey can be produced in a number of different formats (eg, paper, web) with all of the responses collated together for analysis.</p>
<p><b>4. Focus Group and Informal Meetings</b></p> 	<p>Representatives from a range of services are trained in focus group facilitation. Focus groups, workshops and informal meetings are used with employees, partners and the wider public where qualitative information is gathered in an interactive session.</p>
<p><b>5. Mobile Housing Office</b></p> 	<p>The mobile office is used to engage with tenants and residents locally. The mobile office enables us to consult flexibly and can be quickly deployed to speak to people about current issues on estates.</p>

<p><b>6. Other 2 way communications</b></p> 	<p>There are a range of other ways that the public can take part in two-way communication and engagement with the Council, including: the CBC website, online petitions, using the Council's CCCs system (Comments, Complaints, Compliments and Enquiries), via social media and other apps.</p>
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## 6.0 Next steps

- 6.1 During the life of the current Community Engagement Strategy we have learned the importance of aligning community engagement activity and internal and external communications. Following the merger of Policy, Communications and Democratic teams as part during 2016/17 we have been making significant improvements using a more collaborative and flexible resource approach. This will be further improved as our teams co-locate following the completion of the town hall restack.
- 6.2 For 2018/19 we have an opportunity to further embed this activity as both the Community Engagement and Internal/External Communications strategies are due for review. We are aiming to combine these strategies into one overarching strategy for this area of activity so that we can continue to improve our combined engagement and communication offer.

## **OUR COMMUNITY ENGAGEMENT STANDARDS**

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These service standards are a set of guiding principles that inform the way we carry out our community engagement activities. They incorporate the updated Consultation Principles Guidance (2013) which replaced the Code of Practice on Consultation (2008).

By ensuring that we adhere to these standards, we will support the Council's commitment to achieving high-level equalities standards. We have developed particular standards for some service areas including the Customer Involvement Agreement for Borough Council Tenants and in Planning Services, the Statement of Community Involvement. These are both available on our website [www.chesterfield.gov.uk](http://www.chesterfield.gov.uk).

### **1. Our approach to consultation**

#### **Where specific standards are not in place, we will:**

- Ensure that the objectives of any consultation are clear eg. to gather new ideas or test options.
- Only use community engagement and consultation processes when there is a real opportunity for people to influence and change decisions and services, and be honest where decisions are non-negotiable.
- Ensure that we always consult when there is a statutory requirement to do so, and where it is good practice to do so.
- Ensure that community engagement activities are realistic and that expectations are not raised unnecessarily or unrealistically.
- Provide leadership from Senior Management to ensure that community engagement influences services and plans.

### **2. When we will consult**

#### **We will:**

- Coordinate community engagement activities at the council and with partners, to avoid duplication and 'consultation fatigue'
- Begin engagement early in policy development when the policy is still under consideration and views can genuinely be taken into account.
- Make sure that timeframes for consultation are appropriate to the nature and impact of the proposal (eg, the range of interested parties or complexity of the issue). Timescales may vary between two and 12 weeks.
- Establish the timing and length of consultations on a case-by-case basis and make sure they are realistic to allow stakeholders sufficient time to provide a considered response.
- Avoid consulting during holiday periods, where possible, and if not, make allowances within the timeframe.
- Avoid consultation exercises during the six-week period before local or national election periods.

### **3. How we will consult**

**We will:**

- Consider the most appropriate type of engagement for each circumstance (see community engagement tools below). The type and scale of consultation will be appropriate to the potential impacts of the proposal.
- Ensure that the consultation captures the full range of stakeholders affected.
- Provide information in an easily understandable format, using plain language and clarifying the key issues.
- Ensure that we take into account particular needs and work together to overcome where possible any difficulties participants may have to enable them to fully participate in the activity.
- Make sufficient information available to stakeholders to enable them to make informed comments.
- Ensure that, where appropriate, equalities monitoring takes place, and that survey data is broken down into 'protected groups' (eg. age, disability, gender etc). This will enable us to ensure that our services are fair and accessible to all groups. (The Policy Unit will give guidance on when equality monitoring is appropriate).
- Ensure that participation is voluntary, and that reasonable expenses will be reimbursed to ensure no one is excluded for financial reasons and that participants can withdraw at any time.
- Ensure that the rights and dignity of all participants are respected at all times, and give careful consideration to activities, information and questions to ensure that they do not offend, cause distress or embarrassment.
- Liaise with the appropriate elected Councillors (eg. portfolio holder, ward member) to ensure that information is communicated to the public and employees consistently.
- Treat information confidentially, with particular regard to the Data Protection and Freedom of Information Acts.
- Ensure adherence to health and safety regulations.

**4. How we will feed back and be transparent****We will:**

- Be open and transparent about the aims of community engagement activity and what stage of development the policy or proposal has reached.
- Be clear about what aspects of the policy or proposal being consulted on are open to change and what decisions have already been taken
- Ensure participants know what they are agreeing to take part in and how the information will be used.
- Ensure that information obtained from community engagement activities is honestly interpreted, and enable participants to be part of the analysis process if they wish to.
- Publish consultation responses, including number of responses, and how they have been used within 12 weeks of the end of the consultation. If this is not possible, a public statement should explain why.
- Have clear processes to feed back on community engagement activity and outcomes and give reasons if unable to deliver on expectations in a timely manner and appropriate manner.

## SCRUTINY COMMITTEE RECOMMENDATIONS - IMPLEMENTATION MONITORING SCHEDULE

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> ( <i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i> ) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
EW5  Page 29 CO2	New Leisure Facilities (SPG) ( <i>now Leisure, Sport and Cultural Activities SPG including various sub groups</i> ) - -	<b>EW 05.06.14</b>  <b>Cabinet 23.09.14</b>	<ol style="list-style-type: none"> <li>1. Consider Community Engagement Strategy principles throughout corporate projects.</li> <li>2. Pre consultation dialogue takes place with key stakeholders.</li> <li>3. Internal communications and engagement plan be developed for projects impacting on employees.</li> </ol>	6 month progress report	CCO agreed 24.11.15 to monitor corporate progress following next major consultation exercise. EW Progress report received 23.04.15. SPG to attend meeting with Leisure Centre Build Programme Board to sign off the Phase 1 work.	Next CCO2 - corporate progress report 21.11.17.  Next EW5 leisure progress report TBA.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> ( <i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i> ) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
CCO1	<b>Statutory Crime &amp; Disorder Scrutiny Ctte</b>			6 monthly meetings		Next 6 monthly meeting due 21.03.17
	“ “	<b>29/09/11</b> (No 0044)	Progress report on sharing information re alcohol related health problems and hospital admissions.	6 monthly wef 29/09/11.	Statistics requested for each 6 monthly meeting	Agreed on 08.01.15 that statistics on alcohol related health problems / hospital admissions be reported to each 6 monthly meeting.
CCO3	Friends Groups	<b>CCO 19.09.17</b>  <b>Cabinet 14.11.17</b>	<i>Friends Groups SPG report approved by CCO 19.09.17. to be considered by Cabinet 14.11.17</i>	6 month progress report		
<p>Abbreviations Key : OP = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. EW = Enterprise and Wellbeing Scrutiny Committee). TBA (to be agreed).</p> <p>* Note recommendation wording may be abridged.</p>						

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**CHESTERFIELD BOROUGH COUNCIL**

**WORK PROGRAMME : COMMUNITY, CUSTOMERS AND ORGANISATIONAL SCRUTINY COMMITTEE for 21 NOVEMBER 2017**

	<b>Scrutiny Meeting Date :</b>	<b>Business Item :</b>	<b>Status :</b>	<b>Raised by :</b>	<b>Cabinet Responsibility:</b>
	<b>21.11.17</b>	Public Consultation / Community Engagement	Possible link to Monitoring Item (see below)	<i>Scrutiny Work Programme Action Planning – 2017</i>	<i>Governance</i>
	<b>21.11.17</b>	Implementation of Universal Credit	Report considered by CCO on 11.07.17.  Progress report requested for 21.11.17.	<i>Scrutiny Work Programme Action Planning – 2016 &amp; 2017</i>	<i>Homes &amp; Customers, Health &amp; Wellbeing,</i>
	<b>23.01.18</b>	Cultural Venues	Report considered by CCO on 11.07.17.  Progress report requested for 23.01.18.	<i>Scrutiny Work Programme Action Planning – 2016 &amp; 2017</i>	<i>Town Centres &amp; Visitor Economy</i>
	<b>23.01.18</b>	Workforce Fit for the Future	Report considered by CCO on 11.07.17. Scrutiny Member included on Workforce Strategy Steering Group	<i>Scrutiny Work Programme Action Planning – 2016 &amp; 2017</i>	<i>Business Transformation</i>

## CHESTERFIELD BOROUGH COUNCIL

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Cabinet Responsibility:
	<b>20.03.18</b>	Food Poverty, Mental Health & Deprivation	Report considered by CCO on Health Scrutiny / Deprivation, including Press Red work on 19.09.17.  Progress report requested for 20.03.18.	<i>Scrutiny Work Programme Action Planning – 2016 &amp; 2017</i>	<i>Health &amp; Wellbeing</i>
	<b>20.03.18</b>	Crime and Disorder Scrutiny (with Police & Crime Panel Update and Monitoring Reports)	Reports considered by CCO on 19.09.17.  Progress reports requested for 20.03.18.	<i>Statutory requirement at least once per year</i>	<i>Health &amp; Wellbeing</i>



## CHESTERFIELD BOROUGH COUNCIL

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Cabinet Responsibility:
<b>Scrutiny Project Groups :</b>					
<b>Monitoring Items :</b>					
	<b>21.11.17</b>	<b>Monitoring:</b> Community Engagement, Internal Communications, etc	CCO agreed 24.11.15 to monitor corporate progress following next major consultation exercise.	<i>New Leisure Facilities (SPG), EW 05.06.14, Cabinet 23.09.14.</i>	<i>Governance, Business Transformation</i>
		<b>Monitoring:</b> Friends Groups	SPG report considered by Cabinet on 14.11.17.	<i>Friends Groups SPG, CCO 19.09.17</i>	<i>Health &amp; Wellbeing</i>

## CHESTERFIELD BOROUGH COUNCIL

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Cabinet Responsibility:
<b><i>Items Pending Reschedule or Removal:</i></b>					
<b><i>New Business Items Proposed :</i></b>					

**Note:**

Members may wish to schedule items from the Forward Plan and Scrutiny Monitoring Form into the work programme.

***[KEY to abbreviations :***

*OP = Overview and Performance Scrutiny Forum.*

*CCO = Community, Customer and Organisational Development Scrutiny Committee.*

*EW = Enterprise and Wellbeing Scrutiny Committee.*

*TBC = To be confirmed].*