



Please ask for Graham Ibberson
Direct Line: 01246 345229
Email democratic.services@chesterfield.gov.uk

The Chair and Members of Cabinet

6 November 2023

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 14 NOVEMBER 2023 at 10.30 am in Committee Room 1, Town Hall, Rose Hill, 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 - 6)

To approve as a correct record the Minutes of the Cabinet meeting held on 17th October 2023.

4. Forward Plan

Please follow the link below to view the latest Forward Plan.

[Forward Plan](#)

Items Recommended to Cabinet via Cabinet Members

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

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

www.chesterfield.gov.uk

Deputy Leader

5. Council Plan Delivery Plan Half Year Performance Report (Pages 7 - 32)
6. Period 5 Budget Monitoring report (Pages 33 - 44)

Leader

7. Budget Strategy Implementation Plan (Pages 45 - 78)

Yours sincerely,

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

Head of Regulatory Law and Monitoring Officer

CABINET

Tuesday, 17th October, 2023

Present:-

Councillor Gilby (Chair)

Councillors	Holmes	Councillors	Davies
	Sarvent		J Innes
	Serjeant		Staton
	Baldauf-Good		Stone

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

31 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

32 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 19 September 2023 be approved as a correct record and signed by the Chair.

33 **FORWARD PLAN**

The Forward Plan for the four-month period November, 2023 to February, 2024 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

34 **ANNUAL REPORT FOR TENANTS**

The Service Director – Housing presented the Annual Report to Tenants for the financial year 2022/23 to Cabinet, prior to publication.

The Annual Report to Tenants was attached at Appendix A to the report and provided summary details on performance, service delivery and planned improvements in relation to the Housing Regulator's Consumer Standards.

The Tenant Involvement and Empowerment Standard looks at how the Council's housing service communicates, engages, and works with tenants, and ensures tenants have the opportunity to shape how the service operates. The Standard also covers how the council deals with complaints.

In the current financial 2023/24 tenant satisfaction surveys would be carried out to capture the housing service's performance against the new standard Tenant Satisfaction Measures, as required by the Social Housing Regulator. The surveys would be sent at different times throughout the financial year to a random sample of tenants.

During 2022/23 the Council had launched a new complaints policy and complaints system. The main changes included speeding up response times for dealing with complaints from 15 to 10 days and making it easier for tenants and residents to make complaints, and for the Council to record and manage performance. Members' attention was drawn to a table in Appendix A to the report, which showed a summary of the housing service's complaints performance for 2022/23.

The Tenancy Standard covers how properties are allocated and how the Council provides support to tenants in their homes.

The number of households on the council's housing register had increased by 14.3 percent in 2022/2023 to 2,926 households (from 2,558 households in 2021/2022). The high level of empty properties had proven to be a significant challenge, with the number of empty properties totalling 336 at the end of March 2023, up from 285 a year earlier. Tackling the backlog of empty properties would be one of the housing service's main priorities for 2023/24.

To support new tenants, Personal Housing Plans (PHPs) were introduced in 2022/23 for new applicants on the housing register. The PHP aimed to

explore the circumstances of individual households to help enable the Council to better understand their needs. The intelligence gained would also provide the Council with the opportunity to signpost applicants to support services and alternative accommodation options and choices if appropriate.

The Home Standard looks at how the Council's housing service repairs and makes improvements to homes. Key performance information was detailed in Appendix A to the report. It was noted that during 2022/23 the council had invested over £21.5 million in its homes and estates and a further £3.2 million on the construction of new homes.

In 2023/24 the Council would be investing up to £22.4 million in its homes and estates, including new heating systems, windows, and doors.

The Neighbourhood and Community Standard sets out how the Council manages communal areas and its estates and works with other partners and agencies to tackle anti-social behaviour (ASB).

In February 2022, consultation began on a new ASB strategy. The consultation ran until August 2022 and included surveys of tenants and members of the public, who were invited to give their views on ASB issues and how they were approached. The Council now had a new single ASB strategy for the whole authority, adopted during 2022/23, which provided a clear approach on how the Council should look to tackle ASB both at a strategic and operational level. The strategy also outlined how we would work with other key stakeholders to manage and reduce ASB.

The Value for Money Standard looks at how the Council spends the money it receives in rent from its tenants. The social rents charged were set through a national formula based on household incomes and house prices. The average rents by property size for 2022/23 were set out in Appendix A to the report.

***RESOLVED -**

1. That the Housing Service's Annual Report to Tenants for the financial year 2022/23, attached as Appendix A to the Service Director's report be approved.
2. That a copy of the Annual Report be published on the council's website.

REASONS FOR DECISIONS

1. Since 2010, housing providers have been required to produce an Annual Report to Tenants.
2. The Annual Report to Tenants is a key tool in strengthening the Council's relationship with tenants, through effective communication and engagement with our tenants, and ensuring that the housing service seeks to maintain and improve its performance against a range of service delivery standards.
3. The Annual Report to Tenants for each year ending 31 March, should be made available to tenants and should include details of in-year performance against the standards, other achievements and planned service improvements for the following year.

Council Plan Delivery Plan 2023/24 Quarter 2 Monitoring (DL040)

Meeting:	Cabinet
Date:	14 November 2023
Cabinet portfolio:	Deputy Leader
Directorate:	Corporate

1.0 Purpose of the report

- 1.1 To report and challenge progress made for the second quarter of the final year of the Council Plan against the milestones and measures identified in the 2023/24 delivery plan.

2.0 Recommendations

- 2.1 That members note the significant achievements against the priority areas within the Council Plan Delivery Plan.
- 2.2 That Corporate Leadership Team leads for all amber rated milestones meet with relevant key officers to develop improvement strategies to support further progress in quarters 3 and 4.

3.0 Reasons for recommendations

- 3.1 To progress delivery of the Council Plan 2023 – 2027 and maximise positive outputs and outcomes for our communities.

4.0 Report details

4.1 Background

The Council Plan 2023 - 2027 was agreed by Council in February 2023. The plan identifies the Council's key priorities and aspirations over a four year period. In order to track and challenge progress across the four years, annual delivery plans are developed. This report highlights performance against the 2023/24 delivery plan.

4.2 Overall performance

Appendix 1 shows the progress made on the 38 milestones being tracked during 2023/24. 79% of milestones are currently progressing well and are expected to be completed during 2023/24. 21% are rated as amber. 19

measures are being tracked on a quarterly basis, 100% are currently meeting their targets.

4.3 Making Chesterfield a thriving borough

15 milestones are currently being tracked for this priority area. 87% of milestones are currently progressing well and are expected to be completed during 2023/24. We are also able to track nine measures on a quarterly basis. These are around planning targets and innovation centre occupancy - all are performing well.

4.4 Improving quality of life for local people

14 milestones are currently being tracked for this priority area. 93% (13) of milestones are currently progressing well and are expected to be completed during 2023/24.

4.5 We are currently tracking five measures for this priority on a quarterly basis and all have met their targets so far, this includes strong numbers relating to UKSPF projects.

4.6 Building a more resilient council

Nine milestones are currently being tracked for this priority area. 44% of milestones are currently progressing well and are expected to be completed during 2022/23. 56% of milestones are receiving further challenge and action to secure delivery by the close of 2022/23. This includes delivering the Council's Medium-Term Financial Plan. This is a large and complex issue which requires rigorous check, challenge and action throughout the year. The asset management plan and 10-year maintenance plan are now progressing following challenges in quarter 1 and additional capacity and capability being secured to progress this key action.

4.7 We are currently tracking five measures for this priority on a quarterly basis and 100% have met their targets so far. These are in relation to social media engagement.

5.0 Alternative options

5.1 No alternative options have been identified.

6.0 Implications for consideration – Financial and value for money

6.1 Progressing several of the milestones within the delivery plan are critical to delivering the medium term financial plan and ensuring financial sustainability.

7.0 Implications for consideration – Legal

7.1 No legal considerations have been identified.

8.0 Implications for consideration – Human resources

8.1 Investment in our people has however continued to be a key focus area with significant achievements against the People Plan and in gaining our Gold Investors in People award. This investment underpins plan delivery.

9.0 Implications for consideration – Council Plan

9.1 The Delivery Plan for 2023/24 contributes to the overall delivery of the Council Plan 2023 - 2027.

10.0 Implications for consideration – Climate Change

10.1 The Climate Change Action Plan is one of the key priorities for delivery within the delivery plan.

11.0 Implications for consideration – Equality and diversity

11.1 Individual milestones are assessed for their equality and diversity impact. Overall the delivery plan makes a significant positive impact for the community including people with protected characteristics.

12.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Failure to make sufficient progress on Council plan delivery	H	H	Re-prioritisation of priorities and resources to respond to emerging challenges.	M	M
Failure to complete projects on	H	H	Performance management framework has helped to identify at	M	M

time/budget/to quality standards.			risk and challenge areas Plans in place to improve performance or re-prioritise.		
Core services unable to identify contribution to the corporate priorities	H	H	Performance management framework has helped to identify at risk and challenge areas. Plans in place to improve performance or re-prioritise.	M	M

Decision information

Key decision number	N/A
Wards affected	All

Document information

Report author	
Policy and Partnerships Manager	
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
None	
Appendices to the report	
Appendix 1	Quarter 2 performance report – Council Plan Delivery Plan 2023/24

Quarter 2 – Council Plan Delivery Plan for 2023/24

- 1.0 Introduction and performance overview
- 2.0 Performance dashboard
- 3.0 Priority - Making Chesterfield a thriving borough.
- 4.0 Priority - Improving the quality of life for local people.
- 5.0 Priority - Building a more resilient Council.

1.0 Our Council Plan – Vision, Values and Priorities

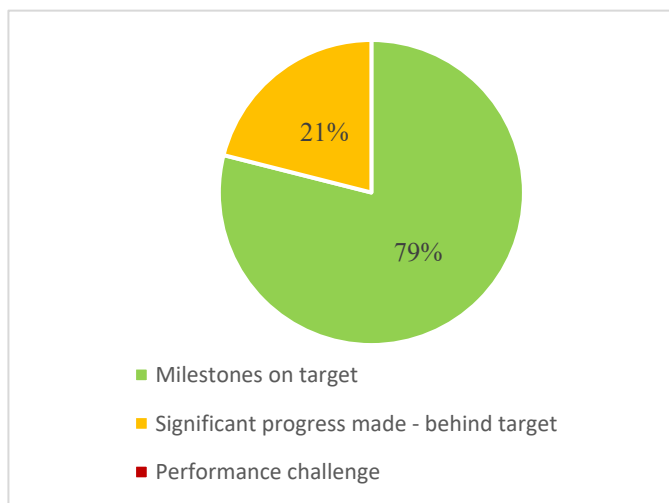
- 1.1 Drawing upon an extensive evidence base and using horizon scanning tools we developed a new four-year plan from 2023 - 2027 with the same **vision – putting our communities first**. The plan provides a focus to our activities and identifies the priorities which require a collective corporate effort to deliver real outcomes.
- 1.2 It isn't just about what we do that is important, it is the way that we do it. The council has four **values** that describe how we will work to achieve our vision of putting our communities first:
 - **We are customer focused:** delivering great customer service, meeting customer needs. We regularly carry out satisfaction surveys to find out what our communities and residents think of the services we provide. We engage with our residents, tenants, visitors and businesses through a wide range of groups, forums, roadshows and online, seeking their views on our services and how we can improve them. We look to deal promptly and effectively with complaints and always welcome comments and compliments.
 - **We take a can do approach:** striving to make a difference by adopting a positive attitude. Our staff come up with and deliver solutions to problems and regularly go the extra mile to ensure our communities are well served. We contribute actively to partnerships with other organisations in the borough and beyond. We manage our suppliers and contractors fairly but robustly to make sure we get the best from the public money we spend.
 - **We act as one council, one team:** proud of what we do, working together for the greater good. We value regular and open engagement with all staff and carry out regular surveys to find out how we can improve as an employer. We invest in the development of our staff, regularly attracting additional funding for training. We promote a commercial outlook within our teams, to make sure we secure value for money and look for opportunities to generate additional income that we can then invest in service delivery.
 - **We believe in honesty and respect:** embracing diversity and treating everyone fairly. The council has a strong record of going well beyond its statutory equality duties and regularly works with partners to host and promote events throughout the borough that celebrate diversity. Our staff and councillors work well together and individuals are able to express their views openly within their teams and at wider meetings and events.
- 1.3 To ensure we stay on track for delivery we are also developing annual delivery plans. These delivery plans identify the key milestones, inputs, outputs and measures we will need to deliver during each year of the plan to maintain progress. The delivery plan will be

reviewed annually and approved by Cabinet alongside the budget and medium-term financial plan.

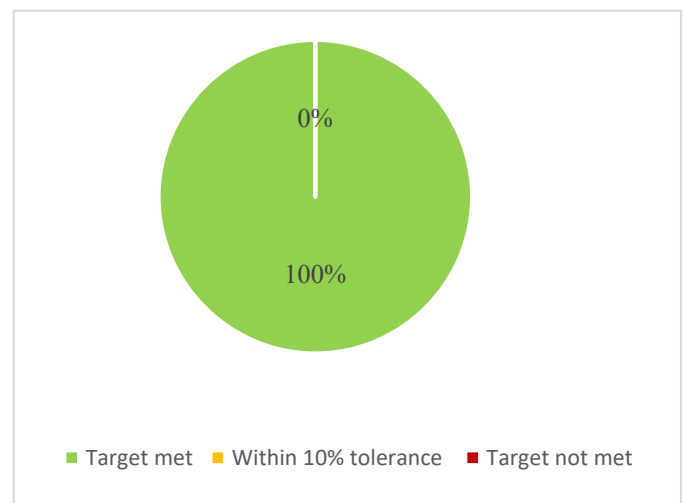
- 1.4 This report focuses on the progress made during the first quarter on the Council Plan Delivery Plan – 2023/24 and the milestones and measures for our three priority areas:
- Making Chesterfield a thriving borough
 - Improving the quality of life for local people
 - Building a more resilient Council

2.0 Performance dashboard

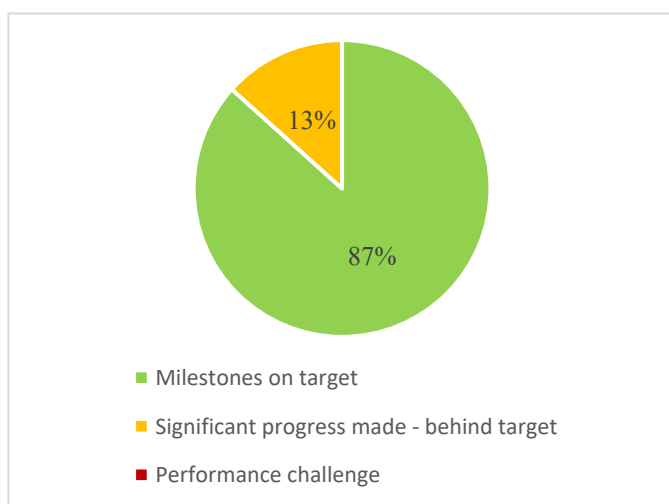
Delivery plan milestones in 2023/24 Q2



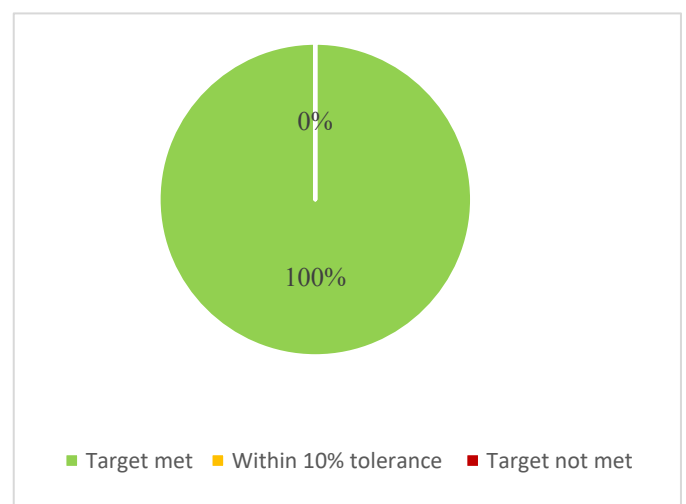
Delivery plan measures in 2023/24 Q2



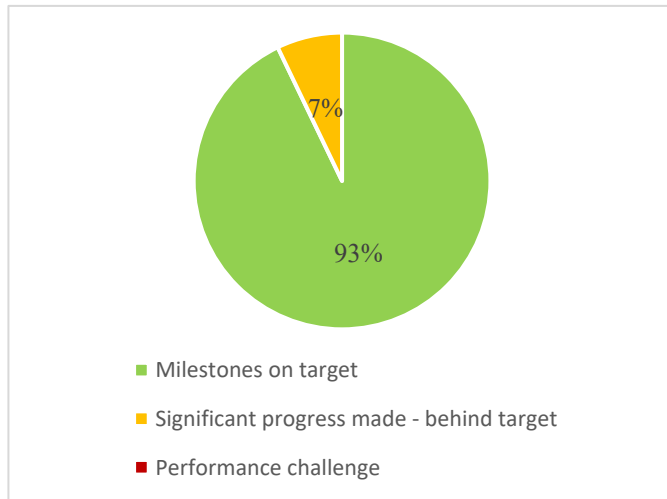
Making Chesterfield a thriving borough milestones in 2023/24 Q2



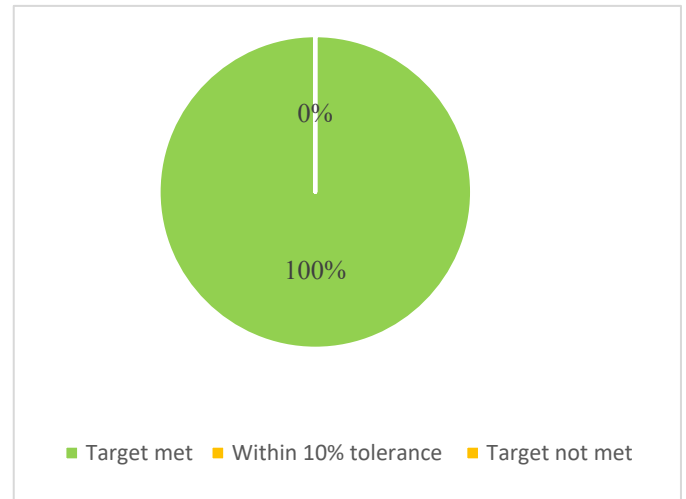
Making Chesterfield a thriving borough measures in 2023/24 Q2



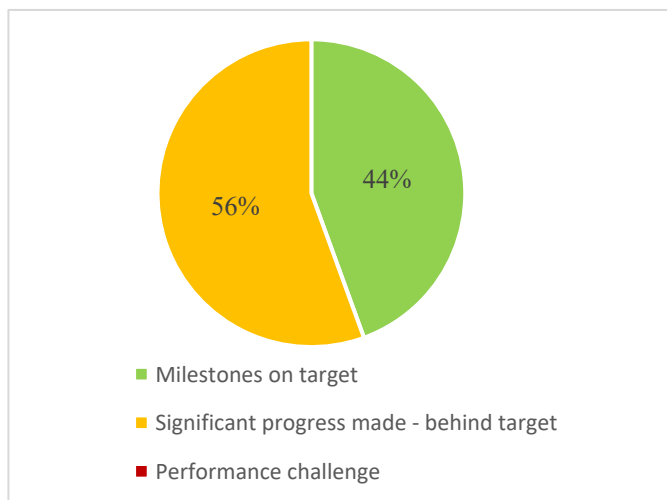
Improving quality of life for local people milestones in 2023/24 Q2



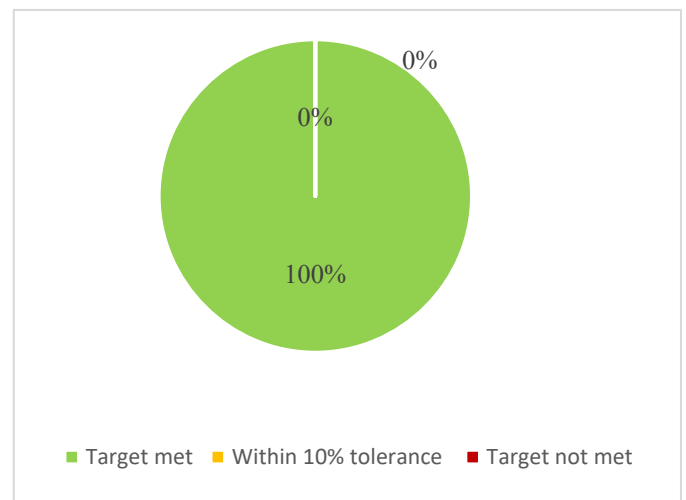
Improving quality of life for local people measures in 2023/24 Q2



Building a more resilient council milestones in 2023/24 Q2



Building a more resilient council measures in 2023/24 Q2



3.0 Priority – Making Chesterfield a thriving borough.

- 3.1 Our aspirations and commitments for 2023 – 2027 are:
- To strengthen the distinctive character and vibrancy of our town centres
 - To build a competitive place infrastructure that accelerates employment and housing growth.
 - To develop Chesterfield’s role as a visitor destination and as a base for exploring the surrounding area
 - To help businesses to grow and secure new investment in the borough.

3.2 The progress on the key milestones for this priority is detailed in the table below. At quarter 2, 87% of milestones remain on target with just two being rated as amber due to challenges around cost resulting in additional value engineering, and a slight delay.

Milestone	RAG	Progress
<p>TB1: Progress the Revitalising the Heart of Chesterfield project with the development of the Lighting Strategy and completing the design and procurement to start the construction phase for the public realm works.</p>		<ul style="list-style-type: none"> • Revitalising the Heart of Chesterfield project aims to make Chesterfield town centre an even more attractive place, with a greater ability to host a diverse range of public events and festivals which will improve Chesterfield’s offer, adding value to the local community as well as visitors and providing a 10% boost to footfall and business confidence therefore improving the vacancy rate and land value. • The plans include significant public realm improvements to four key spaces in the town centre and the connections between them, including improvements to the marketplace, a new lighting scheme, additional tree planting, and better data connectivity. • Design work is at RIBA 4 for Rykneld Square and Corporation Street public realm works and RIBA 3 for other areas within the scheme. • The current focus is to complete an ‘Invitation to tender’ pack with a balanced cost plan. • This is to be published to the market by early November 2023 with a potential start on site in late Spring 2024.
<p>TB2: Progress the Stephenson Memorial Hall project with the appointment of the main contractor and commencement of construction work on site.</p>		<ul style="list-style-type: none"> • Significant value engineering has been carried out by the design team to reduce the costs of the work, whilst retaining the transformational aspects of the project. • Negotiations have been completed with the preferred contractor and a price agreed. Enabling works have been undertaken to help de-risk the main works. Subject to contract, the main works will commence on site in late October 2023.
<p>TB3: Complete the design and procurement for the Staveley 21 project.</p>		<ul style="list-style-type: none"> • Staveley 21 aims to make Staveley town centre a more attractive place with better connectivity that will boost business confidence and create an improved leisure and retail offer for residents and visitors. • The plans include improvements to the marketplace, a new lighting scheme, additional tree planting, a better connection to the canal, free Wi-Fi connectivity across the town and enhancement to the public realm. • There will also be shop front grants that local retailers can access to make improvements to their business premises. • The project is midway through design process with RIBA stage 3 being the next target. • The government has approved the Staveley’ Town Deal programme’s project adjustment request to increase the project budget by £1.118m which has allowed us to agree a more transformative works package for the town with the government. • The contract with the main works contractor (2 stage, Pre contract services agreement) is being finalised. • Design work will recommence on programme once the main contract is completed.

		<ul style="list-style-type: none"> The project team has engaged with stakeholders including Staveley Parish Council over the designs and has had positive contributions and feedback.
TB4: As part of the Southern Gateway Masterplan work, develop and consider options for the Pavements Shopping Centre.		<ul style="list-style-type: none"> An initial Options Appraisal on improvements to the Pavements Shopping Centre is in progress. The appraisal looks at improvements to the Pavements Centre, the connection to other parts of the town centre and the public realm. The next step is to share with Members and an internal working group.
TB5: Support the delivery of the Station Link Road.		<ul style="list-style-type: none"> The station Link Road is planned to be delivered in two phases and will provide the key infrastructure needed to unlock the development plots in the station masterplan, improve all-mode transport connections to the station from the south and improve air quality in Chesterfield town centre. Derbyshire County Council are delivering the first phase of the link road in a collaboration agreement with Chesterfield Borough Council The DCC planning application has encountered a technical issue and, on DCC legal advice, is due to be resubmitted in early October 2023 The contractor, identified through the Midlands Highway Alliance framework by DCC, has provided a proposal for 6 months of 'early contractor involvement' to de-risk the pricing of the work and submit a robust price for the work. This is under review by officers to determine its suitability and acceptability prior to recommendations being written.
TB6: Develop a business case for development of the former Chesterfield Hotel site		<ul style="list-style-type: none"> A viability exercise has been completed. The temporary car park delivery is pending the discharge of a planning condition. This is underway and should be operational before the end of 2023. A delivery mechanism for the redevelopment of the site will be assessed during Autumn 2023 before sharing with Members.
TB7: Support Derbyshire County Council and other partners in developing the business case for the re-opening of the Barrow Hill Line and the delivery plan for the Chesterfield Staveley Regeneration Route.		<ul style="list-style-type: none"> The council has been supporting the discussions with Government with regards to the funding for the Chesterfield Staveley Regeneration Route This includes lobbying the Government to agree the re-opening of the Barrow Hill rail line. The outline business case has been submitted to Government for the Chesterfield Staveley Regeneration Route and the Barrow Hill Line. The Government has indicated that subject to the business case being approved, it will fund both the re-opening Barrow Hill Line as a passenger service with a new station in the borough and the delivery of the Chesterfield Staveley Regeneration Route.
TB8: Adopt a revised masterplan in 2023 to support the future development of the Chesterfield Waterside area and commence delivery of further housing		<ul style="list-style-type: none"> The draft revised Masterplan was considered by Cabinet in July 2023. A targeted consultation approach with landowners and stakeholders was agreed and the consultation was launched. A final revised masterplan will be considered for adoption in the autumn. The council has been successful in securing Homes England funding to support the masterplan and feasibility works.

and commercial development on Basin Square		<ul style="list-style-type: none"> • Within Quarter 2 there has been positive interest in One Waterside Place. Ahead of schedule, lettings have been achieved on all office floors of the new building. Tenants are expected to move into the offices during Quarter 3, bringing new jobs and investment to the borough.
TB9: With partners and landowners develop a delivery framework for development of the Staveley Growth Corridor.		<ul style="list-style-type: none"> • The council has been part of the process with Derbyshire County Council and landowners to develop the Heads of Terms for the delivery of the Chesterfield Staveley Regeneration Route. • The council continues to engage with East Midlands Development Company on a revised East Midlands Development Growth Strategy, maximising the benefits of any development. An initial draft has been received and shared with stakeholders and the council before moving to finalise.
TB10: Deliver in partnership with Destination Chesterfield the 'Invest in Chesterfield', 'Made in Chesterfield', 'Love Chesterfield' and 'Inspired' campaigns to support inward investment and increase visitor numbers		<ul style="list-style-type: none"> • Destination Chesterfield along with Chesterfield Borough Council's communications team continue to work in partnership to deliver key campaigns including 'Invest in Chesterfield', 'Made in Chesterfield', 'Love Chesterfield' and 'Inspired'. • These campaigns are designed to support inward investment and increase visitor numbers. • The summer campaign is now complete, with several key events and activities having been promoted including Chesterfield Childrens Festival and Eat in the Park, which were both new for 2023. • Work has now started on the Christmas campaign.
TB11: Deliver a programme of speciality markets, events and festivals to attract more visitors to Chesterfield.		<ul style="list-style-type: none"> • We continue to deliver specialist markets every month – Vegan Market (1st Sunday of month), Record Fair (2nd Sunday of month) and Artisan Market (last Sunday of month). These continue to be popular with both stall holders and customers. • The 1940s Market event plan and programme are almost complete. The event date is 2 November 2023. • Staffing for Santa's Grotto has been confirmed and tickets went on sale on 1 September 2023 at £7.50 per child. Event dates are 19 November to 24 December 2023. • We are working with Grace and Tailor on the Christmas Lights Switch On and Market. The event plan has been completed and the entertainment has been booked. The stage show is still to be finalised. Event date 19 November 2023. • The Medieval Market during July was well received, with 18,828 visitors recorded at Vicar Lane (90% increase on 18th July figure). Car parking takings are estimated to have been 41% higher than 18th July figure, with businesses reporting an uplift in customers on the day. • Peddler Market in September was again well received, with improvements made to the site layout, food and bar area increased and market trader occupancy increased from 4 to 10. A full evaluation of the June and September event is to be finalised. It is anticipated this will evidence that the event increased footfall and uplift in sales to both town centre businesses, hospitality and the market itself. Plans are underway for the next event in March 2024. It is intended to continue operating Peddler through 2024.

TB12: Support the development of Peak Resort and Gateway, maximising the benefit for the economy of Chesterfield		<ul style="list-style-type: none"> • Planning application for Peak Gateway was received at the end of September 2023 and is being processed. • The development partnership of Milligan and Birchall Estates have completed the design and feasibility for the Gateway element, finalising the delivery strategy and are engaged with potential tenants and stakeholders.
TB13: Support businesses to adopt new technology and processes to improve productivity via our business innovation programme.		<ul style="list-style-type: none"> • Joint procurement with D2 partners is complete and due to go live in October. East Midlands Chamber will deliver the programme of activity. • Innovation Support Project manager has supported 33 businesses this quarter. (Note September figures not yet available)
TB14: Support entrepreneurs to start and develop new businesses through our business startups programme		<ul style="list-style-type: none"> • We continue to operate the Vision Derbyshire Business Startup programme with a dedicated business advisor operating in Chesterfield. UKSPF funding is due to commence in January 2024. • 17 start-up business supported during Quarter 2 • Businesses in Chesterfield have received £56,226 in grant funding to date.
TB15: Develop the delivery plan for the town centre masterplan and commence implementation		<ul style="list-style-type: none"> • Evidence studies have been completed and now need to be reviewed by Officers and Councillors. This will inform the scope of the Masterplan. • Timescale has slipped due to the need to take a comprehensive look at those factors affecting the future of the town centre. • The Council has secured Homes England funding to support the work including the provision of residential development within the town centre.

3.3 The progress on the key measures for this priority is detailed in the table below. There are 22 measures, nine of which are collected on a quarterly basis. 100% currently meeting their target.

Measure	2023/24 Target	Q1	Q2	Rag Rating	Comments
Number of new homes in the town centre	10				Annual collection
Major planning applications - speed of decisions	60%	96%	97.82%		Rolling two-year average required of over 60% to meet national planning standards
Other planning applications – speed of decisions	70%	81%	80.64%		Rolling two-year average required of over 70% to meet national planning standards
Major planning applications – quality of decisions	Under 10%	0%	0%		Rolling two-year average required of under 10% to meet national planning standards

Other planning applications – quality of decisions	Under 10%	0.7%	0.91%		Rolling two-year average required of under 10% to meet national planning standards
Town centre vacancy rates	Below national average 13.9%	13.8%	13.8%		
Town centre footfall	Baseline year				Annual collection. This is the first year using a new town centre footfall counter, we are using 2023/24 as a baseline.
Dunston innovation centre occupancy rate	80%	87%	87%		87% of space let / 91% of rooms let
Tapton innovation centre occupancy rate	80%	85%	80%		80% of space let / 85% of rooms let
Northern Gateway occupancy rate	65%	64%	68%		68% of space let / 81% of rooms let
Innovation support programme - Number of businesses accessing support	100		81 (at 6 months)		UKSPF investment plan targets in place for 2023/24 and 2024/25. Annual target
Innovation support programme - Number of businesses with improved productivity	10				UKSPF investment plan targets in place for 2023/24 and 2024/25. Annual target – figures expected during Q4
Innovation support programme - Number of businesses adopting new technologies or processes	12				UKSPF investment plan targets in place for 2023/24 and 2024/25. Annual target - figures expected during Q4
Business Support – Number of potential entrepreneurs provided assistance	27		29 (at 6 months)		UKSPF investment plan targets in place for 2023/24 and 2024/25.
Business Support – New of new businesses started	7		28 (at 6 months)		UKSPF investment plan targets in place for 2023/24 and 2024/25.
Number of business start-ups in the borough	Over 300				Annual collection
Number of businesses	Over 3350				Annual collection
Number of businesses supported to find accommodation	Over 500				Annual collection
% local labour clauses	100%				Annual collection
% jobs secured by local people on	50%				Annual collection

developments with local labour clauses					
Number of people reached via marketing campaigns – Love Chesterfield, Made in Chesterfield, Inspired, Invest in Chesterfield	Over 50,000 impressions	78,469	91,982		
Visitor numbers to Chesterfield	Baseline				Annual collection

4.0 Priority – Improving quality of life for local people.

4.1 There are four objectives for this priority area:

- Provide quality housing and improve housing conditions across the borough.
- Improve our environment and enhance community safety for our communities and future generations.
- Help our communities to improve their health and wellbeing.
- Reduce inequality and provide support to vulnerable people.

4.2 The progress on the key milestones for this priority is detailed in the table below. At Q2 93% of the measures were meeting their target progress.

Milestone	RAG	Progress
QL1: Deliver our year one actions of the Climate Change Action Plan contributing to the 2050 carbon neutral borough target		<ul style="list-style-type: none"> • There are 47 actions within the climate change delivery plan for 2023/24. This includes actions which focus on the 2030 (carbon neutral organisation target), actions which focus on the 2050 (carbon neutral borough) and actions which contribute to both. • In quarter 2 we are confident that 36 of the actions have either already been established and form part of core service delivery or are expected to be so by the end of 2023/24. These actions are rated as either Green or Established. • Key activities completed so far for the 2030 target include the adoption of a Fleet Decarbonisation plan (T.01) and Asset Management Strategy, research and policy recommendations to support the development of a new natural burial site (GLO.08), the stock condition surveys of three key assets (BE.01), and a decarbonisation feasibility study that has been completed on a shared heating scheme within our Housing portfolio (BE07) and improved climate change monitoring (DM.03). We have also submitted two funding bids totalling £100k for tree planting and 3 years' post-planting maintenance (GLO.02). • Key activities completed so far for the 2050 target include the agreement of parameters for consultation with the planning team on the climate impact of new developments in the borough (GLO.05) and the delivery of the first tranche of the new community grant programme which includes climate / environmental projects (CET.03), during September, we also launched our Climate Change Forum to support and enhance our ongoing engagement programme (CET.01)

		<ul style="list-style-type: none"> • Currently seven actions out of the 47 are classified as amber. In some cases this is because of partial or limited updates being available, and in others progress is taking place, but which is likely to be achieved with changes to the original delivery plan. These are being pursued with the project leads. • The four actions currently classified with a red progress rating all related to the 2030 (carbon neutral organisation target) and are discussed under RC8.
<p>QL2: Deliver actions in line with the UK Shared Prosperity Fund (UKSPF) intervention plan for parks, open spaces and play in accordance with the Parks and Open Space and Play Strategy</p>		<ul style="list-style-type: none"> • The Green Flag award management plan for Monkey Park is being prepared in advance of a submission in January. • Consultation has been completed regarding improvements to the main circulatory footpath at Poolsbrook Country Park. Prices for the contract works are being obtained and an external funding bid to Valencia Landfill Tax Credits developed. • Play proposals have been developed for Tapton Park, Standford Way, Thirlmere and Devonshire Avenue North. Consultation is taking place with local children. Funding bids will be made to Valencia Landfill Tax Credits in October and January. • Excellent engagement in the Chesterfield in Bloom competition which aims to connect all sections of the community to include private residents, businesses, the council, schools and allotment gardens along with painting and wheelbarrow competitions, community garden projects, river stewardship and recycling projects. We held our awards ceremony at the Town Hall in mid-September. • Chesterfield entered East Midlands in Bloom, in the small cities category – we achieved the gold award, retaining our best small city award. We improved our points score from 92 to 93 beating Loughborough into second place on 91 points. We received a gold award for the Britannia Inn, a judge’s award for Hunloke Allotments and the least littered community award. We received an award for the Best New Permanent Landscape 2023.
<p>QL3: Deliver a range of accessible sport and leisure opportunities from our two leisure centres</p>		<ul style="list-style-type: none"> • Our Autism Friendly Swimming Sessions continue to be well attended and have reached our current capacity. We plan to expand in this area once we have identified staff to undertake the necessary training. • Since the launch of the Dancing with Dementia programme we have been working to increase engagement via various marketing streams. As a result of low uptake, and as part of a wider programme review, we are looking at other days and times that would be more suitable. • The ‘Activities for All’ inclusive sessions at Queen’s Park Sports Centre have been increasing in popularity to an average attendance of around 18 per session. We held an open day and have made steps to engage with various

		<p>groups within our community to further increase the awareness.</p> <ul style="list-style-type: none"> • Our Outswimming Cancer sessions at Queen’s Park Sports Centre are still proving to be popular. Each session averages around 16 swimmers and provides a valuable service in aiding people with their recovery. If we can gain the required funding and instructor, we would be looking to expand in this area with the possibility of replicating these sessions at the Healthy Living Centre. • Throughout this quarter we have delivered more than 20 Exercise by referral sessions per week and continue to receive requests from new referrals. So much so that we have secured funding to add a staff member to expand in this area. • The Aqua Natal sessions remain a hit within the service area, with the average attendance remaining strong. Naturally, we see a drop during the summer holiday season, but numbers are rising back in line with the previous quarter. To support this area, we are looking to reintroduce Midwifery who would operate out of the Healthy Living Centre who have been instrumental in signposting to these sessions. • We offer several sessions aimed at older customers. Session that includes ‘Back to Netball,’ various racket-based sports including the increasingly popular Pickleball. These sessions are proving extremely popular and are a fantastic way of engaging people into health and wellbeing activities.
<p>QL4: Complete further community engagement and partnership work to Inform and deliver year one of the Walk Derbyshire pilot scheme</p>		<ul style="list-style-type: none"> • Community consultation continuing, utilising existing local community groups and activities e.g. library groups, HAF program parents/children, HH Unite groups. • Bespoke community engagement event (“coffee and chat”) held with further events being planned. • Early responses suggest possibility of a Stage 2 strand around increased awareness of and access to Holmebrook Valley Park from Holme Hall • Consortium membership and working methods review is under-way to ensure optimum representation and effective partnership approach, and new Consortium members are coming on board • County-wide Active Neighbourhoods learning network launched by Walk Derbyshire and attended by CBC/Active Partners Trust representing Consortium • The stage 2 pilot funding application deadline was extended by Walk Derbyshire. The application is in progress including identifying a stage 2 lead organisation
<p>QL5: Establish a Chesterfield Skills and Employment Partnership</p>		<ul style="list-style-type: none"> • The Chesterfield Skills and employment partnership met 20.9.23. The partnership noted the contents of the Skills Action Plan progress report (see QL6 for summary of progress).

		<ul style="list-style-type: none"> • The Head of People and Skills from D2N2 LEP provided an update in respect of devolution and implementation of the devolved Adult Education Budget (AEB). • DWP Partnership Manager delivered a presentation on DWP place based approach and set out best practice recommendations for delivering inclusive recruitment. • The annual skills and employability conference was confirmed for 8th February 2024 to be led by the Skills and employment partnership. 						
<p>QL6: Develop and deliver year one of the Skills action plan. Skills Action Plan has been created and will be presented to Cabinet for Approval 18th July 2023.</p>		<ul style="list-style-type: none"> • The Skills Action Plan was approved by Joint Cabinet & Employment and General Committee on 18th July 2023. • Activity contained within the Skills Action Plan is monitored on a quarterly basis, retrospectively. Progress for quarter 1 (April 23 – June 23) was presented to the Skills & Employment Partnership on 20.9.23, showing that delivery or commissioning activity to support delivery has commenced for all projects with exception of the anchor organisation project and increasing higher level skills executive leadership project and health CPD which are expected to commence in Q3. • The table below highlights activity and milestones achieved to date: <table border="1" data-bbox="647 920 1482 1975"> <thead> <tr> <th data-bbox="647 920 948 987">Priority Theme</th> <th data-bbox="948 920 1482 987">Priority Actions</th> </tr> </thead> <tbody> <tr> <td data-bbox="647 987 948 1771"> <p>Young People, Ambitions and Connections to Work</p> </td> <td data-bbox="948 987 1482 1771"> <ul style="list-style-type: none"> • Tender documentation for commissioned element of the Careers Made In Chesterfield Programme published 23.8.23. Delivery targeted to start in November 23. • Apprenticeship, Technical Education Community Twilight Events confirmed with the first event taking place on 15 November 2023 at Staveley Miners Welfare Football Club. • Staveley Eat Well Programme (STEW) project established and commencing from November 23 with Springwell School and Netherthorpe from March 24. • Apprentice Town Evaluation procurement scheduled for 6.11.23. • Youth Hub delivery has commenced, supporting 42 young people in quarter 1. </td> </tr> <tr> <td data-bbox="647 1771 948 1975"> <p>Increasing Higher Level Skills</p> </td> <td data-bbox="948 1771 1482 1975"> <ul style="list-style-type: none"> • Executive Leadership Programme modules have been agreed and prepared for validation. • Chesterfield College HE Careers Fairs scheduled for 16th October 23 and 5th March 24 </td> </tr> </tbody> </table>	Priority Theme	Priority Actions	<p>Young People, Ambitions and Connections to Work</p>	<ul style="list-style-type: none"> • Tender documentation for commissioned element of the Careers Made In Chesterfield Programme published 23.8.23. Delivery targeted to start in November 23. • Apprenticeship, Technical Education Community Twilight Events confirmed with the first event taking place on 15 November 2023 at Staveley Miners Welfare Football Club. • Staveley Eat Well Programme (STEW) project established and commencing from November 23 with Springwell School and Netherthorpe from March 24. • Apprentice Town Evaluation procurement scheduled for 6.11.23. • Youth Hub delivery has commenced, supporting 42 young people in quarter 1. 	<p>Increasing Higher Level Skills</p>	<ul style="list-style-type: none"> • Executive Leadership Programme modules have been agreed and prepared for validation. • Chesterfield College HE Careers Fairs scheduled for 16th October 23 and 5th March 24
Priority Theme	Priority Actions							
<p>Young People, Ambitions and Connections to Work</p>	<ul style="list-style-type: none"> • Tender documentation for commissioned element of the Careers Made In Chesterfield Programme published 23.8.23. Delivery targeted to start in November 23. • Apprenticeship, Technical Education Community Twilight Events confirmed with the first event taking place on 15 November 2023 at Staveley Miners Welfare Football Club. • Staveley Eat Well Programme (STEW) project established and commencing from November 23 with Springwell School and Netherthorpe from March 24. • Apprentice Town Evaluation procurement scheduled for 6.11.23. • Youth Hub delivery has commenced, supporting 42 young people in quarter 1. 							
<p>Increasing Higher Level Skills</p>	<ul style="list-style-type: none"> • Executive Leadership Programme modules have been agreed and prepared for validation. • Chesterfield College HE Careers Fairs scheduled for 16th October 23 and 5th March 24 							

			<ul style="list-style-type: none"> • 25 students enrolled for teacher education pathway (CC/SHU), commencing September 23.
		Barriers to Employment & Widening the Workforce	<ul style="list-style-type: none"> • DWP delivery commenced for 50+ programmes and Sector-based work academies and monitoring activity for Q1 showing these programmes to be at 26% and 93% achieved against annual target, respectively. • ‘Unlocking Possibilities’ recruitment Event delivered July 23, attended by 25 employers and 130 jobseekers. • DWP/CBC Recruitment events have been scheduled for 27/9/23 (seasonal vacancy focus), 6/3/24 (CBC tenancy engagement focus), 12/6/24 (Apprenticeships focus) • Development of tender documentation for work readiness and digital inclusion programme scheduled to be published w/c 16.10.23.
		Sector Specific and Future Skills	<ul style="list-style-type: none"> • Development of tender documentation for green skills and digital upskilling programme scheduled to be published 23.10.23. • Development of guidance and assessment criteria for future skills development fund scheduled to be published w/c 6.11.23. • Construction Skills Hub reserved matters planning application approved 21.8.23 (Access & Infrastructure) • Construction Skills Hub infrastructure contractor appointed and enabling works commenced 4.9.23. • Construction Skills Hub – 1st cohort of learners recruited and commencing 13.8.23. • DRIIVE – Initial RIBA Stage 3 report completed, and additional value engineering activity has commenced with view to submitting planning application w/c 23.10.23.
		Skills Brokerage and Partnerships	<ul style="list-style-type: none"> • UKSPF Skills Brokerage Business Adviser role interviews took place 8.9.23, enabling delivery to commence November 23 (subject to employment checks)

		<ul style="list-style-type: none"> Skills & Employability Conference scheduled for 8th February 2024.
<p>QL7: Complete the design and procurement stage and commence construction for the Derbyshire Rail Industry Innovation Vehicle (Drllve) project.</p>		<ul style="list-style-type: none"> The project's RIBA 3 design work has completed and is awaiting CBC approval prior to submission as a planning application in early November 2023 The progress of the design work to the end of RIBA 3 has been prolonged due to the need to implement a suite of amendments to the proposals following a Value Engineering workshop following the drafting of the RIBA 3 cost plan. A 'Soft Market Test' is being prepared to support the progress and direction of the project through RIBA 4, post planning submission.
<p>QL8: With partners construct and open Construction Skills Hub.</p>		<ul style="list-style-type: none"> Reserved matters planning application for access and infrastructure was approved 21.8.23. Devonshire Group in contract with infrastructure contractor, Newline Civil engineering from 4.9.23, allowing enabling works to commence which will provide access and infrastructure for the construction of the training compound. The first learner cohort have been recruited and commenced learning from 13.9.23. 14 learners have been recruited against a target of 12. Learners will undertake the NOCN level 2 multiskilled qualification which will provide learners with skills required support the construction of the compound from February 2024 Interviews are taking place again for the Centre manager w/c 18th and 25th September after 2, previously unsuccessful attempts – The salary has been increased slightly which has resulted in a stronger pool of candidates applying. Centre manager expected to be in place from November 23.
<p>QL9: Develop a collaboration agreement with the University of Derby.</p>		<ul style="list-style-type: none"> Cabinet approved the signing of a Strategic Partnership Agreement between the Council and the University of Derby at the meeting on 19 September 2023. Work is now progressing to develop and implement a delivery plan in order to realise the outcomes set out in the Agreement. This milestone has now been completed.
<p>QL10: Implement key actions for 2023/24 identified in the Derbyshire Homelessness and Rough Sleeping Strategy.</p>		<ul style="list-style-type: none"> Making Homelessness Everyone's Responsibility though a system wide approach working with a range of public sector agencies, housing providers and community and voluntary sector organisations. Engagement with Derbyshire Housing and Health system group – Homelessness subgroup formed to specifically develop work around homelessness and links with health sector services. This is enabling the recruitment of 2 x Substance misuse navigators to assist caseworkers in supporting the more complex customers and limiting the risk of them failing to engage with services. Improvements being made to the Duty to Refer system. This has ensured that referrals are received and processed as early as possible which is key to preventing homelessness.

		<p>This assists in management of caseloads and service pressures by providing a clearer prioritisation process and ability to respond to emergencies (such as roofless tonight cases).</p> <ul style="list-style-type: none"> • Recruitment of Derbyshire Supported Housing Improvement Programme Officers to increase countywide capacity to increase and improve supported accommodation. This aims to maximise the supply and ensuring appropriate quality of support provided within local supported accommodation options. This provides an additional option for discharging our homelessness duty and prevents individuals from remaining in unsuitable B&B accommodation. • Exploration of private sector leasing options. Conversations ongoing with external provider to develop project. This will enable a further discharge option and increase access to the private rental sector as a housing solution.
<p>QL11: Design and launch a community and voluntary sector training programme to build expertise and resilience within the grass roots community and voluntary sector community.</p>		<ul style="list-style-type: none"> • Initial meetings have taken place with existing training and support providers. • A survey was undertaken to capture training needs information from local community and voluntary sector organisations. • Focus group also undertaken with local community and voluntary sector organisations to further scope the specification. • Expression of interest form and ItT document being finalised with view to EoI going live during October. • Delivery to commence Q3
<p>QL12: Develop a community compact to maximise the outcomes from our partnership with the community and voluntary sector.</p>		<ul style="list-style-type: none"> • Currently working with services across the Council to identify key interaction points with the community and voluntary sector. • This will inform the development of the compact and aid the co-ordinated approach. • Community development activity is taking place via the UKSPF Community and Place projects (grants, community development and capacity building). This is providing insight and groundwork to inform the development of the compact • The Policy and Partnership Team are also participating in broader Derbyshire-wide discussions on this theme. • Internal Community Engagement Group has now been relaunched
<p>QL13: Support the Equality and Diversity Forum to deliver a range of educational, celebratory and commemorative community events.</p>		<ul style="list-style-type: none"> • The Mental Health Awareness event is due to take place on 10th October, to coincide with World Mental Health Day. Support groups from the Chesterfield area (P3, Stand To, Live Life Better Derbyshire, You're Not Alone, Rethink and Compassionate Voices CIC) will be coming together to explain more about what they do and help to signpost and provide guidance to professionals, staff and the public. • On 28th November we will be exploring hidden disabilities and illnesses. Attendees will have an opportunity to hear from people with lived experiences of hidden disabilities / illness. • Planning continues for Holocaust Memorial Day and International Women's Day.

<p>Q114: Deliver year one of the designing out crime neighbourhood initiatives through the UKSPF fund.</p>		<ul style="list-style-type: none"> • 20% reduction in ASB recorded in Chesterfield in last 12 months, to the end of August, compared with previous 12 months. • UKSPF funding has been utilised to fund two additional enforcement officers. • Police and Crime Commissioner has granted funding to CBC to recruit 1.5 FTE enforcement officer posts for patrol of ASB hot spot areas. • CBC is working closely with Derbyshire Police to increase visibility, proactive interventions and standards within the night-time economy, to tackle alcohol related ASB and criminality. Interventions introduced to date include the 'Best Bar None' scheme involved approximately 50 licensed premises, Vulnerability Hub and digital communication scheme. • A multi-agency tasking process is now in place involving key council departments, the police, fire service and key third sector organisation to ensure an integrated and coordinated approach to tackling ASB and volume criminality within our local communities
---	--	--

4.3 The progress on the key measures for this priority is detailed in the table below. There are 22 measures – five are collected quarterly. 100% are meeting or exceeding quarter 2 expectations.

Measure	2023/24 target	Q1	Q2	Rag Rating	Comments
Number of new homes in the borough	240				Annual collection
Number of new Council homes developed or acquired	25				Annual collection
Decent homes standard	100%				Annual collection
Average SAP rating for CBC properties	72% C				Annual collection
Number of people supported via Neighbourhoods teams	300				Annual collection
Number of people supported via Careline teams	3000				Annual collection
Number of homeless preventions per annum	Over 300				Annual collection
Number of community and voluntary sector groups accessing grant funding	15	10	11 (running total)		<p>UKSPF investment plan targets in place for 2023/24 and 2024/25.</p> <p>An additional 5 groups were awarded CIL Neighbourhoods funding via the joint Community Grants Fund (CIL and UKSPF)</p>

					Second round of grants is open for applications and will be awarded during Q3.
Amount of funding granted	£78,000	£36,159	£39,519 (running total)		UKSPF investment plan targets in place for 2023/24 and 2024/25. An additional 5 groups were awarded CIL Neighbourhoods funding (totalling £20,446.11) via the joint Community Grants Fund (CIL and UKSPF) Second round of grants is open for applications and will be awarded during Q3.
Number of volunteering places developed	40	12	46 (running total)		UKSPF investment plan targets in place for 2023/24 and 2024/25. Second round of grants is open for applications and will be awarded during Q3.
Number of people engaged via community and voluntary sector training programme	40				UKSPF investment plan targets in place for 2023/24 and 2024/25. Programme starts in Q3.
Community development - Number of organisations receiving non-financial support	60	32	77 (running total)		UKSPF investment plan targets in place for 2023/24 and 2024/25.
Number of people engaged via equality and diversity forum activity	200				Annual collection
Number of trees planted	1000				Annual collection. UKSPF investment plan targets in place for 2023/24 and 2024/25.
Number of parks and play spaces invested in	4				Annual collection. UKSPF investment plan targets in place for 2023/24 and 2024/25.
Amount invested in parks and play space improvements	£48,000				Annual collection. UKSPF investment plan targets in place for 2023/24 and 2024/25.
Number of sports facilities invested in	9				Annual collection. UKSPF investment plan targets in place for 2023/24 and 2024/25.
Amount invested in sports facilities improvements	£14,000				Annual collection.

					UKSPF investment plan targets in place for 2023/24 and 2024/25.
Number of designing out crime projects completed	9	3	6 (running total)		UKSPF investment plan targets in place for 2023/24 and 2024/25.
De-carbonise programme – number of businesses accessing support	21				Annual collection. UKSPF investment plan targets in place for 2023/24 and 2024/25.
De-carbonise programme – number of businesses successful with grants	9				Annual collection. UKSPF investment plan targets in place for 2023/24 and 2024/25.
De-carbonise programme – businesses with improved productivity	5				Annual collection. UKSPF investment plan targets in place for 2023/24 and 2024/25.

5.0 Priority – Building a more resilient council.

5.1 There are three objectives for this priority area:

- Become and stay financially self-sufficient.
- Make our services easier to access, deliver savings and reduce our environmental impact through the use of technology.
- Improve services and customer interaction by investing in our staff.

5.2 The progress on the key milestones for this priority is detailed in the table below. At quarter two, 44% (4) of milestones remain on target with 56% (5) rated as amber.

Milestone	RAG	Progress
RC1: Deliver the Council's medium term financial strategy to ensure we have sufficient funds to provide our core services and priorities as well as resilience to withstand emerging challenges.		<ul style="list-style-type: none"> • Quarter 1 monitoring report was presented to Cabinet in September 2023 and reported a forecast adverse position of £774k on the Council's net revenue budget of £12.5m. The estimated outturn position for the financial year 2023/24 is driven by unprecedented and unpredicted inflationary pressures upon pay and contracts together with the long-term impacts upon service demands and income from the Covid pandemic and the cost-of-living crisis. • The Council is committed to delivering services within the approved budget and the Corporate Leadership Team (CLT) have been working collectively with budget managers to agree clear, robust and immediate management action plans to address the adverse, including enhance budget management and monthly line by line reviews of budgets, removal of non-essential spend, vacancy control measures and maximising the use of grant funding and other efficiencies. • At the end of period 5, the forecast adverse positions has reduced to £334k which is an improvement of improvement of £440k from the previously reported period 3 position. • The Council approved the General Fund Revenue Budget for 2023/24 on 23 February 2023 which was balanced with the use of £1.000m from the budget risk reserve. There are

		<p>significant gaps in the MTFP of £2.535m in 2024/25 rising to £3.408m in 2026/27.</p> <ul style="list-style-type: none"> • The Budget Strategy was presented to Council in July 2023 which set out the current assumptions which underpin the General Fund revenue element of the MTFP, the priority work that needs to be undertaken over the coming months, and a strategic framework for delivering the savings that will be needed to deliver a balanced budget for 2024/25 and over the medium-term. • The report set out a number of inter-related budget themes designed to support the development of budget savings proposals that will enable a balanced budget to be achieved and provide the supporting information that will be needed for the Council to take decisions about how to deliver the priorities and outcomes in the Council Plan within the available resources. The themes are: <ul style="list-style-type: none"> • Identifying General Efficiencies • Increasing Income and Establishing Stronger Commercial Operating Principles • Transforming how we Deliver Services • Reducing Service Offers / Stop Doing – Statutory and Non-Statutory Services • Rightsizing the Organisation • Asset Rationalisation and Effective Asset Management • Internal officer working groups have been set up to lead and manage delivery of the budget, to oversee Workforce Planning including implementation of the VR / VER scheme, to take forward Digital Transformation, and to develop a detailed action plan to give effect to the Asset Management Strategy. These working groups will be supported by the individual actions of budget holders who have tasked with working up savings and income proposals having due regard to the budget themes.
<p>RC2: Ensure we have a viable, well managed 30-year business plan for the Housing Revenue Account.</p>		<ul style="list-style-type: none"> • The evidence base for the Housing Revenue Account 30-year business plan is currently being drawn together alongside risk, pressures and sensitivity analysis. • The plan is due to be considered by Full Council as part of the Medium-Term Financial Plan in February 2024.
<p>RC3: Refresh and adopt our People Plan 2023 – 2027 and deliver our year one actions</p>		<ul style="list-style-type: none"> • The new People Plan is in development. Workshops have been held to shape the actions which will support our future workforce strategy and the plan is now at draft stage. Members will be asked to consider and approve the new strategy during the final quarter of the year.
<p>RC4: Maximise opportunities to upskill our employees and grow their technical skills and knowledge so that we can build a flexible and agile workforce.</p>		<ul style="list-style-type: none"> • We continue to use apprenticeships and other learning and development methods to develop our employees. • Cross skilling is taking place within service areas, in support of succession planning. • Regular conversations are held regarding learning and development needs. • Employees are asked to ‘step up’ into vacant roles or project delivery roles on a temporary basis as an opportunity to learn new skills and knowledge

		<ul style="list-style-type: none"> ICT contracts let are being maximised to provide additional training for employees.
RC5: Implement technology improvements which will streamline our revenue collection processes and help us provide targeted support to residents and businesses.		<ul style="list-style-type: none"> Tenants have the ability to view their rent statements and make online payments using My Chesterfield. Technology is being developed which will enable payments arrangements to be automatically escalated where the arrangement has not been kept. This will be introduced by the end of November. Scoping workshops are underway to develop new rent collection procedures. Income analytics will be introduced into the revenues service during the final quarter of 2023/24
RC6: Implement data intelligence tools which will support the identification of service improvements and aid decision making		<ul style="list-style-type: none"> Officers have received training on business analytics and data tools. Tools are being developed which will provide line managers with improved access to key HR performance indicators. Data intelligence tools are being used to inform customer access channel usage and identify where digital process can be improved. This data is also helping to inform targeted marketing activities.
RC7: Implement the change activity identified in our organisational development programme, so that the efficiencies and customer benefits are realised.		<ul style="list-style-type: none"> There are 72 projects within the organisational development programme, which focus on customer services becoming more accessible, introducing new ways of working and reshaping our resources to make us more efficient. 26 of these projects have already been completed, including implementing hybrid working, redesigning service teams, introducing new ICT systems and introducing new ways to monitor our financial position. 40 projects are in delivery and will be completed in this financial year, examples of which include updating the council website, redesigning our property, health and safety and support functions, implementing hybrid mail and developing our new people plan and ICT strategy. A further 5 projects are scheduled to begin in the final quarter of the year. These projects include further integration of services into the Customer Services function, implementation of a Corporate Landlord function, review and replacement of our telephony equipment, replacement of our commercial billing system and undertaking work to support the national digital switch.
RC8: Deliver our year one actions of the Climate Change Delivery Plan contributing to the 2030 carbon neutral council target		<ul style="list-style-type: none"> There are 47 actions within the climate change delivery plan for 2023/24. This includes actions which focus on the 2030 (carbon neutral organisation target), actions which focus on the 2050 (carbon neutral borough) and actions which contribute to both. In quarter 2 we remain confident that 36 of the actions have either already been established and form part of core service delivery or are expected to be so by the end of 2023/24 Areas of focus include commercial and operational asset management – this is linked to a service reshape (BE.01 and BE.02), development of new infrastructure to support council fleet decarbonisation (T.02, T.03, T.04 and T.05) management of Council owned trees and woodland (GLO.01)

		and an audit of land available for climate change mitigation in the future (GLO.04).
RC9: Commence delivery of the Asset Management Strategy and the development of the 10-year maintenance and carbon reduction plan		<ul style="list-style-type: none"> • The Council's Asset Management Strategy was approved by Full Council in July 2023 • The strategy seeks to provide a clear direction of travel for the successful and effective management of the council's non-housing assets over the next four years. • The asset management plan, 10-year maintenance programme and carbon reduction plan are in development • A pilot set of three buildings have now had full stock condition surveys and net zero carbon assessments; work is underway to review the data received, develop planned works programmes for those properties and to establish a survey programme for the remainder of the stock.

5.3 The progress on the key measures for this priority is detailed in the table below. There are 11 measures, 5 of which are collected on a quarterly basis. All are currently reaching their target and are likely to remain on track for 2023/24.

Measure	2023/24 target	Q1	Q2	Rag Rating	Comments
Satisfactory opinion from external auditor re VFM conclusion	Yes				Annual collection
Investors in People Gold accreditation is retained	Yes				Annual collection
Number of apprenticeships undertaken by CBC staff (upskilling)	20				Annual collection
Number of MyChesterfield accounts	35,500				Annual collection
Percentage of households using MyChesterfield accounts	Baseline				Annual collection
Facebook followers	Above 14,000		14,000		
Twitter followers	Above 9,500		9,466		Within target range at Q2
Instagram followers	Above 1,700		1,794		
You Tube subscribers	Above 350		377		
Linked In	Above 2500		2,677		
Website hits	Above 500,000				Annual collection

This page is intentionally left blank

For publication

Period 5 Budget Monitoring Report 2023/24

Meeting:	Cabinet
Date:	14 November 2023
Cabinet portfolio:	Deputy Leader
Directorate:	Finance

1.0 Purpose of report

- 1.1 To provide Cabinet with an assessment of the Council's forecast outturn position for the General Fund Revenue Account and Capital Programme based on activity to the end of period 5 (August 2023).
- 1.2 To meet the requirement in the Financial Procedure Rules to provide Council with regular updates on the Council's financial position.
- 1.3 Effective budget monitoring and forecasting will be critical to understanding the budget pressures and ensuring that there are appropriate plans in place to manage and mitigate financial risks.

2.0 Recommendations

- 2.1 To note the forecast position of the General Fund Revenue Account at the close of period 5 for the financial year 2023/24 and the continuing uncertainty associated with the outturn forecast resulting from the significant inflationary and demand led cost pressures.
- 2.2 To support the strategy for achieving, as a minimum, a balanced budget outturn position for the financial year 2023/24.
- 2.3 To note the General Fund Capital Programme expenditure forecast for period 5 2023/24.

3.0 Reasons for recommendations

- 3.1 This periodic monitoring report summarises the current assessment of the Council's forecast outturn and sets out the active management mitigations to be progressed to balance the 2023/24 budget. It also provides a robust basis for medium term financial planning.

- 3.2 This is the second formal monitoring report for the 2023/24 financial year and comes at a time when the Council is experiencing financial pressures due to the current economic situation, cost and pay inflation and the ongoing impact of the Covid-19 pandemic and the cost-of-living crisis.

4.0 Report Details

Background

- 4.1 Like all local authorities, Chesterfield Borough Council continues to face significant financial challenges, uncertainty and volatility. The sustained period of austerity since 2010, the ongoing risks and uncertainties over future funding arrangements, the budgetary impacts of the Covid-19 pandemic and a sustained period of exceptionally high inflation, have all impacted on the Council's financial position.
- 4.2 Consumer Price Index inflation (CPI) in the UK economy peaked at 11.1% in October 2022 and although this has reduced to 6.7% for the twelve months to September 2023, CPI is now forecast to stay higher for longer than the Chancellor originally set in his budget forecasts. This continues to drive upward pressure across a range of expenditure budgets.
- 4.3 In response to these challenges, the Council has already made significant savings over many years and taken steps to manage demand and deliver services in the most economic, efficient, and effective way.
- 4.4 The financial impact of Covid-19 and the cost-of-living crisis on Council services has been and continues to be significant, resulting in new cost pressures and reductions in income, particularly in areas such as car parking, markets and town centre retail units. Income remains significantly below pre-pandemic levels and may never fully recover.
- 4.5 The Local Government Employers pay offer, which was made in February 2023 and has now been accepted, set out an increase for 'Green Book' employees of £1,925. This equates to a circa 5.6% increase in the 2023/24 pay budget. The 2023/24 base budget included provision for 4% pay award this year. The additional 1.6% required will create a pressure of up to **£300k**.
- 4.6 It is also of significant concern that details of how the Government intends to fund local authorities, post the 2023/24 financial year, remain uncertain, which makes medium term financial planning highly unpredictable.
- 4.7 The Council approved the General Fund Revenue Budget for 2023/24 on 22 February 2023. The budget was constructed in accordance with the Council's budget principles and the 2023/24 budget was balanced with the use of **£1.000m** from the Budget Risk Reserve. This was to enable the Council to take a more strategic approach to reviewing priorities and managing the gaps over the medium term.

- 4.8 The use of reserves in this way is in line with the Government's expectations. The Department for Levelling Up, Housing and Communities (DLUHC) encouraged "local authorities to consider how they can use their reserves to maintain services in the face of immediate inflationary pressures." The Government also outlined that it would consult with "trusted partners" including the Local Government Association, on releasing data on reserves held by councils.
- 4.9 Whilst the Local Government Finance Act 1992 required the Council to set a legal budget and Council Tax precept for the coming financial year i.e., 2023/24, the Council was not in a position to set a balanced Medium Term Financial Plan (MTFP) over the 4-year period.
- 4.10 Whilst there is no legal requirement to set a balanced MTFP, this is considered good practice. However, the most recent Autumn Statement and anticipated government funding still leaves the overall resource equation uncertain with the reforms to local government funding delayed further until at least 2025/26.
- 4.11 Given the size and scale of the financial challenge, it was recognised that the 2024/25 budget setting process would require an early focus to allow maximum time for the development and delivery of future budget savings.
- 4.12 The Council's Budget Strategy was approved by Council on 19 July 2023. This report set out the current assumptions which underpin the General Fund revenue element of the MTFP, the priority work that needs to be undertaken over the coming months, and a strategic framework for delivering the savings that will be needed to achieve a balanced budget for 2024/25 and over the medium-term.

Efficient and Robust Budget Management and Control

- 4.13 Effective budget monitoring and forecasting will be critical to understanding emerging budget pressures and ensuring that appropriate plans are implemented to manage and mitigate in-year financial risks. In-year financial management processes have been enhanced and strengthened across the Council. The new processes have been rolled out to budget managers in June 2023 for period 2 (May 2023). The period 5 (August 2023) budget monitoring position and year-end forecasts is the second formal reporting based on the enhanced process.
- 4.14 Budget holders are responsible for ensuring that services are delivered within budget and for taking early management actions to resolve emerging financial issues. They are also responsible for ensuring external income is maximised for their service and seeking out new opportunities to generate income.
- 4.15 The MTFP assumes the delivery of **£1.035m** of new savings that were approved as part of the 2023/24 budget process. Savings have been captured and coded within Service Budgets. This will ensure accountability for the

delivery of the saving and enable budget managers to monitor more accurately to ensure delivery. Savings implementation plans have been completed where appropriate and validation of existing savings plans will form part of the monthly budget monitoring exercise.

- 4.16 The period 3 forecast was reported to Cabinet on 19 September 2023 and presented an adverse position of **£774k** on the Council's net revenue budget of **£12.5m**. This was based on activity to the end of June together with projected trends in income and expenditures. The report reconfirmed the Council's commitment to delivering services within the approved budget with the Corporate Leadership Team (CLT) working collectively with budget managers to agree clear, robust and immediate management action plans to address the adverse forecast.

General Fund Revenue Account 2023/24 – Estimated Outturn Position (based on period 5 – August 2023)

- 4.17 The estimated outturn position for the financial year 2023/24 is driven by unprecedented and unpredicted inflationary pressures upon pay and contracts together with the long-term impacts upon service demands and income from the Covid pandemic and the cost-of-living crisis.
- 4.18 At the end of period 5, there is a forecast adverse position of **£334k** on the Council's net revenue budget of **£12.5m**. This is an improvement of **£440k** from the previously reported period 3 position. The period 5 forecast is based on activity to the end of August together with projected trends in income and expenditure.
- 4.19 The following table includes a summary of the key variances. Further details are set out in the sections below.

Service/ Area	Period 3 Variance £'000	Period 5 Variance £'000	Movement between period 3 and 5 £'000
Chief Executives / Corporate	0	(50)	(50)
Development Control	(200)	0	200
Innovation Centres/ Industrial units/ Commercial properties	(121)	(216)	(95)
Town Centre Properties	77	95	18
Pavements – income reduction and non-recovery of service charge	465	551	86
Asset Management	(72)	(201)	(129)
Economic Growth	149	229	80
Finance	0	(2)	(2)
Customer Services/ Revenues	(35)	(31)	4
Human Resources/ Organisational Development/ Payroll	(39)	(23)	16
ICT	306	306	0

Digital, Customer and HR	232	252	20
Housing	33	(76)	(109)
Waste (domestic / recycling / commercial)	550	527	(23)
Car Parks net income reduction	463	122	(341)
Markets - Market Hall/ Open Markets/ Catering	46	22	(24)
Leisure Centres	(154)	(259)	(105)
Net other (Cultural and other)	142	119	(23)
Leisure, Culture and Community Wellbeing	1,047	531	(516)
	(137)	Now included within Service budgets	137
Salaries			
Inflation Contingency	(550)	(550)	0
Total variance	774	334	(440)

- **Corporate/ CEX** – forecast saving in relation to the vacancy of a senior management post.
- **Economic Growth** – Overall Economic Growth is reporting a budget variance of **£229k**. There has been a reduction in forecast Planning income of **c£200k** - the previous forecast included additional planning income of **£200k** from schemes which were anticipated would be submitted in 2022/23 but were expected in 2023/24. The assumptions have now been reviewed based on the latest information on scheme progression and the forecast has been reduced to **£85k**. There has also been a reduction (**£35k**) in planning activity due to the general economic downturn. In addition, the **£50k** saving in relation to the increase in planning fees will now not be delivered in 2023/24 due to a delayed implementation date of 1 April 2024.

There is an increase forecast surplus from the Commercial Property portfolio, mainly due to success of Waterside units, where all units are now fully let, showing increase in income against budget. This has been partially offset by an under-performance at Venture House and reduction in income from Industrial Units due to the general rise in void rates across the portfolio.

Net rental income from the Pavements Shopping Centre is **£551k** lower than assumed together with increase costs from non-recovery of service charges and business rates. This is due to the renegotiation of leases to retain tenants and non-renewal of leases. Town Centre units are also seeing increased void rates which has impacted on rental income, service charges and business rates. A further assessment of void properties is being undertaken to understand the longer-term impact.

A number of vacant posts are being held within Property and Technical pending a restructure which have generated forecast savings of **£233k**.

- **Digital, Customer and Human Resources** – Overall the directorate is reporting a net budget pressure of **£252k**. The main variance relates to net

additional ICT costs of **£306k** due, in part, to increase contract and licence costs. In addition, the budget assumed the capitalisation of on premises computing infrastructure and licence costs which are now cloud hosted. In accordance with recent accounting changes, expenditure of this type must now be charged to revenue and not capital. The net overspend in this area assumes that some costs will be recharged to the Housing Revenue Account and others will meet the criteria for the use of capital receipts flexibility. Further urgent work is ongoing to provide a shared understanding of the Council's ICT requirements, further options to address the overspending and the impact on future years budgets. No new pressures were included within the 2023/24 budget for ICT.

Forecast underspending in Customer Services, Revenues, Human Resources and Organisational Development, relate mainly to a projected underspending in salary costs due to a number of vacancies in these areas.

- **General Fund Housing** – There is an overall favourable variance of **£76k** in General Fund Housing Services. There are pressures of **£33k** relating to additional spend for the eviction of travellers and enforcement activity in relation to private sector landlords, which have been more than offset by net savings on vacant posts.
- **Leisure, Culture and Community Wellbeing** – Overall this directorate is reporting a pressure of **£531k** which is an improvement of **£516k** from the previous forecast at period 3.

The main variances relate to increases in all waste contracts, particularly recycling where the contract is based on a cost-plus CPI indexation. The inflation contingency was set up to cover this cost. The forecast has reduced slightly from period 3 due to reduced operating costs.

There is a net reduction in car parking income of **£122k** (mostly surface parking) which is over and above the **£400k** pressure included in the 2023/24 budget. Income from all car parks is lower than expected due to the longer than expected recovery of the economy post pandemic and the ongoing economic impact on town centre footfall (the impact of cost inflation on shopping habits and higher fuel prices). However, the parking forecast has improved by **£341k**, from that reported at period 3, mainly due to the inclusion of the increased parking charge from 1 November 2023, as agreed at Cabinet in September 2023. The overall improved position has also been helped by the reduction in Business Rates charges for car parks due to the revaluation of Business Rates as at 1 April 2023.

There are favourable variances in relation to Leisure of **£259k**, which has increased by **£105k** from period 3. This is mainly in relation to the receipt of the **£152k** Leisure Centre Support grant to support energy costs.

- **Inflation Contingency** - In constructing the budget for 2023/24, priority was given to funding existing and emerging service pressures. The inclusion of an inflation contingency of **£550k** in 2023/24, rising to **£650k** from 2024/25,

provides some flexibility to cover additional pressures. There is an expectation that this will be used to offset the inflationary increase in the waste and recycling contracts. However, this will leave no flexibility to fund inflationary pressures in ICT and other areas. At present, the balance on the contingency has been used to offset the overall forecast adverse variance.

- **Salary forecasts.** Period 3 included a corporate assessment of savings from vacant posts. These have now been included within service forecasts.

It should be noted that the budget assumes a 4% pay award for 2023/24. This is insufficient to cover the actual pay award which is in excess of 5.6% - leading to an additional pay pressure of up to **£300k**. This additional cost is not included within the forecasts for period 5.

Actions to Balance 2023/24

- 4.20 The Council is committed to delivering services within the approved budget and the Corporate Leadership Team (CLT) have been working collectively with budget managers to agree clear, robust and immediate management action plans to address the adverse forecast.
- 4.21 Despite an improved position, the period 5 projected adverse position of **£334k** is still a concern. It should be noted that this position excludes the impact of the national pay award, which has recently been agreed.
- 4.22 Failure to balance the in-year budget would increase the pressure on our MTFP and significantly deplete reserves. There are financial challenges for the future at a scale not seen before and having to use reserves to fund a gap at the current estimated level would have a significant impact on the ability of the Council to balance future years.
- 4.23 CLT and budget managers will continue to work with Cabinet Members towards delivering balanced budget, as a minimum. Activities will include:
- Forensic focus on budgetary control - to continue to work with services to minimise spending and identify savings.
 - Deep dive / spotlight reviews on income from fees and charges, to review these on a regular basis to ensure that wherever possible the cost-of-service delivery is recovered and to take account of emerging factors including the prevailing economic conditions.
 - Maximising the use of grant funding and substituting revenue funding with that received from other sources where appropriate.
 - Robust and effective vacancy control measures.
 - Review of reserves and provisions balances and annual contributions.
- 4.24 In view of the financial pressure the Council is under, there will need to be a reduction in the Council's workforce. There are a number of vacant posts already in the system and a review of these is underway. These vacancies are being held for a number of reasons, for example, pending a restructure and difficulty in recruiting to certain posts, and some have been held vacant for a

period of time. This review will help us to understand if any of the vacant posts can be easily removed from the establishment. The removal of vacant posts alone will not provide the level of ongoing savings that are required.

- 4.25 On 18 July 2023, Joint Cabinet and Employment and General Committee approved a new voluntary redundancy and voluntary early retirement scheme, to be open between 27 July 2023 and 15 September 2023 which will support the Council in meeting its future savings targets from 2024 onwards. Depending on the take up of this scheme there may be some savings which will impact in 2023/24.
- 4.26 Period 6 forecast will be presented to CLT in November and depending on the outcome, may require further strengthening of spending controls and enhanced measures to address the forecast overspend including those actions which would require policy decisions or further approvals.

Financial Resilience and Reserves

- 4.27 Reserves are an important part of the Council's financial strategy and are held to create long-term financial stability. They enable the Council to manage change and are a key element of its financial standing and resilience. The Council's key sources of funding face an uncertain future and the Council therefore holds earmarked and unearmarked reserves and a working balance to mitigate future financial risks.
- 4.28 The General Fund Working Balance has been set at **£1.5m** and is informed by a detailed risk assessment undertaken as part of the annual budget setting process. The on-going financial risks set out in this report suggest it imprudent to consider reducing this amount.
- 4.29 In addition to the General Fund Working Balance the Council maintains several other reserves. Earmarked reserves, by their very nature, are set aside and committed for specific purposes, such as property repairs and vehicle & plant replacements.
- 4.30 The Council has also previously established a Budget Risk Reserve, as a supplement to the General Fund Working Balance, to provide a further contingency for unforeseen items. A full review of reserves is underway, and a refreshed Reserves Policy will be considered as part of the MTFP in February 2024, with a view to strengthening the Budget Risk Reserve. As part of the Budget Strategy report in July 2023, Council approved the repurposing of **£1m** from the Business Rates Reserve to replenish the Budget Risk Reserve in 2023/24.

General Fund Capital Programme 2023/24

- 4.31 This section of the report provides an update of the Council's 2023/24 General Fund Capital Programme performance.
- 4.32 Regular financial reporting of the Capital Programme is an essential component of good financial management. It enables effective decision

making in relation to the funding of the programme and treasury management arrangements.

- 4.33 In February 2023 Council approved a 2023/24 Capital Programme of **£21.343m**. However, this has now been updated to reflect slippage of **£6.064m** from 2022/23 into 2023/24 which was reported as part of the Budget Outturn report to Council in July 2023. The details are set out below:
- Stephenson Memorial Hall (£1.666m) – re-phasing of the budget, as approved by the Department of Levelling up, Housing and Communities (DLUHC), with more works due in 2023/24 and 2024/25 than originally estimated. There is no change to the expected completion date for the project.
 - Hollis Lane Link Road Phase 1 (£1.318m) – re-phasing of the scheme contribution to Derbyshire County Council as more works now due in 2023/24 than originally expected.
 - Staveley 21 (£611k) – re-phasing of the budget with more works now due in 2023/24 than originally expected.
 - Waterside Basin Square Development (£1.399m) – re-phasing of the budget into 2023/24.
- 4.34 In addition, **£123k** has been included in the Programme in respect of the Tennis Courts at King George V Park. This scheme is to be funded from Lawn Tennis Association Grant (£63k) and Community Infrastructure Levy contributions (£60k), as approved by Cabinet on 21st June 2022.
- 4.35 To period 5, actual expenditure in the General Fund Capital Programme is **£1.750m**, which represents circa **6%** of the full year forecast. However, it is too early to project the full impact on the profile of spend for individual schemes. This is particularly difficult given the current climate of high inflationary pressures, supply chain issues and volatile and rising interest rates, all of which can have significant adverse implication for project delivery, affordability and value for money in relation to current and planned schemes.

5 Alternative options

- 5.1 There are no alternative options. Effective budget monitoring and forecasting will be critical to understanding the budget pressures and ensuring that there are appropriate plans in place to manage and mitigate financial risks.

6 Implications for consideration – Financial and value for money

- 6.1 The report in its entirety considers the financial and value for money implications of maintaining balanced General Fund Revenue and Capital Programme budgets whilst ensuring sufficient resources are available to enable the Council to deliver on its agreed priorities and objectives.

7 Implications for consideration – Legal

- 7.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget. Further work is required over the coming months to be able to set a balanced budget for 2024/25.

8 Implications for consideration – Human resources

- 8.1 There are no human resource implications to consider in this report.

9 Implications for consideration – Council Plan

- 9.1 Every effort has been made to maintain the General Fund Revenue and Capital Programmes at levels that enable the Council to continue to deliver on the priorities and objectives that it has set itself in the of the Council Plan.
- 9.2 The maintenance of adequate General Fund Revenue reserves and provisions over the medium term is also essential in demonstrating delivery against the third Council Plan priority of delivering value for money services.

10 Implications for consideration – Climate Change

- 10.1 Climate Change is a key consideration in the development of the MTFP. Climate Change Impact Assessments are undertaken for specific spending options and activities and form a key part of informed decision making. The MTFP also makes a significant positive climate change commitment through the allocation of mainstream funding to provide the staffing resources and project funds required to support delivery of the Council's Climate Change Strategy and Action Plan.

11 Implications for consideration – Equality and diversity

- 11.1 Equality and diversity are a key consideration in the development of the MTFP. Equality Impact Assessments are undertaken for specific spending options and activities and form a key part of informed decision making.

12 Implications for consideration – Risk management

- 12.1 There are a number of significant risks inherent in any budget forecasting exercise and these risks increase as the period covered increases. A critical element to achieving long term financial sustainability is to ensure savings proposals included within the budget are delivered. As we move into the development of savings and income generation proposals, budget holders will be required to properly quantify and qualify all risks associated with the delivery and implementation of proposals to avoid underachievement. Detailed implementation plans will be required for each proposal.

Document information

Report authors	Contact number/email
Theresa Channell Karen Ludditt	Theresa.channell@chesterfield.gov.uk Karen. Ludditt@chesterfield.gov.uk
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
This must be made available to the public for up to 4 years.	
Appendices to the report	

This page is intentionally left blank

For publication

Budget Strategy Implementation Plan

Meeting:	Cabinet
Date:	14 November 2023
Cabinet portfolio:	Leader of the Council
Directorate:	Finance
For publication	

1.0 Purpose of report

- 1.1 The purpose of this report is to set out the next stages in the Council's plans to achieve a balanced budget for 2024/25 and for developing the Medium-Term Financial Plan (MTFP) through to 2027/28 and to enable public engagement and consultation to commence. The report leads on from the Council's Budget Strategy that was approved by Cabinet and Council in July.
- 1.2 Further work will be needed to produce a legally balanced budget for 2024/25 and is likely to result in further budget proposals needing to be identified. The responses to the consultation will be considered and any proposed changes will be agreed by Cabinet in February 2024.

2.0 Recommendations

- 2.1 To note the financial operating context, updated budget assumptions and the current MTFP gaps.
- 2.2 To authorise officers to progress with the delivery of the operational savings proposals set out in the budget strategy implementation plan – stage 1 (**Paragraph 3.29** and **Appendix A**).
- 2.3 To approve in principle the proposals set out in the budget strategy implementation plan – stage 2 (**Paragraphs 3.30** and **Appendix B**).
- 2.4 To authorise officers to progress the development of the proposals through to appropriate decision-making, in line with the Council's constitution and statutory requirements, including carrying out more specific engagement and consultation activities where required by law and best practice to inform the development of proposals prior to decision making.

- 2.5 To approve the launch of a Budget Conversation with residents, businesses, and stakeholders across the borough to set out the challenges that the Council is facing and to seek feedback on the proposed strategic approach to achieving a balanced budget for 2024/25 and over the period of the MTFP.

3.0 Reasons for recommendations

- 3.1 To respond to the scale of the challenging financial environment within which the Council is operating and to enable the Council to work towards developing a balanced 2024/25 budget and MTFP, which will support the Council to continue to deliver against the visions and priorities set out in the Council Plan.

4.0 Report Details

Background

- 4.1 Like all local authorities, Chesterfield Borough Council continues to face significant financial challenges. The sustained period of austerity since 2010, the ongoing risks and uncertainties over future funding arrangements, the budgetary impacts of the Covid-19 pandemic, the cost-of-living crisis and a sustained period of exceptionally high inflation, have all impacted on the Council's financial position.
- 4.2 In response to these challenges, the Council has already made significant savings over many years and taken steps to manage demand and deliver services in the most economic, efficient, and effective way. It is against this context that the Council must now develop its approach to balancing the 2024/25 budget and to achieving the same over the period of the MTFP. This report covers the General Fund revenue budget, which is one part of a suite of budget reports which together make up the MTFP.
- 4.3 The financial impact of Covid-19 and the cost-of-living crisis on Council services has been and continues to be significant, resulting in new cost pressures and reductions in income, particularly in areas such as car parking, markets and town centre retail units. Income remains significantly below pre-pandemic levels and may never fully recover.
- 4.4 These challenges are exacerbated by the uncertainty of future financial settlements for local government and how available funding will be shared. Local authorities continue to be provided with one-year financial settlements, which provide little financial certainty and security.
- 4.5 Longer-term reform of local government funding has been delayed until the next Parliament and a structural solution is needed to meet the many statutory duties and demands placed on local authorities. Local authorities continue to lobby strongly for a long term sustainable financial settlement, but it is becoming less likely that this will occur in the short term.

4.6 Recent analysis by the Local Government Association (LGA) reveals that Councils in England face a funding gap of £4 billion over the next two years. This is a £1 billion increase since the LGA's initial analysis in July 2023 as cost and demand pressures continue to rise:

Councils are facing an "inflationary storm" which is adding unsustainable costs onto council budgets. Some councils have warned these costs are threatening their financial sustainability, not least because councils have already absorbed a 27 per cent real terms cut in core spending power since 2010/11.

Budget Strategy

4.7 The Council's Budget Strategy was approved by Council on 19 July 2023. This report set out the assumptions which underpinned the General Fund revenue element of the MTFP at that time, the priority work that needed to be undertaken to establish new and emerging service pressures, and a strategic framework for delivering the savings that would be needed to achieve a balanced budget for 2024/25 and over the medium-term.

4.8 The Budget Strategy report set out the need to drive out savings of at least **£2.5m** at pace, within a framework that was prudent, responsible, and sustainable, and optimised to secure savings in the short- and medium-term to reduce and remove reliance on reserves, stabilising the Council's financial position and establishing affordability of Council services.

4.9 A detailed approach to addressing the £2.5m budget gap has been worked through with the Council's Corporate Leadership Team (CLT) and Labour Cabinet members over the past few months drawing on the thematic interventions set out in the Budget Strategy. These interrelated interventions were designed to support the development of proposals that would enable a balanced budget to be achieved whilst also providing information to enable the Council to reconsider how best to continue to deliver the priorities and outcomes in the Council Plan within the available resources. The themes are:

- Identifying General Efficiencies
- Increasing Income and Establishing Stronger Commercial Operating Principles
- Transforming how we Deliver Services
- Reducing Service Offers / Stop Doing – Statutory and Non-Statutory Services
- Rightsizing the Organisation
- Asset Rationalisation and Effective Asset Management

Updating our Budget Assumptions and Service Pressures

4.10 It is extremely difficult to estimate how future inflation and other global events will impact on local authorities. However, we are required by law to

set a balanced budget and to build our MTFP with the best information that is available and in the full knowledge of the risks and uncertainties involved.

- 4.11 There are a number of key factors that will influence and shape the next phase of the budget process. The Provisional Local Government Settlement expected in December 2023 should provide greater certainty around funding levels.
- 4.12 A General Election is due to take place no later than 28 January 2025 and as a consequence Local Government Finance reform, originally due to be implemented from April 2020, has been pushed back until at least April 2025. However, due to the time required for the reforms to be consulted on and implemented by a new Government, it is more likely that the reforms will be delayed until April 2026.
- 4.13 Therefore, it should be noted that the updated MTFP position set out in this report is subject to considerable uncertainty. As with all estimates and assumptions, there is an inherent risk that they may not be accurate. The financial position will continue to be monitored with the estimates and assumptions reviewed and updated throughout the budget setting process. These will be finalised once the provisional Local Government Settlement is announced which is expected in December following the Autumn Statement, which is scheduled for 22 November 2023.
- 4.14 However, where possible work has been undertaken to check and challenge budget assumptions and identify new and emerging service pressures for 2024/25, and over the term of the MTFP, in light of new information and the volatile environment in which the Council is operating. This work is important to enable the budget gaps to be updated and ensure that the size and scale of the gaps represent the best estimates of the level of savings that will need to be delivered. The following paragraphs set out the updated assumptions.
- **Funding Assumptions** - An indicative level of funding for 2024/25 was set out in 2023/24 Local Government Finance Settlement published in February 2023. Assumptions on funding have been reviewed for the purposes of the MTFP update but remain uncertain.
 - New Homes Bonus (NHB) - At the time, the 2023/24 settlement was published the Government committed to consulting on a review of the NHB scheme and as such, the MTFP assumed no NHB past 2023/24. No consultation has taken place. For the purpose of the updated MTFP it is therefore assumed a further payment of NHB will be made in 2024/25 (£423k) and 2025/26 (£300k) based on an initial assessment from the Council Taxbase (CTB1) return.
 - Other Grants, Business Rates, Section 31 Grants and Pooling - The assumed CPI uplift on Business Rates/S31/Top Up Grant funding has been increased to 6.5%. The revised assumptions benefit the forecasts

by **£350k** of additional grant income in 2024/25 and £250k in 2025/26. In addition, Chesterfield is a member of the Derbyshire Business Rates Pool and, based on the indicative figures for 2023/24, the return from the Pool has been increased by a further **£250k** for 2024/25 reducing to **£100k** in 2025/26.

The Government have recently published a consultation covering the technical adjustments to the Business Rates Retention System in response to the Non-Domestic Rating Bill which outlines changes to the ways that business rates multipliers will be calculated and could be implemented from 2024/25. The Council is required to finalise its Business Rates estimates for 2024/25, including the surplus or deficit for 2023/24 by 31 January 2024 and any adjustments will be included in the final General Fund revenue budget report to Council in February 2024.

- Council Tax - The Settlement for 2023/24 confirmed referendum levels for 2023/24 and for 2024/25. District Councils are permitted to increase their share of the Council Tax by the greater of up to 3% or £5 without triggering the need to hold a referendum. The 2024/25 assumptions have been updated to reflect the trigger level for 2024/25 which provides an additional **£57k** of income.

It is important to note that the Government assumes in the Core Spending Power (CSP) calculation that councils will increase Council Tax to the maximum allowed level. If the Council, therefore, does not implement at the maximum level, then its spending power would be reduced going forward with no funding from Government to mitigate this.

- **Non-Pay Inflation** - The Consumer Price Index inflation (CPI) in the UK economy peaked at 11.1% in October 2022 and although this has reduced to 6.7% for the twelve months to September 2023, CPI is now forecast to stay higher for longer than the Chancellor originally set out in his budget forecasts.

The MTFP assumed no general price inflation within the estimates other than pay and annual inflationary increases to contractual commitments particularly in relation to the indexation of the refuse and recycling contracts which are based on a cost-plus CPI indexation for the prevailing rate of CPI in March and is applied from May. We are also seeing significant increases in our ICT software licence agreements which are also linked to CPI.

Due to the high levels of uncertainty and volatility the MTFP recommended that **£550k** be set aside in a central contingency for inflationary increases in 2023/24 with an additional **£100k** in 2024/25 to accommodate further increases, to be allocated to services in-year once the estimates became more certain. These have now been quantified and **£929k** has been included within the base estimates for 2024/25 and the **£650k**

contingency has therefore been removed. The net impact of the inflationary pressure is **£279k**.

- **Pay Inflation** - The 2023/24 base budget included a 4% assumption for pay inflation. However, at the end of February 2023, after the Council had set its budget, the Local Government Employers made an offer which significantly exceeded this. Local government trade unions have now accepted this offer of a flat rate of **£1,925** per annum increase for the majority of council employees under 'green book' conditions. This results in an average 5.6% pay increase for council staff, with the percentage increase being greater for lower paid employees. The additional 1.6% over the 2023/24 budgeted sum will result in an additional **c£300k** cost pressure in year and in the 2024/25 base budget.

The MTFP for 2024/25 currently assumes a pay increase of 2% for all years. This level of provision is likely to be insufficient due to the concerns that inflation may reduce slower than originally forecast. To mitigate this risk the forecast for pay inflation has been increased from 2% to 3%, which has resulted in an additional forecast pressure of **£200k** in the 2024/25 base budget.

Service Pressures

- 4.15 The budget assumptions have been reviewed and updated to take account of known changes, new and emerging service pressures, and inflationary increases. These have been included based on the latest forecasts, however there are risks that these may in time materialise differently to that assumed. An assessment of the 2023/24 in year budget has also necessitated the inclusion of pressures to reflect shortfalls of income and the need for additional funding to meet demand and inflationary increases.
- 4.16 Emerging service pressures of **£2.137m** in 2024/25 rising to **£2.340m** by 2027/28 have been identified within services. **Table 1** sets out a summary of the pressures and further details are set out below.

Table 1: Net New Service Pressures				
Pressure Type	MTFP Impact			
	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Demand - reduced income	850	960	1,040	1,140
Demand – cost pressures	481	345	194	198
New Requirements	530	546	547	548
Other	277	307	254	454
Total Net Service Pressures	2,137	2,158	2,035	2,340

- 4.17 Demand - reduced Income – An indicative budget pressure is included in the draft revenue budget for 2024/25 to reflect the income shortfalls that we are seeing particularly in relation to the Pavements shopping centre and other town centre commercial and retail property (**£740k**) due to increased void rates which has impacted on rental, service charge and business rates income. There is also a further anticipated budget reduction in car parking income (**£110k**) which is over and above the £400k pressure included in the 2023/24 base budget. Income from all car parks is lower than expected due to the longer than expected recovery of the economy post pandemic and the ongoing economic impact on town centre footfall (i.e., the impact of cost inflation on shopping habits and fuel prices).
- 4.18 Demand - cost pressures – These relate mainly to the homelessness service (**£100k**) which is under significant pressure from the increased use of bed and breakfast temporary accommodation, increased costs in relation to private sector housing enforcement activity (**£40k**) and additional resources required within the revenues and benefits service (**£194k**) due to Government delays in implementing universal credit migration. Additional pressures are also emerging within the ICT service (**£128k**) relating to data storage and cloud infrastructure costs.
- 4.19 New Requirements – These relate primarily to new and enhanced software requirements within the ICT service (**£500k**) particularly in relation to elections mobile functionality, egress secure data transfer, Salesforce and MuleSoft applications. An assumption has been made that **£334k** of ICT costs are transformational in nature i.e., they will either generate further savings or future cost avoidance and therefore meet the criteria for the use of capital receipts flexibility.
- 4.20 Other Pressures – These include additional financing costs, primarily due to increases in interest rates, particularly on short term variable rate loans, partially offset by the increased income from our investments (**£120k**). There has also been a realignment of cultural services budgets (**£156k**) due to the closure of the Pomegranate Theatre in June 2023 in preparation for the Stephenson Memorial Hall restoration project.

Updated Budget Gap

- 4.21 The Council approved the General Fund Revenue Budget for 2023/24 on 23 February 2023. The 2023/24 budget was balanced with the use of **£1.000m** from the budget risk reserve. The use of reserves in this way was in line with the Government's expectations. DLUHC encouraged "*local authorities to consider how they can use their reserves to maintain services in the face of immediate inflationary pressures*". The Government also outlined that it would consult with "*trusted partners*" including the Local Government Association, on releasing data on reserves held by councils.

- 4.22 Whilst the Local Government Finance Act 1992 required the Council to set a legal budget and Council Tax precept for the financial year 2023/24, the Council was not in a position to set a balanced MTFP over the 4-year period. There were significant gaps in the MTFP of **£2.535m** in 2024/25 rising to **£3.408m** in 2026/27.
- 4.23 The updated budget assumptions and service pressures set out in **paragraphs 4.14 to 4.20** of this report have increased the budget gap to **£4.066m** in 2024/25 rising to **£5.941m** in 2025/26, with further significant increases in future financial years. However, there are significant risks in forecasting past the 2024/25 financial year as the continuing uncertainty around the level of Government funding that local authorities will receive makes medium and long-term financial planning almost impossible. The gaps will be updated following the announcement of the Provisional and Final Settlements for 2024/25.
- 4.24 Whilst there is no legal requirement to set a balanced MTFP, this is considered good practice. However, the introduction of the expected fair funding reforms, which are expected to consider how Government funding is best redistributed to areas of need, still do not have a confirmed implementation date. The impact of this will remain unknown until further information is provided. This means that how much funding the Council can expect to receive from Government over the medium term continues to remain speculative beyond the next financial year.
- 4.25 Given the size and scale of the financial challenge referenced in **paragraph 4.23**, it is acknowledged that the Council will not be in a position to set a balanced MTFP over the 4-year period. Instead, the Council will need to focus on the delivery of ongoing, sustainable savings in the current financial year and in 2024/25 that will go some way to addressing the gaps in future financial years.
- 4.26 The 2025/26 budget process will, therefore, require an early focus to allow maximum time for the development and delivery of future budget savings. There are likely to be more difficult decisions for the Council to make.

Budget Strategy Implementation Plan - Savings proposals

- 4.27 Given the considerable size of the budget gaps all Council services, corporate and front line, were asked to develop savings proposals in relation to each of the 5 thematic interventions set out within the Council's Budget Strategy.
- 4.28 The resulting implementation plan has been split into 2 stages, as set out in the following paragraphs.
- 4.29 **Stage 1** – These are largely officer operational decisions or decisions delegated to Cabinet members. These are proposals that will have little or no impact on service delivery and limited policy implications if at all. They

are as a direct result of in year budget reviews, the appropriate charging out of service costs to grant funding or bespoke reserves, services' behaving more commercially or implementation of limited service transformation measures.

£539k of new Stage 1 savings proposals have been included within the draft MTFP. Some of these proposals are one off and, as such, will fall out in future financial years. The ongoing impact of these savings proposals is **£269k** in 2027/28. Details of the individual proposals are set out in **Appendix A**.

£269k of the Stage 1 savings relate to the further funding of Economic Development activity through Retained Business Rates for a period of 2 years. This is in accordance with the Business Rates Retention policy for Markham Vale Enterprise Zone in relation to three key programme areas for investment: key projects delivery, economic growth activities and skills activities.

- 4.30 **Stage 2** – These are savings proposals that require further development, including engagement or consultation with service users, stakeholders, staff, and trade unions. Officers will be required to progress the development of the proposals through to appropriate decision-making, in line with the Council's constitution, including carrying out specific engagement and consultation activities as required to support decision making.

It is not possible to accurately quantify the level of savings that will be delivered from these proposals until the reviews have been undertaken and the details have been confirmed. It is therefore prudent to indicate the likely annual financial benefit in ranges. These have been set at; up to £10k; £10 to £50k; £50 to £100k; £100 to £200k; +£200k.

Appendix B sets out the range of potential savings to be delivered, of between **£1.690m** and **£2.460m**. Some of the proposals may be one off and, as such, will fall out in future financial years, others will not be implemented in full in 2024/25.

- 4.31 The Rightsizing the organisation theme in **Appendix B** references the Voluntary Redundancy / Voluntary Early Retirement (VR/ VER) Scheme, which was launched on 27 July and open to all employees until 15 September. The appendix includes the additional savings that are estimated as a result of the opportunities that have been identified through this scheme. Some of the individual saving proposals set out in Stage 1 and 2 will be dependent on the outcome of these decisions.
- 4.32 Employee costs are one of the biggest financial cost drivers in the Council's financial plans, with budgets in excess of £21m in 2023/24. Recent and forecast pay awards have contributed to the significant budget gaps now evident in the MTFP. There are a number of vacant posts already in the system and a review of these is underway. These vacancies are being held

for a number of reasons, for example, pending a restructure or because of difficulty in recruiting to certain posts, and some have been held vacant for a period of time. This review will help us to understand if any of the vacant posts can be easily removed from the establishment.

- 4.33 In addition to the VR/ VER and the removal of vacant posts, the Council are currently scoping a review of the terms and conditions (T&C's) of Council staff. The purpose of the review would be to create a set of T&C's that are more fitted to the Council's business needs whilst also providing the opportunity to deliver savings.

Budget Conversation

- 4.34 The Council will engage with residents and stakeholders on an ongoing basis through Stage 2 of the afore-mentioned process. This will take the form of a 'budget conversation' which will be launched in November, initially providing a general update on the Council's budget, and capturing feedback on the thematic interventions and the generality of the savings proposals via a questionnaire. There will also be focussed pieces of consultation and engagement on specific savings proposals with relevant stakeholder audiences throughout the budget conversation process. A budget conversation webpage will also be established with key information.

Impact on the gap

- 4.35 The inclusion of the Stage 1 savings proposals of **£539k** set out in **paragraphs 4.29** of this report would reduce the budget gap to **£3.527m** in 2024/25 and **£5.412m** in 2025/26.
- 4.36 The Stage 2 proposals are likely to drive out savings of between **£1.690m** and **£2.460m** and, even at the top end of the range, these are still insufficient to address the gap for 2024/25. Further ongoing, sustainable savings proposals will need to be put forward at pace to address the gap for 2024/25.

Financial Resilience and Reserves

- 4.37 Reserves are an important part of the Council's financial strategy and are held to create long-term financial stability. They enable the Council to manage change and are a key element of its financial standing and resilience. The Council's key sources of funding face an uncertain future and the Council therefore holds earmarked and unearmarked reserves and a working balance to mitigate future financial risks.
- 4.38 The General Fund Working Balance has been set at **£1.5m** and is informed by a detailed risk assessment undertaken as part of the annual budget

setting process. The on-going financial challenges and risks set out in this report suggest it imprudent to consider reducing this amount.

- 4.39 In addition to the General Fund Working Balance the Council maintains several other reserves. Earmarked reserves, by their very nature, are set aside and committed for specific purposes, such as property repairs and vehicle & plant replacements.
- 4.40 Sections 32 and 43 of the Local Government Finance Act 1992 require councils to consider the level of reserves when setting a budget requirement. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (Section 151 Officer) to report formally on the adequacy of proposed reserves when setting a budget requirement. The assessment of reserves is important in the context of the sustained cuts in Government funding affecting local authorities, the significant risks and uncertainties that the Council faces in this post-pandemic era and recent decisions to apply some of the Council's reserves. It is important to acknowledge that reserves are 'one off' funds and are therefore suitable for funding 'one off' or unexpected costs. The use of reserves to fund ongoing expenditure or to cover failures to achieve budgeted savings is never advised, except in emergencies and/or to enable transition to new ways of working. Whilst the use of reserves to date has been deemed to be affordable, they are now at a level whereby any significant further use would leave the Council exposed and potentially unable to manage both known and unknown risks.
- 4.41 A full review of reserves is underway, and a refreshed Reserves Policy will be considered as part of the MTFP at full Council in February 2024.

Conclusions and Next Steps

- 4.42 Like all local authorities, the Council's financial position over the coming years is challenging. The sustained period of austerity since 2010, the ongoing risks and uncertainties over future funding arrangements, the budgetary impacts of the Covid-19 pandemic, the cost-of-living crisis and a sustained period of exceptionally high inflation, have all impacted on the Council's financial position. This new economic reality has already brought and is expected to bring significant financial challenges to the Council over the medium term.
- 4.43 In response to these challenges, the Council has already made significant savings over many years and taken steps to manage demand and deliver services in the most economic, efficient, and effective way. However, it is against the context outlined in paragraph 4.42 that the Council must now develop its approach to balancing the 2024/25 budget, and the Medium-Term Financial Plan (MTFP).

4.44 This report presents the first draft of the budget for 2024/25 and of the MTFP. However, there are still a number of key factors that will influence the shape of the next phase of the budget process:

- Further work will be undertaken to check and challenge the budget assumptions for 2024/25 and over the medium term in light of new information and the volatile environment that the Council is operating in. This work is important to enable the current budget gaps to be updated and ensure that the size and scale of the gaps represent the best estimate of the level of savings that will need to be delivered.
- The Provisional Local Government Finance Settlement will not be announced until December 2023.
- The Business Rates projections are still being worked through. They are particularly complex and challenging to calculate this financial year due to the additional reliefs that the Government has made available for businesses alongside other revaluation and transitional arrangements. These projections will not be available until the end of January.

4.45 Developing the savings proposals set out in **appendix B**, through the appropriate Council decision making route, will be a core activity for officers for the remainder of this financial year, aiming for implementation of savings from 1 April 2024.

4.46 Internal officer working groups have been set up to lead and manage delivery of the MTFP, to oversee Workforce Planning including implementation of the VR / VER scheme, to take forward Digital Transformation, and to develop a detailed action plan to give effect to the Asset Management Strategy. These working groups will continue to develop further savings proposals.

5.0 **Alternative options**

5.1 There are no real alternative options to the Council having a sound and comprehensive Budget Strategy that optimises its ability to address the multiple risks, uncertainties and challenges that it currently faces. These are set out in the body of the report. The Council's ability to set a balanced budget is not helped by the Government's inability to offer councils no more than single-year settlements. 2024/25 will be the sixth year of single-year settlements for councils, which hampers the Council's ability to undertake effective financial planning and achieve financial sustainability.

5.2 The thematic interventions set out in this report provide the architecture for addressing the current budget gaps. Specific savings proposals will need to be developed under each of the interventions to enable the Council to make timely decisions.

6.0 **Implications for consideration – Financial and value for money**

6.1 The report in its entirety deals with financial and value for money implications.

7.0 Implications for consideration – Legal

7.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget each financial year. Before setting the level of the Council Tax the Council must have agreed a balanced budget, differentiated by services, which is sufficient to meet estimated revenue expenditure, levies, contingencies, any deficit estimate brought forward from previous financial years, and any amounts required to be transferred between funds. The Council Tax itself must be sufficient to cover the difference between the agreed budget less government grants credited to the income and expenditure account, and any other expenditure which must be met from the Collection Fund, less any surplus (or plus any deficit) brought forward from previous financial years.

8.0 Implications for consideration – Human resources

8.1 It is expected that the Council will need to reduce the workforce during 2023/24. It is hoped that at least 30 Full Time Equivalent posts can be removed through voluntary redundancy or voluntary early retirement, thereby reducing the need to implement compulsory redundancies later.

8.2 All Proposals containing staffing implications will be subject to more specific engagement and consultation where required by law and best practice to inform their development prior to decision making. The need to support Council employees as much as possible through changes is recognised.

9.0 Implications for consideration – Council Plan

9.1 In preparing the budget estimates for the coming financial year and updating the MTFP, detailed consideration has been given to the need for the Council's finances to be at appropriate levels to enable the Council to deliver in full on the priorities, objectives, and commitments that it has set itself within the new Council Plan 2023 - 2027.

9.2 The preparation of sustainable and balanced budgets over the medium term is also a key activity in contributing to delivery of the third Council Plan priority 'building a more resilient council'.

10.0 Implications for consideration – Climate Change

10.1 Climate Change is a key consideration in the development of the Council's annual budget and MTFP. Climate Change Impact Assessments are undertaken for specific spending options and activities and form a key part of the Council's decision making. The MTFP also makes a significant positive climate change commitment through the allocation of mainstream funding to

provide the staffing resources and project funds required to support delivery of the Council's Climate Change Strategy and Action Plan.

11.0 Implications for consideration – Equality and diversity

- 11.1 An equalities impact assessment has been undertaken on the proposals within Stage 1 of the budget implementation plan and in support of the launch of the planned Budget Conversation **(see appendix C)**.
- 11.2 Further EIAs will be undertaken as appropriate for each of the in-principal savings proposals within Stage 2 of the budget implementation plan as they are developed, consulted/engaged on, and brought forward for decision making.
- 11.3 No negative impacts for customers with protected characteristics are anticipated concerning the Stage 1 savings proposals as these are mostly operational / back office related. However, some of the proposals at Stage 1 will have an impact on employees. These proposals will be implemented in line with the Council's existing policies and procedures, for example, the Voluntary Redundancy and Early Retirement scheme, and the Restructuring Redeployment and Redundancy policy, which have been subject to separate EIAs.

12.0 Implications for consideration – Risk management

- 12.1 There are a number of significant risks inherent in any budget forecasting exercise and these risks increase as the period covered increases. A critical element to achieving long term financial sustainability is to ensure that all of the agreed savings' proposals included within the budget for 2024/25 and future financial years are delivered. As we move into the development of savings and income generation proposals, budget holders will be required to properly quantify and qualify all risks associated with the delivery and implementation of such proposals to avoid underachievement. Detailed implementation plans will be required for each savings proposal.

Decision information

Key decision number	
Wards affected	

Document information

Report author	Contact number/email
Theresa Channell	Theresa.channell@chesterfield.gov.uk
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	

This must be made available to the public for up to 4 years.

Appendices to the report

Appendix A	Budget Strategy Implementation Plan - Savings proposals – Stage 1
Appendix B	Budget Strategy Implementation Plan - Savings proposals – Stage 2
Appendix C	Equalities Impact Assessment – Stage 1 proposals

This page is intentionally left blank

Table 1 – General fund budget strategy implementation plan – stage 1

Thematic intervention	Directorate	Proposal	Route to decision making	MTFP IMPACT			
				2024/25 £	2025/26 £	2026/27 £	2027/28 £
Efficiency/ alternative funding	Digital, HR and Customer Services	Streamline reception services following customer services move to town hall	<ul style="list-style-type: none"> Operational decision 	9,735	9,735	9,735	9,735
Efficiency/ alternative funding	Digital, HR and Customer Services	Reduce caretaking requirements at town hall	<ul style="list-style-type: none"> Operational decision 	10,595	10,595	10,595	10,595
Efficiency/ alternative funding	Economic Growth	Reduce contribution to local plan reserve	<ul style="list-style-type: none"> Operational decision 	3,000	3,000	3,000	3,000
Efficiency/ alternative funding	Economic Growth	Fund economic development service costs from ring-fenced business rates for two years	<ul style="list-style-type: none"> Cabinet decision 	267,280	267,280	0	0
Efficiency/ alternative funding	Leisure, Culture and Community Wellbeing	Review of recycling contract operations	<ul style="list-style-type: none"> Operational decision 	100,000	100,000	100,000	100,000
Efficiency/ alternative funding	Leisure, Culture and Community Wellbeing	Minor changes to street cleansing operational arrangements	<ul style="list-style-type: none"> Operational decision 	3,000	3,000	3,000	3,000
Efficiency/ alternative funding	Leisure, Culture and Community wellbeing	Reduce operational resources for car parking cash collection arrangements	<ul style="list-style-type: none"> Operational decision 	29,000	29,000	29,000	29,000
Efficiency/ alternative funding	Leisure, Culture and Community wellbeing	Reshape of markets service delivery linked to changes in operational requirements	<ul style="list-style-type: none"> Operational decision 	30,000	30,000	30,000	30,000
Efficiency/ alternative funding: sub-total				452,610	452,610	185,330	185,330

Increase income/ behave commercially	Economic Growth	Enterprise centres – review commercial operating position <ul style="list-style-type: none"> • Minor cost reductions • Review charges to tenants • Use UKSPF efficiently 	<ul style="list-style-type: none"> • Operational decision 	22,000	2,000	2,000	2,000
Increase income/ behave commercially	Economic Growth	Introduce charges for plans for footpath diversions and highway diversion orders	<ul style="list-style-type: none"> • Operational decision 	1,000	1,000	1,000	1,000
Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Leasing out vacant floor space in Healthy Living Centre	<ul style="list-style-type: none"> • Operational decision • Cabinet member decision (Finance and assets) to agree detailed lease 	48,000	48,000	48,000	48,000
Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Winding wheel – review charges to commercially run operations	<ul style="list-style-type: none"> • Operational decision 	15,000	15,000	15,000	15,000
<i>Increase income/ behave commercially:</i>				86,000	66,000	66,000	66,000
Transform service delivery	Digital, HR and Customer Services	Implement robotics process automation to reduce administrative burdens	<ul style="list-style-type: none"> • Operational decision Savings delivered from 2025/26	0	10,787	17,811	17,811
<i>Transform service delivery: Sub-total</i>				0	10,787	17,811	17,811
Stage 1 savings Total				538,610	529,397	269,141	269,141

General fund budget strategy implementation plan – stage 2

Thematic intervention	Directorate	Proposal	Annual estimated saving/ benefit	Route to decision making.
Efficiency/ alternative funding	Digital, HR and Customer Services	Reshape HR and payroll service to drive out efficiencies	Up to £10k	<ul style="list-style-type: none"> Joint Cabinet and Employment and General Committee
Efficiency/ alternative funding: sub-total			Up to 10K	
Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Fees and charges increases in line with updated Fees and Charges policy. <ul style="list-style-type: none"> Car parking Leisure centres Regulatory services Trade waste 	+200k	<ul style="list-style-type: none"> Cabinet decision
Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Achieving cost neutral provision of outdoor sports and leisure activities <ul style="list-style-type: none"> Bowling greens Football pitches Cricket festival Other subsidised activity 	£100k to £200k	<ul style="list-style-type: none"> Cabinet/ Cabinet member decision
Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Review of cultural community/ commercial spaces – to consider suspending operations from these buildings. <ul style="list-style-type: none"> Hasland village hall Assembly rooms Revolution House 	£10k to £50k	<ul style="list-style-type: none"> Cabinet/ Cabinet member decision
Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Introduction of charging for the collection of garden waste	+£200k	<ul style="list-style-type: none"> Joint Cabinet & Employment and General Committee
Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Review of residents town centre car parking scheme	+£200k	<ul style="list-style-type: none"> Cabinet
Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Fundamental review of sports centre operations focused on achieving at least a cost neutral budget position. To include areas such as operational management, fitness suite activities, activities coordination, facility programming.	+£200k	<ul style="list-style-type: none"> Joint Cabinet & Employment and General Committee

Increase income/ behave commercially	Leisure, Culture and Community wellbeing	Fundamental review of Winding Wheel operations focussed on achieving a cost neutral budget position.	+£200k	<ul style="list-style-type: none"> Joint Cabinet & Employment and General Committee
<i>Increase income/ behave commercially: sub-total</i>			<i>£1.110m to £1.250m</i>	
Transform service delivery	Digital, HR and Customer Services	Implement an appointment system for customer services centre at town hall	£10k to £50k	<ul style="list-style-type: none"> Joint Cabinet & Employment and General Committee
Transform service delivery	Digital, HR and Customer Services (lead) affects all services	Move towards a cashless council approach	£10k to £50k	<ul style="list-style-type: none"> Joint Cabinet & Employment and General Committee
Transform service delivery	Leisure, Culture and Community wellbeing	Transform visitor information service to digital delivery and review use of visitor information centre	£10k to £50k	<ul style="list-style-type: none"> Joint Cabinet and Employment and General Committee
Transform service delivery	Leisure, Culture and Community wellbeing	Transform the delivery of CCTV operations using improved technology	£10k to £50k	<ul style="list-style-type: none"> Joint Cabinet and Employment and General Committee
Transform service delivery	Leisure, Culture and Community wellbeing	Transform the delivery of community safety functions across the council to improve outcomes	£50k to £100k	<ul style="list-style-type: none"> Joint Cabinet and Employment and General Committee
<i>Transform service delivery: sub-total.</i>			<i>£90k to £300k</i>	
Reduce service/ stop doing	Corporate	Phasing out Voluntary Sector Advice Agency grants	£100k to £200k	<ul style="list-style-type: none"> Cabinet
Reduce service/ stop doing	Corporate	Refocus Your Chesterfield as a digital newsletter - withdraw provision of hardcopy	£10k to £50k	<ul style="list-style-type: none"> Cabinet/ Cabinet member decision
Reduce service/ stop doing	Economic Growth	Review coach station provision	£10k to £50k	<ul style="list-style-type: none"> Cabinet/ Cabinet member decision
Reduce service/ stop doing	Leisure, Culture and Community wellbeing	Withdraw funding from Marketing Derbyshire and Peak District partnership	£10k to £50k	<ul style="list-style-type: none"> Cabinet/ Cabinet member decision
Reduce service/ stop doing	Leisure, Culture and Community wellbeing	Review and reduce costs of Chesterfield town centre events programme. <ul style="list-style-type: none"> Outdoor markets and specific events Christmas lights switch-on 	£50k to £100k	<ul style="list-style-type: none"> Cabinet/ Cabinet member decision

Reduce service/ stop doing	Leisure, Culture and Community wellbeing	Reduce grounds maintenance of highway verges to Highway Authority requirement	£10k to £50k	• Joint Cabinet & Employment and General Committee
Reduce service/ stop doing	Leisure, Culture and Community wellbeing	Review and reduce operational costs of managing and maintaining parks and open spaces. <ul style="list-style-type: none"> • grounds maintenance • public toilet provision • evening closures 	£50k to £100k	• Joint Cabinet & Employment and General Committee
Reduce service/ stop doing	Leisure, Culture and Community wellbeing	Review and reduce costs of parks-based community events and activities. <ul style="list-style-type: none"> • Stand Rd Park fireworks display. • East Midlands in Bloom competition • other parks activities 	£50k to £100k	• Joint Cabinet & Employment and General Committee
<i>Reduce service/ stop doing: sub-total</i>			<i>£290k to £700k</i>	
Rightsizing the organisation	All Directorates	Removal of vacant posts/ Voluntary Redundancy/ Voluntary Early Retirement	+£200k	• Joint Cabinet & Employment and General Committee
<i>Rightsizing the organisation: sub-total</i>			<i>£200k</i>	
<i>TOTAL STAGE 2 SAVINGS</i>			<i>£1.690 to £2.460</i>	

This page is intentionally left blank

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Budget Strategy Implementation Plan (Stage 1)
<i>Service Area:</i>	Finance	
<i>Section:</i>	Finance	
<i>Lead Officer:</i>	Theresa Channell	
<i>Date of assessment:</i>	31.10.23	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input type="checkbox"/>	
<i>Changed</i>	<input type="checkbox"/>	
<i>New / Proposed</i>	<input checked="" type="checkbox"/>	

Page 67

Section 1 – Clear aims and objectives

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

The purpose of the Budget Strategy Implementation Plan is to set out the next stages in the Council's plans for developing the medium-term financial plan for 2024-25 to 2027-28. It leads on from the Budget strategy that was approved by Cabinet and Council in July.

At this stage in the plan, Cabinet is being asked:

1. To approve the launch of a Budget Conversation with residents, businesses and stakeholders across the borough to set out the challenges that the Council is facing and to seek feedback on the proposed strategic approach to achieving a balanced MTFP.
2. To authorise officers to progress with the delivery of the operational savings proposals set out in the budget strategy implementation plan – stage 1.
3. To approve the delivery of savings proposals set out in the budget strategy implementation plan – stage 1, that require a Cabinet decision.

4. To approve in principle the proposals set out in the budget strategy implementation plan – stage 2.
5. To authorise officers to progress the development of the proposals through to appropriate decision-making, in line with the Councils constitution, including carrying out more specific engagement and consultation activities as required to support the decision making.

Launching the budget conversation and communications will ensure local people understand the size and scale of the challenge, and that future expectations are managed.

Scope of this EIA

This initial EIA measures the impact of items 1-3 above - launching the budget conversation, and proposals at stage 1 of the implementation plan. As the stage 2 and further budget proposals (4-5 above) are developed, individual equality impact assessments will be undertaken to help identify mitigating action as appropriate and to enable an assessment of the cumulative impact of the budget decisions.

2. Who is intended to benefit from the policy and how?

The council, like local authorities across the country, is facing extreme pressures on our budgets, due to a variety of factors outside of our control. These include ongoing risks and uncertainties over future Government funding, the long-term financial impact of Covid-19 and a period of exceptionally high inflation which means the cost of buying goods, services and contracts has risen across the board.

Resident benefits:

The Council needs to set a balanced budget for 24/25, and develop a medium term financial plan. The budget strategy and implementation plan will enable the Council to take steps to close the gap and balance the budget. This will benefit the local community by ensuring the Council is able to continue statutory services in the most efficient way, and where possible, that it can continue to provide those discretionary services that matter most to people, but we will need to move towards delivering these in a cost neutral way.

Staff benefits:

As an employer we value our staff greatly and, working with our trade unions, we're committed to protecting jobs and services as far as we can over the coming years. Doing all we can to avoid compulsory redundancies is

central to this commitment.

We have already taken steps under this theme, by looking at vacant posts to see if any can be removed, and updating our Voluntary Early Retirement and Voluntary Redundancy procedures. We have also launched a new scheme that has been offered to all employees so what we can understand who may be interested in leaving the Council on voluntary terms. This also provides the opportunity to consider whether savings proposals relating to other budget themes e.g., stopping a service, might be more readily achieved by releasing employees through the Voluntary Early Retirement and Voluntary Redundancy scheme.

3. What outcomes do you want to achieve?

The Council needs to set a balanced budget for 24/25, and develop a medium term financial plan. Our Budget Strategy (approved in July 2023) set out 6 themes to guide our next steps:

- Identifying general efficiencies
- Increasing income and establishing a stronger commercial focus where appropriate
- Transforming how we deliver services
- Reviewing statutory and discretionary services – potentially reducing or stopping some services
- Making sure the size and scope of the organisation is right, in the context of our financial position
- Reviewing the ownership and use of council buildings and assets

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

The Council has historically provided a range of discretionary services in addition to its statutory functions, and has delivered services to an excellent standard.

The costs of delivering services are increasing due to a period of exceptionally high inflation which means the cost of buying goods, services and contracts has risen.

The cost-of-living crisis and the long-term impact of Covid-19 mean that the Council's income is much lower as people have less disposable income to pay for services that the Council provides.

Many discretionary services are provided at a cost to the council. This means that the income produced by people using the services does not cover the cost of delivering them. The Council will need to make sure discretionary services are cost neutral in order to keep providing them. The Council is looking at ways to deliver services more efficiently and in different ways, but this may mean that customers need to pay more for services.

Modernising and delivering services in different ways may include taking advantage of digital ways of working and taking forward the learning and opportunities that have arisen through the period of the covid pandemic and over the past 18 months. This will involve considering the way we engage with customers, helping people find the services they need as efficiently as possible. It is important that the Council ensures that services continue to be accessible for all whilst modernising them.

5. Any other relevant background information

The Council's Budget Conversation webpage collates background information relating to the Council's budget.

Section 2 – Collecting your information.

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

Existing systems and data including:

- Corporate and service specific customer usage and satisfaction data in relation to our services broken down by protected characteristics (published on the website as part of the Council's Public Sector Equality Duty responsibilities. – Equalities Data)
- Employee equalities profile published on the website as part of the Council's Public Sector Equality Duty responsibilities.
- Performance data in relation to service delivery – through individual services and the Council Plan

- performance monitoring
- Budget Strategy and monthly Budget Monitoring Reports

Section 3 – Additional engagement activities

7. Please list any additional engagement activities undertaken when developing the proposal and completing this EIA. Have those who are anticipated to be affected by the policy been consulted with?		
Date	Activity	Main findings
Ongoing	Resident and customer feedback about the Council's services is captured regularly on an ongoing basis.	Reports are published on the Council's website and trends are considered. This information will be used alongside budget conversation feedback and service information to support the development of proposals.
Ongoing	Monthly budget monitoring sessions with Tier 4 managers and requests for savings proposals.	Savings proposals put forward have been reviewed and form the basis of the budget implementation plan.
Ongoing	Monthly briefing sessions with Tier 4 Managers and Directors.	Feedback and queries regarding the VR/VER scheme, and development of the budget implementation plan.
June – Sept 23	Consultation with Trade Unions on the relaunch of the VR/VER scheme	
09/23	Launch of VR/VER scheme	120 employees expressed an interest in the scheme. Applications are being considered.
19/10/23	Engagement with Tier 4 managers on the proposals within the Budget Implementation Plan and communication with employees.	Further service specific meetings established to progress engagement and consultation with employees and wider public.
w/c 30/10/23 – 7/11/23	Service specific consultation and engagement with staff affected by proposals put forward in the Budget Implementation Plan	TBA

15/11/23	Planned launch of the public 'Budget Conversation'.	TBA
----------	---	-----

Section 4 – What is the impact?

8. Summary of anticipated impacts

At this stage, it is not possible to fully measure the impact of the proposals on those people who have protected characteristics under the Equality Act 2010, or how the geographic spread of budget proposals will be felt across all areas of the Borough.

Our initial equality impact analysis of the stage 1 budget implementation plan indicates that the council is focused on making a wide range of changes in order to balance its budget, and whilst the majority of identified savings through efficiencies are linked to internal systems and processes, there are some that impact our staff, residents and partners.

Proposals that impact on staff will be implemented in line with the Council's existing policies and procedures, for example, Voluntary Redundancy and Early Retirement scheme, and the Restructuring Redeployment and Redundancy policy, which have been subject to separate EIAs.

We will ensure ongoing equalities monitoring of the impact of service changes to identify trends in disproportionate or unanticipated impact at an early stage to address them. This reporting will be monitored across the Council at senior levels in order to measure the cumulative impacts and identify appropriate mitigating actions.

Our programme of engagement on the medium-term financial plan, the 'Budget Conversation' will enable us to have an ongoing dialogue with our communities and partners about proposals as they are developed, to enable us to identify any barriers and impacts on protected groups. Focussed consultation and engagement will take place in relation to specific proposals as appropriate.

Our Budget Conversation will follow our corporate community engagement standards to ensure engagement is inclusive and accessible to our communities.

As the stage 2 (and further) budget proposals are developed, individual equality impact assessments will be undertaken to help identify mitigating action as appropriate and to enable an assessment of the cumulative impact of the budget decisions.

9. Summary of anticipated impacts for Stage 1 Proposals

Proposal	Positive impacts anticipated	Negative impacts anticipated	Mitigating action identified
Streamline reception services following customer services move to town hall	Customers will be directed towards a single one-stop accessible reception desk.	<p>No negative impacts have been identified for customers with protected characteristics.</p> <p>Potential reduction in staffing required due to co-location of reception services.</p> <p>An equalities profile of the team/s impacted has been produced and will be used to assess any disproportionate impact should the mitigating action identified opposite not be sufficient.</p>	All employees have been offered the opportunity to apply for VR / VER so that the Council can avoid compulsory redundancies wherever possible. The VR / VER scheme has been subject to a separate EIA.
Reduce caretaking requirements at town hall	None identified.	<p>Potential reduction in staffing required due to co-location of reception services.</p> <p>An equalities profile of the team/s impacted has been produced and will be used to assess any disproportionate impact should the mitigating</p>	All employees have been offered the opportunity to apply for VR / VER so that the Council can avoid compulsory redundancies wherever possible. The VR / VER scheme has been subject to a separate EIA.

9. Summary of anticipated impacts for Stage 1 Proposals

Proposal	Positive impacts anticipated	Negative impacts anticipated	Mitigating action identified
		action identified opposite not be sufficient.	
Reduce contribution to local plan reserve	None identified.	None identified.	N/A
Fund economic development service costs from ring-fenced business rates for two years	The Economic Development team delivers skills activity that includes specific outcome targets around reducing the rate of youth (18-24 years) unemployment and reducing the level of economic inactivity amongst the working age population. This relates specifically to helping people with a disability or limiting long term condition to find meaningful employment.	None identified.	N/A
Review of recycling contract operations	None identified.	None identified.	N/A
Minor changes to street cleansing operational arrangements	None identified.	Potential reduction in staffing required. An equalities profile of the team/s impacted has been produced and will be used to assess any disproportionate impact should the mitigating action identified opposite not be sufficient.	All employees have been offered the opportunity to apply for VR / VER so that the Council can avoid compulsory redundancies wherever possible. The VR / VER scheme has been subject to a separate EIA.
Reduce operational resources for car parking cash collection arrangements	Quicker and more convenient way for customers to pay for parking. Demand for cash payment is reducing.	Certain groups of customers may have a preference for cash payment rather than digital alternatives.	It will still be possible for people to pay for parking using cash.

9. Summary of anticipated impacts for Stage 1 Proposals			
Proposal	Positive impacts anticipated	Negative impacts anticipated	Mitigating action identified
		<p>Potential reduction in staffing required.</p> <p>An equalities profile of the team/s impacted has been produced and will be used to assess any disproportionate impact should the mitigating action identified opposite not be sufficient.</p>	All employees have been offered the opportunity to apply for VR / VER so that the Council can avoid compulsory redundancies wherever possible. The VR / VER scheme has been subject to a separate EIA.
Reshape of markets service delivery linked to changes in operational requirements	None identified.	<p>Potential reduction in staffing required.</p> <p>An equalities profile of the team/s impacted has been produced and will be used to assess any disproportionate impact should the mitigating action identified opposite not be sufficient.</p>	All employees have been offered the opportunity to apply for VR / VER so that the Council can avoid compulsory redundancies wherever possible. The VR / VER scheme has been subject to a separate EIA.
Enterprise centres – review commercial operating position <ul style="list-style-type: none"> • Minor cost reductions • Review charges to tenants • Use UKSPF efficiently 	None identified.	None identified.	N/A
Introduce charges for plans for footpath diversions and highway diversion orders	None identified.	None identified.	N/A
Leasing out vacant floor space in Healthy Living Centre	None identified.	None identified.	N/A
Winding wheel – review charges to	None identified.	None identified.	N/A

9. Summary of anticipated impacts for Stage 1 Proposals			
Proposal	Positive impacts anticipated	Negative impacts anticipated	Mitigating action identified
commercially run operations			
Implement robotics process automation to reduce administrative burdens	None identified.	<p>Potential reduction in staffing required in 2025/26.</p> <p>An equalities profile of the team/s impacted has been produced and will be used to assess any disproportionate impact should the mitigating action identified opposite not be sufficient.</p>	It is anticipated that the staffing saving will be delivered through managing staff turnover or a future VR/VER, as the saving is not to be delivered until 2025/26.

10. Have all negative impacts identified in the table above been mitigated against with appropriate action?			
X Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A	<i>If no, please explain why:</i>

Section 5 – Recommendations and monitoring

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

Due consideration has been given to the proposals at stage 1 and mitigating action identified.

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

We will ensure ongoing equalities monitoring of the impact of service changes to identify trends in disproportionate or unanticipated impact at an early stage to address them. This reporting will be monitored across the Council at senior levels in order to measure the cumulative impacts and identify appropriate mitigating actions.

As the stage 2 (and further) budget proposals are developed, individual equality impact assessments will be undertaken to help identify mitigating action as appropriate and to enable an assessment of the cumulative impact of the budget decisions.

Page 77

Section 6 – Knowledge management and publication

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

Reviewed by Head of Service/Service Manager	Name:	
	Date:	DD/MM/YY
Reviewed by Policy Service	Name:	Katy Marshall
	Date:	31.10.23
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

This page is intentionally left blank