

# Public Document Pack

## Governance

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### The Chair and Members of Overview and Performance Scrutiny Forum

Please ask for

Mary Stead

Direct Line

01246-345236

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01246 345252

23 January 2014

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on THURSDAY, 30 JANUARY 2014 at 5.00 pm in Committee Room 1, Town Hall, Chesterfield, the agenda for which is set out below.

## AGENDA

### Part 1(Public Information)

1. Declarations of Members' and Officers Interests relating to items on the Agenda
2. Apologies for Absence
3. Executive Member for Governance and Organisational Development - Report on Chesterfield Procurement Service (5.05 - 5.20 pm) (Pages 1 - 20)

Report Attached.

4. Executive Member for Governance and Organisational Development - Progress Report on the ICT Strategy (5.20 - 5.40 pm) (Pages 21 - 24)

Attached.

5. Leader and Executive Member for Regeneration - Update on the Budget

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Chief Executive  
*Huw Bowen*



(5.40 - 5.55 pm)

Verbal Report.

6. Deputy Leader and Executive Member for Planning - Progress Report on 'Great Place, Great Service' (5.55 - 6.10 pm) (Pages 25 - 28)

7. Deputy Leader and Executive Member for Planning - Report on Corporate Plan (6.10 - 6.25 pm)

Verbal Report.

8. Forward Plan (6.25 - 6.35 pm) (Pages 29 - 44)

Attached.

9. Overview and Scrutiny Developments (6.35 - 6.45 pm)

Verbal report.

10. Scrutiny Monitoring (6.45 - 6.50 pm) (Pages 45 - 48)

11. Scrutiny Project Group Progress Updates (6.50 - 7.00 pm)

- Welfare Reform
- External Communications Strategy

12. Work Programme for the Overview and Performance Scrutiny Forum (7.00-7.10 pm) (Pages 49 - 50)

Attached.

13. Joint Overview and Scrutiny Minutes (7.10-7.20 pm) (Pages 51 - 56)

Attached.

14. Minutes (7.20-7.30 pm) (Pages 57 - 74)

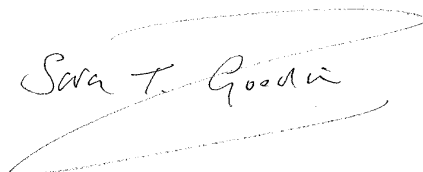
Minutes of the meetings of the Overview and Performance Scrutiny Forum held on:-

- 28th November, 2013
- 12th December, 2013 (Special Meeting)

- 19th December, 2013 (Special Meeting)

Attached.

Yours sincerely,

A handwritten signature in cursive script that reads "Sara T. Goodwin". The signature is enclosed within a large, hand-drawn oval scribble.

Head of Governance

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## **FOR PUBLICATION**

### **RESTRUCTURE OF THE PROCUREMENT FUNCTION (EC00/B000)**

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MEETING:	1. CABINET 2. EXECUTIVE MEMBER FOR GOVERNANCE & ORGANISATIONAL DEVELOPMENT
DATE:	1. 28 JANUARY 2014 2. 21 JANUARY 2014
REPORT BY:	HEAD OF BUSINESS TRANSFORMATION HEAD OF GOVERNANCE
WARD:	ALL
COMMUNITY FORUM:	ALL
KEY DECISION REF:	373

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#### FOR PUBLICATION

#### BACKGROUND PAPERS FOR PUBLIC REPORTS:

TITLE:	LOCATION:
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#### **1.0 PURPOSE OF REPORT**

1.1 To recommend for approval a new procurement structure within the Council.

#### **2.0 RECOMMENDATIONS**

2.1 That the proposed procurement structure shown at 4.1 is approved.

2.2 That approval is given for the Heads of Business Transformation and Governance to make the appropriate arrangements to recruit to the posts in accordance with the Council's HR policy.

2.3 That the additional cost of between £25,000 and £30,000 is financed from the Housing Revenue Account (subject to the workload for Housing Services being maintained).

2.4 That the new procurement team is located in the Governance service.

### **3.0 BACKGROUND**

3.1 In July 2013 a report was presented to Cabinet by the Heads of Business Transformation and Governance setting out a short and medium term strategy for procurement at Chesterfield Borough Council. The report proposed a short term in-house solution and options for the medium term. The interim arrangement has been successful and the Council now needs to implement a longer term solution.

3.2 Chesterfield Borough Council withdrew from the Shared Procurement Unit (SPU), hosted by Bolsover District Council. While accepted that the SPU had seen some success, there were some gaps in the service provided. It was felt that CBC's considerable future procurement requirements warranted an in-house function to deliver at both a strategic and at the "business as usual" operational level. This proposal recognises that there may be a need to work with other authorities at a future date to both maximise our purchasing power, not just to save money but to improve the quality of service delivery and to generate savings opportunities.

3.3 For example, the current capital programme in Housing Services is significant in terms of the procurement advice, support and delivery required. Other major projects, such as the Queen's Park design and build commission, refurbishment of venues, Gateway enhancements and a number of new and to be retendered procurements, require significant input from the procurement function. While some procurements are high profile with a substantial spend, others relate to achieving VFM from the "business as usual" acquisition by CBC of goods, supplies and services. However, *all* acquisitions are key drivers to the business delivery by CBC, and also in the context of its strategic transformational objectives. Successful and efficient delivery of the procurement function at the Council requires resourcing by an internal procurement team. This approach will deliver compliancy with CBC's internal Contract Rules and the also the statutory Public Procurement Regime (PPR). But, it will also to ensure that in spending public money, the Council ensures that it achieves the best value for money for its contracts based on commercial negotiation and on going strong contract management.

3.4 There are several fundamental objectives required of the procurement function:

- To ensure the CBC Constitutional Contract Rules are followed and that legal advice is both sought and applied
- To ensure that procurements are within the legal framework of the PPR which comprise; the European Treaty, the Procurement Directives and the Public Contracts Regulations, in order to minimise challenge and exposure of financial and reputational risk
- To advise on the most appropriate procurement process routes proportionate to value, law and risk
- To prepare all tender documents for the market to ensure the best possible responses and reduce the risk of supplier challenges
- To manage all tender stages and communicate progress and outcomes to stakeholders and suppliers
- To keep robust audit trails and records
- To engage with supply base, particularly small and medium enterprises (SMEs), and keep well informed of market changes as well as social and political developments that will impact on CBC business delivery
- To ensure that in spending public money, the Council achieves the best value for money for its contracts based on commercial negotiation and on going strong contract management
- To ensure that the tender evaluation process and the procurement decisions of the Council are protected from legal challenge and the risk of successful court challenge and the payment of financial compensation.

3.5 Currently to deliver the functions above, there is one 0.6 Interim Procurement Officer supported by 0.8 of a Procurement Assistant, who is on secondment from the Business Transformation Project Office. A further Procurement Interim has been appointed for 3 months to help deliver the Housing Services programme.

3.6 Members should be noted that further factors impact on the Council's future procurement requirements are the new EU Public Procurement Directives that will come into force in September 2014. And, the development and implementation of a new online procurement toolbox for CBC staff. The new EU directives will see an increase from the current 72 articles to 96 and it is critical that the Head of Governance

directs the procurement function to ensure that CBC applies the new regulations correctly. The courts will look from now at the new directives for guidance, so CBC should be adopting the new articles for best practice prior to September 2014.

- 3.7 Within 30 months of the new directives all procurement activity must be electronic; CBC who still tender by traditional hard copy delivery will need to establish secure electronic purchasing systems. Improved Contract Management will also form part of the directives. And, although Contract Management is not *delivered* by the procurement function, it impacts on the content of tender documents and must be reflected comprehensively from the outset in all procurements undertaken by Officers at the Council.

#### **4.0 RESTRUCTURE PROPOSAL**

- 4.1 After consideration of the different levels of procurement input required across the board of CBC projects, i.e. at both a strategic and operational level, it is proposed to recruit for the permanent posts of:

- 1 FTE Procurement Manager
- 1 x 1.0 Procurement Officer

- 4.2 The rationale behind the proposal is the identification of the requirement of a strategic layer to ensure, for example, the correct procurement support is provided in respect of the commissioning needs of the GP;GS transformational strategy. But, also to ensure the delivery of a consistent approach that will drive strategic and commercial procurement by all of the Council's Service departments. It is also a key role purpose for the proposed Procurement Manager to provide procurement advice to CBC and lead and manage the procurement function. The Procurement Officer/s would support this role and be responsible for the day to day operational delivery of tender exercises. The Procurement Team will be part of the Governance Service.

#### **4.3 Procurement Manager**

- 4.3.1 This post holder will be responsible for the following areas:

- Providing corporate strategic procurement and contract management advice to all Service areas, ensuring legal compliancy and that the most effective procurement routes are advised by the application of "commercial know-how".



- Liaising with the Property, Procurement and Contracts Legal team on all contractual and OJEU and sub-OJEU matters
- Implementation of the Public Procurement Regime and advice and guidance
- Developing and implementing smarter procurement advice and guidance online to support CBC staff. And, delivering VFM for the Council in its contractual arrangements by the development and implementation of corporate best practice standards
- Continuous improvement of the procurement support/administration functions both internally and externally in engaging with the supply base and improving the experience of how suppliers can do business with CBC, particularly local SMEs
- Manage the procurement workloads, planning of procurement exercises and oversee the development of quality corporate specifications, evaluation methodologies, compliance , VFM and all with a focus on outcomes
- Lead and coach the Procurement Officer and ensure staff development through on the job training to grow and embed commercial procurement skills. And, also the attainment of a professional procurement qualification
- Identify collaborative opportunities externally and develop successful relationships with other councils and procurement hubs to both capitalise on and to share good practice
- The post holder must hold the MCIPS (Member of Chartered Institute of Purchasing and Supply) professional qualification.

#### 4.4 **Procurement Officer**

4.4.1 This post holder will be responsible for the following areas and report to the Procurement Manager:

- Support the Procurement Manager in the delivery of corporate advice to service areas and ensuring legal compliance and that the CBC Contract Rules are followed
- Execute tender exercises, both OJEU and sub OJEU, under the guidance of the Procurement Manager, communicating progress and outcomes to stakeholders and suppliers

- Researching new procurement routes and market sector developments in the context of the PPR to inform new and relevant ways of delivering procurement processes and procedures.
- Assess mandatory tender information and input evaluation data
- Draft procurement documents and keep updated the online procurement toolbox
- Continuous development and upkeep of procurement systems to underpin the quality of CBCs procurement function and for audit trails
- The post holder must be or be prepared to commit to attaining membership to the Chartered Institute of Purchasing and Supply (CIPS).

## **5.0 THE ROLE OF THE PROCUREMENT TEAM**

- 5.1 To provide accurate and timely procurement advice to service areas to reduce the risk of non-compliance and external challenge, while also developing commercial, innovative and efficient procurement solutions. Effective procurement is a key element of the Council's Business Transformation Strategy in order to achieve contractual VFM and sustainable solutions.
- 5.2 The Procurement Team will, advised by the Property, Procurement and Contracts Legal team to ensure that procurement is undertaken lawfully. But, also to ensure that procurement contributes to the Council's corporate transformational objectives by delivering best value contracts based on commercial negotiation and strong supplier and contract management.
- 5.3 The Procurement Team will challenge instructions from service areas if felt to be non-compliant or inefficient in the proposed delivery of any services, goods or works – highlight risk and consequences and offer alternative solutions.
- 5.4 After agreeing a planned way forward for procurement, the team will advise on improving the quality of specification and other tender documents to ensure the final documentation is market ready. The Procurement Team will manage the tender process through to award, liaising with Property, Procurement and Contracts Legal team in the

development of low to medium risk contracts and advise on contract management methods to be adopted thereafter.

- 5.5 The Procurement Team will improve and develop communications with the supply base to ensure doing business with CBC is a positive and efficient experience for suppliers and reduces resource intensive methods of submitting bids wherever possible. This approach will also include the development of internal negotiations skills and a strong commercial relationship with suppliers who sign up to the Council's strategic objectives.

## **6.0 HR CONSIDERATIONS**

- 6.1 This proposal will add to the officer establishment of the Council. The two posts have been evaluated and have come out at Scale 10 and 5 respectively. The grades have been evaluated at a lower scale than expected and therefore an allowance has been made in the costings for a re-evaluation.

## **7.0 FINANCIAL CONSIDERATIONS**

- 7.1 Establishing the new unit will cost the Council an additional £25,000 to £30,000 per annum. This figure includes provision for the re-evaluation of jobs. These costings are at the top of the scale and include oncosts.
- 7.2 It is proposed that this growth is met from the Housing Revenue Account, whichever the current significant workload for Housing is on the programme. This high level of work for Housing Services is not expected to reduce in the medium term as the approved capital programme progresses.

## **8.0 CONSULTATION**

- 8.1 This proposal has been discussed with the trade unions and they have stated that they fully support the restructure as it is creating new jobs within the Council.

## **9.0 RISK**

- 9.1 The main risks associated with this restructure are shown in the table below:

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating Action</b>
That the proposed restructure is not approved and the procurement function continues to be delivered on a non-permanent basis.	Medium	Medium	Alternative provision of service would have to be secured
That CBC is exposed to legal challenge regarding non-compliance with the PPR without a permanent and stable procurement function, resourced at the right level.	Medium	High	Implement the proposals within this report
That momentum is lost is delivering modern, commercial and innovative procurement solutions by not committing to establishing a permanent team.	Medium	Medium	Implement the recommendations within this report

## **10.0 EQUALITIES IMPACT**

10.1 The equalities impacts of all the proposals in this report have been considered and assessed and no negative impacts identified. The Council's recruitment and selection policies will be followed to ensure that this process is fair and eliminates any potential discrimination.

## **11.0 RECOMMENDATIONS**

11.1 That the proposed procurement structure shown at 4.1 is approved.

11.2 That approval is given for the Heads of Business Transformation and Governance to make the appropriate arrangements to recruit to the posts in accordance with the Council's HR policy.

11.3 That the additional cost of between £25,000 and £30,000 is financed from the Housing Revenue Account (subject to the workload for Housing Services being maintained).

11.4 That the new procurement team is located in the Governance service.

12.0 **REASON FOR RECOMMENDATIONS**

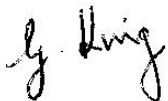
12.1 To put in place a 'fit for purpose' procurement team to deliver the agreed agenda.

MARK EVANS  
HEAD OF BUSINESS  
TRANSFORMATION

SARA GOODWIN  
HEAD OF GOVERNANCE

Further information on this matter can be obtained from Mark Evans (Extension 5292).

Officer recommendation supported/not supported/modified as below or Executive Member's recommendation/comments if no Officer recommendation.



Signed  
Member

21.1.14

Executive

Date

Consultee Executive Member/Support Member comments (if applicable)

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## **JOB DESCRIPTION**

<b>JOB TITLE:</b>	Procurement Manager
<b>POST NUMBER:</b>	XX
<b>SERVICE AREA:</b>	Governance
<b>RESPONSIBLE TO:</b>	Head of Governance
<b>RESPONSIBLE FOR:</b>	Procurement Strategy & Advice, Compliancy to EU Public Procurement Directives & CBC Contract Rules, Stakeholder & Supplier Engagement

### **MAIN PURPOSE OF POST:**

To manage the Procurement Team ensuring the compliant delivery of the Council's procurement agenda including the prioritisation and organisation of the team's workload in accordance with Council priorities and contributing to the commercial elements of the Business Transformation programme.

### **DUTIES AND RESPONSIBILITIES:**

1. Provide strategic procurement and contract management advice to service areas, ensuring compliancy and recommending the most effective procurement routes.
2. Liaise with Heads of Service to develop a 12 month procurement plan and ensure early procurement engagement in high profile/cost/risk procurements to enable efficiencies to be realised and appropriate procedures are adopted from the outset.
3. Liaising with Legal on all contractual matters and to anticipate potential issues and risks, resolving with them before they accelerate.
4. Developing and implementing smarter procurement advice and guidance online to support CBC staff and set standards of best practice.
5. Continuous improvement of the procurement support/administration functions both internally and externally and in engaging with the supply base and improving the experience of how suppliers can do business with CBC, particularly local SMEs.
6. Manage team workloads, planning of procurement projects and oversee tender exercises through all stages including the development of specifications and evaluation methodologies.
7. Lead and coach team and ensure staff development through on the job training and attainment of a professional procurement qualification.
8. Identify collaborative opportunities externally and develop successful relationships with other councils and procurement hubs to capitalise and share good practice.

9. To research procurement routes for a variety of market sectors and niche requirements and carry out benchmarking exercises to ensure the most efficient delivery of supply.
10. To advise service areas of contract management best practice and encourage and help develop the inclusion in tender documents of robust Performance Measures, KPIs and Management Information requirements.
11. To keep fully up to date on EU Public Procurement Regulations, translating and applying these rules to CBC procurements and communicating them to stakeholders and suppliers where necessary.
12. To keep fully up to date with Cabinet Office procurement best practice advice and keep well informed of social, cultural and political developments that will impact on CBC procurements and business delivery.
13. Responsibility of keeping comprehensive audit trails.
14. Responding to supplier challenges and procurement Freedom of Information requests.

**SPECIAL FEATURES OF THE POST:**

- ?
- ?



## PERSON SPECIFICATION

**JOB TITLE:** Procurement Manager

**SERVICE AREA:** Governance

### **SKILLS/KNOWLEDGE/ABILITIES**

#### **ESSENTIAL**

1. Extensive knowledge of procurement in the public sector in central or local government.
2. Extensive knowledge of EU Public Procurement Regulations and the ability to translate and apply the rules to works, services and supplies.
3. Excellent negotiation and communication skills to engage, primarily in written form, with stakeholders and supply base.
4. Ability to communicate complex rules and regulations, sensitive information and unwelcome procurement decisions to a variety of stakeholders, suppliers and peers, at various levels, in a professional and concise way.
5. Ability to quickly develop an understanding of new market sectors and understand the business drivers of a variety of service teams and how the procurement function can help deliver efficiently.
6. Demonstrate leadership abilities, ability to motivate and professionally develop the team.
7. Ability to manage a diverse team effectively and efficiently, resolve poor or under performance and encourage individuals to reach their full professional potential.
8. Ability to evaluate and analyse complex tender bids and interpret the findings in a transparent way for feedback and audit purposes.
9. Ability to recognise and assess procurement risk and to develop strategies for reducing and managing.
10. Sound influencing and persuasive techniques to deliver compelling and convincing reasons to move procurement forward within the organisation and raise the profile of the function in business delivery.
11. Forward thinking and innovative in developing procurement processes and solutions to individual procurement dilemmas.
12. Ability to manage a diverse and challenging workload and continual assessment of priorities.

## **DESIRABLE**

1. Sound knowledge of contract law.
2. Sound knowledge of contract management.

## **EXPERIENCE**

### **ESSENTIAL**

1. At least five years of working in a senior position in public sector procurement.
2. Extensive experience of managing EU tenders via OJEU.
3. Extensive experience of advising and challenging senior colleagues to ensure procurement compliancy.
4. Extensive experience of advising and developing all tender documents including specifications and evaluation strategies for a range of works, supplies and services.
5. Extensive experience of drafting and developing written communications to a variety of audiences.
6. Extensive experience of tender evaluation methods and completing comprehensive evaluations on a variety of high profile procurements.
7. Experience of working collaboratively with Legal.
8. Experience of dealing with supplier complaints and challenges.
9. Experience of supplier negotiations.
10. Experience of working with stakeholders both internally and externally to deliver mutually beneficial solutions for procurements.
11. Experience of working collaboratively with other councils or agencies.
12. Experience of researching and working with a variety of procurement routes such as the Government Procurement Service.
13. Experience of leading, managing and professionally developing a procurement team.

### **DESIRABLE**

1. Experience of contributing to organisational efficiencies via procurement.
2. Knowledge of Category Management principles.

## **QUALIFICATIONS/TRAINING**

### **ESSENTIAL**

1. MCIPS
2. Evidence of appropriate continuous professional development.

### **DESIRABLE**

1. Attendance at training for the New EU Public Procurement Directives (2014)
2. CIPS Negotiations training.

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## **JOB DESCRIPTION**

<b>JOB TITLE:</b>	Procurement Officer
<b>POST NUMBER:</b>	XX
<b>SERVICE AREA:</b>	Governance
<b>RESPONSIBLE TO:</b>	Procurement Manager

### **MAIN PURPOSE OF POST:**

To assist the Procurement Manager in ensuring the compliant delivery of the Council's procurement agenda and contributing to the commercial elements of the Business Transformation programme.

### **DUTIES AND RESPONSIBILITIES:**

1. To assist the Procurement Manager in the delivery of advice to service areas and ensure compliancy with EU procurement regulations and CBC Contract Rules.
2. To assist in the execution of OJEU tender exercises and where appropriate lead and manage sub OJEU tenders through all stages of the process ensuring transparency and clear audit trails.
3. Research new procurement routes and market sector developments to inform new and relevant ways of working and make recommendations on findings.
4. Build and maintain a depository of contacts and information relating to procurement routes and procurement hubs and to co-ordinate access arrangements.
5. Draft procurement documents including the development and improvement of corporate templates.
6. Develop and keep updated the on line procurement toolbox.
7. Maintain good communications with Construction Line to aid efficient use of the procurement route, particularly relating to supplier Health and Safety issues.
8. Educate internal users of Construction Line to use the system effectively.
9. To maintain regular and relevant communications with stakeholders and suppliers to ensure efficient delivery of procurement exercises.
10. To record and store procurement progress documents for audit trails and maintain the good housekeeping of the procurement shared drive.
11. To assess the mandatory tender information from bids, input the evaluation data and co-ordinate the communication of outcomes.

12. Respond to requests for supplier feedback and co-ordinate written responses, liaising with service areas where necessary for further details.
13. Continuous development and upkeep of the procurement systems which underpin the quality and delivery of CBC's procurement function.
14. Liaise with Legal department to ensure all contractual matters are checked and resolved to minimise challenges to CBC.

**SPECIAL FEATURES OF THE POST:**

- ?
- ?

## PERSON SPECIFICATION

**JOB TITLE:** Procurement Officer

**SERVICE AREA:** Governance

### **SKILLS/KNOWLEDGE/ABILITIES**

#### **ESSENTIAL**

1. A thorough knowledge of procurement in the public sector in central or local government.
2. A thorough knowledge of EU Public Procurement Regulations and the ability to apply to a range of requirements.
3. Excellent communication skills, particularly drafting written communications.
4. Strong research, analytical and problem solving skills.
5. Strong project management skills.
6. The ability to use a range of IT packages including word, excel and power point.
7. The ability to evaluate complex tender data including financial information and present findings and make recommendations.
8. The ability to manage own workload and prioritise on a daily basis.
9. The ability to work on own initiative with an awareness of when to seek advice and guidance.
10. To recognise the elements of risk and to escalate appropriately and efficiently.
11. Forward thinking and a willingness to progress and develop ideas to work smarter and more efficiently to deliver business objectives.

#### **DESIRABLE**

1. Knowledge of contract law.
2. Knowledge of contract management.

### **EXPERIENCE**

#### **ESSENTIAL**

1. At least 3 years experience of working in the public sector in a customer focused role.

2. Managing sub OJEU tenders through all stages of the procurement process and in assisting on more complex OJEU tenders for the successful outcomes for customers.
3. Advising and communicating with stakeholders and suppliers, complex tender and compliancy issues.
4. Researching procurement routes and options and recommending effective solutions.
5. Data inputting, evaluation and intelligent analysis of findings, making compelling recommendations to stakeholders.
6. Experience of working in a fast paced environment with changing priorities and managing a challenging workload.
7. Experience of embracing innovation and researching and developing new ways of working.
8. Extensive IT experience across a range of applications.

#### **DESIRABLE**

1. Experience of Category Management principles.
2. Experience of external collaborative working.

#### **QUALIFICATIONS/TRAINING**

##### **ESSENTIAL**

1. CIPS or a commitment to pursue this qualification within 3 months of commencing the position.
2. Evidence of appropriate continuous professional development.

##### **DESIRABLE**

1. Attendance at training for the New EU Public Procurement Directives (2014).



## ICT Strategy 2012–2014

Version: 1.0

### **Strategic Vision**

The ICT strategy will support (and is supported by) the following:

- The CBC Corporate Plan 2012/15
- The CBC Transformation Plan
- The CBC Customer Services Strategy 2012/14
- The CBC Workforce Strategy 2012-2015
- The ICT Project Priorities for 2012
- The CBC Corporate Asset Management Plan 2011-2016
- CBC partners; Corporate technical expertise; and ICT best practice
  
- Great Place: Great Service.

### **ICT Governance**

Governance structure and Terms of Reference agreed in January 2013.

Joint workshops with Council's Heads of Service, Service Managers and senior arvato managers/ICT project teams.

Output of these workshops was an agreed and prioritised ICT Project Programme.

### ***ICT Strategy Key Themes***

#### **1. Citizen Centric Services**

- New Customer Service Centre
- Relocation of the call centre.
- Updating and integration of ICT especially the Payment machine and the new income management system.
- New payment machine at the HLC.
- New website.
- Housing CBL kiosk at HLC.

#### **2. Flexible Working (Remote and Mobile)**

- iPads roll out. 61 devices issued.
- Upgrade of remote access solution
- Additional laptop issued

### **3. Application system improvements**

- Income management system.
- Academy Rev's & Ben's.
- Main planning system.
- CRM
- Electoral registration.
- Environmental M3
- Core Virtual infrastructure and associated power protection especially UPS's and new power circuits. Upgrade DR solution (virtual infrastructure).
- Leisure booking system Leisure legacy.
- ModGov.
- Careline relocation.
- Tapton/Dunston joining core network

### **4. Corporate Intranet development**

- Interim intranet decommissioning of unsecure obsolete intranet.

### **5. Corporate Document Management System (CDMS)**

- Upgrade and migration onto the core virtual infrastructure.
- New Legal Case management module
- Contracts register module.

### **6. Geographical Information System (GIS)**

- Upgrade of main planning system.
- ICT taken responsibility for updating central government hub.

### **7. e-Payments**

- Upgrade of system. New system used by Call Centre, face-to-face CSC.
- Automated telephone payments.

### **8. Replacement Contractor System for OSD**

- COINS system scheduled for Go Live by the 31<sup>st</sup> March 2014.

### **Security**

- PSN compliance and migration to new secure network (replacement for Government Connect network)

- PCI-DSS compliance.
- Data Protection.

**Great Place: Great Service launch. Proposed changes to the ICT Governance structure to link with GPGS governance structure.**

- Relocation of Town Hall housing staff.
- Town Hall Room moves e.g support services.
- Planning East Lodge, Staveley Housing Office.

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## GREAT PLACE: GREAT SERVICE SCRUTINY UPDATE

<b>Project Name:</b>	Great Place: Great Service Transformation Programme
<b>Date of Report:</b>	30 <sup>th</sup> January 2014
<b>Report By:</b>	John Moran, Programme Manager
<b>Sponsor:</b>	GPGS Exec Board

### **1.0 PURPOSE OF REPORT**

- 1.1** To update Scrutiny on the progress of GP:GS since its formal approval at Cabinet on 3<sup>rd</sup> December 2013

### **2.0 RECOMMENDATIONS**

- 2.1** That Scrutiny note and comment on the progress made

### **3.0 BACKGROUND**

- 3.1** We want Chesterfield to be a great place to live in, work and visit. And we want to operate great facilities and provide great services for our customers. However, we are in a period of change unlike any other in local government

- 3.2** Chesterfield Borough Council is facing a set of challenges which are more testing than any faced in recent times. This is most clearly illustrated by the fact that the national austerity measures have resulted in a reduction of central government funding of £3.5 million, over a period of 3 years. This equates to a cut of 27%.

The Council recognises the gravity of the situation and therefore the best way to address these issues is to develop a plan which provides transparency in each of its component parts, allows for easy monitoring of progress and demonstrates tangible benefits. The programme set out in this report is called Great Place, Great Service and it contains three key messages:

- By spending £1.4 million we will save £3.5 million over 10 years

- We want to make Chesterfield a great place to live in, work and visit
- We want to deliver great services for the people of Chesterfield.

### 3.3 The objectives of the Great Place: Great Service programme are:

- Helping to deliver the Council's vision – 'Putting Our Communities First'
- Creating a shared vision of how CBC will operate in future and communicating it effectively
- Improving the customer experience
- Achieving an integrated approach to delivering four key strategies – ICT, Customer Services, Workforce Development and Asset Management
- Helping to deliver a solvent and financially sound council over the medium term (2014/17)
- Having a workforce that is willing and able to embrace change
- Introducing flexible working and a modern working environment.

### 3.4 Cabinet both approved the GPGS programme on the 3<sup>rd</sup> December 2013 and also that the authority for all the decision making and programme expenditure on the Great Place, Great Service programme is delegated to the Executive Steering Group, chaired by the Leader of the Council

## 4.0 HIGHLIGHT REPORT – first 90 day plan

### 4.1 The Programme Officer has been appointed along with three Project Officers who jointly are responsible for delivering the actions contained within the GPGS plan and also responsible

for realising the planned benefits and returns on investment.  
The Project team started on 6<sup>th</sup> January 2014.

- 4.2** The governance structure has been implemented and the first Exec Steering Groups and Project Boards have already taken place
- 4.3** The volunteering groups for the key projects to be delivered has been agreed and meetings have already taken place or are scheduled in the diary
- 4.3** All project architecture has been completed, i.e. project initiation documents, terms of references for the volunteer groups and project plans.
- 4.4** A model office space has been identified in the room vacated by support services.
- 4.5** The trial to remove the need for staff to clock in and out every day has started. Over 40 people are on the trial. The initial feedback is very positive.
- 4.6** Work has started on refurbishing the basement to allow four VSO to move into.
- 4.7** The Council is working heavily on completing the 'Super Depot' at Stonegravels where SpirePride will be joining and working together with OSD.
- 4.8** The implication of the Super Depot means the Council can action the opportunity to sell East Lodge. The Council is now in receipt of an unconditional offer close to £340,000
- 4.9** Cash receiving machines allowing citizens to pay their council tax and rent have been installed in the Health Living Centre. This has allowed the Council to put the Staveley Area Office on the market for sale. Although we have had viewings, as yet the Council has yet to make a sale.
- 4.10** The second tranche of Project Academy has been completed. Sixteen members of staff, again from all areas of the Council, applied.
- 4.11** Work has begun on the installation of WiFi in Committee room 1

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CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN  
FOR THE FOUR MONTH PERIOD 1 FEBRUARY 2014 TO 31 MAY 2014

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of key decisions to be made on behalf of the Council. As far as possible and in the interests of transparency, the Council will seek to provide at least 28 clear days notice of new key decisions (and many new non-key decisions) that are listed on this document. Where this is not practicable, such key decisions will be taken under urgency procedures. Decisions which are expected to be taken in private (at a meeting of the Cabinet or by an individual Cabinet Member) are marked "private".

This Forward Plan sets out the details of the 'key' and other major decisions which the Council expects to take during the next four month period. The Plan is rolled forward every month and is available to the public 28 days before the beginning of each month.

A 'Key' Decision is defined as:

Any executive decision which is likely to result in the Council incurring significant expenditure or the making of savings where there is:

- a decision to spend £50,000 or more from an approved budget, or
- a decision to vire more than £10,000 from one budget to another, or
- a decision which would result in a saving of £10,000 or more to any budget head, or
- a decision to dispose or acquire any interest in land or buildings with a value of £50,000 or more, or
- a decision to propose the closure of, or reduction by more than ten (10) percent in the level of service (for example in terms of funding, staffing or hours of operation) provided from any facility from which Council services are supplied.

Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in one or more electoral wards. This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in the Forward Plan in accordance with Rule 15 (General Exception) and Rule 16 (Special Urgency) of the Access to information Procedure Rules.

The Forward Plan has been extended to now include details of any significant issues to be considered by the Executive Cabinet, full Council and Overview and Scrutiny Committee. It is hoped that this will better meet the needs of elected Members, Officers and the public. They are called "non key decisions". In addition the plan contains details of any reports which are to be taken in the private section of an Executive meeting.

Anyone wishing to make representations about any of the matters in the schedule below may do so by contacting the officer listed. Copies of the Council's Constitution and agenda and minutes for all meeting of the Council may be accessed on the Council's website: [www.chesterfield.gov.uk](http://www.chesterfield.gov.uk).

## Notice of Intention to Conduct Business in Private

Whilst the majority of the business at Cabinet meetings will be open to the public and media to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that the Cabinet meetings shown on this Forward Plan will be held partly in private because some of the reports for the meeting will contain either confidential information or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

A list of the reports which are expected to be considered at this meeting in private are set out in a list on this Forward Plan. They are marked "private", including a number indicating the reason why the decision will be taken in private under the categories set out below:

- (1) information relating to any individual
- (2) information which is likely to reveal the identity of an individual
- (3) information relating the financial or business affairs of any particular person (including the authority holding that information)
- (4) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

If you would like to make representations about any particular decision to be conducted in private at this meeting then please email: [democratic.services@chesterfield.gov.uk](mailto:democratic.services@chesterfield.gov.uk). Such representations must be received in advance of 5 clear working days before the date Cabinet meeting itself, normally by the preceding Monday. The Council is required to consider any representations received as to why an item should not be taken in private and to publish its decision.

It is possible that other private reports may be added at shorter notice to the agenda for the Cabinet meeting or for a Cabinet Member decision.

Cabinet meetings are held at the Town Hall, Chesterfield, S40 1LP, usually starting at 10.30 am on Tuesdays, but subject to change in accordance with legal notice periods.

**Huw Bowen**  
**Chief Executive**



Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
<b>Key Decisions</b>									
Key Decision 255	Appointment of Green Deal/ECO Partner	Joint Cabinet and Employment & General Committee	Executive Member - Housing	25 Feb 2014	Assistant Executive Member Support Members	Meetings.	Business Planning and Strategy Manager - Housing Services	Jane Thomas Tel: 01246 345708 jane.thomas@chesterfield.gov.uk	Public
Key Decision 267	Restructure of Homelessness Service	Joint Cabinet and Employment & General Committee	Executive Member - Housing	11 Mar 2014	Assistant Executive Member Support Members	Meeting.	Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 1 Information relating to individuals
Key Decision 285	New Beetwell Street MSCP Improvement Scheme - to agree a scheme of capital improvements for the car parks in line with the Parking Strategy.	Council	Executive Member - Environment	27 Feb 2014	Assistant Executive Member	Meeting.	Head of Regeneration	Bernadette Wainwright Tel: 01246 345779 bernadette.wainwright@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 286	CCTV Control Centre Improvement Works - to agree capital improvements to the control centre in line with the Parking Strategy.	Council	Executive Member - Customers and Communities	27 Feb 2014	Assistant Executive Member Support Members	Meeting.	Head of Regeneration	Bernadette Wainwright Tel: 01246 345779 bernadette.wainwright@chesterfield.gov.uk	Public
Key Decision 296 Page 32	Careline Consortium - Update on the current position regarding potential partnership arrangements with DCC.	Cabinet	Executive Member - Housing	25 Feb 2014	Assistant Executive Member Support Members	Meeting.	Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcrogan@chesterfield.gov.uk	Public
Key Decision 317	Renewal of Cleaning Contract for Communal Areas	Cabinet	Executive Member - Housing	25 Feb 2014	Assistant Executive Member Support Members	Meeting	Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcrogan@chesterfield.gov.uk	Public
Key Decision 318	Proposals in respect of Grange Court - Change of Use/Conversion	Cabinet	Executive Member - Housing	11 Mar 2014	Assistant Executive Member Support Members	Meeting	Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcrogan@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 321	Review of Allocations Policy - Welfare Reform	Cabinet	Executive Member - Housing	25 Feb 2014	Assistant Executive Member Support Members	Meetings	Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Public
Key Decision 326	Festivals Review - review the Council's programme of cultural festivals in 2013 and agree future events.	Cabinet	Executive Member - Leisure, Culture and Tourism	25 Feb 2014	Assistant Executive Member Support Members	Meetings	Head of Regeneration	Bernadette Wainwright Tel: 01246 345779 bernadette.wainwright@chesterfield.gov.uk	Public
Key Decision 327	Rest Rooms - explain how the rest rooms are managed and financed and review the future of the unused facilities.	Cabinet	Executive Member - Leisure, Culture and Tourism	25 Feb 2014	Assistant Executive Member Support Members	Meetings	Head of Regeneration	Bernadette Wainwright Tel: 01246 345779 bernadette.wainwright@chesterfield.gov.uk	Public
Key Decision 329	Local Plan: Sites and Boundaries Development Plan document - to agree preferred options for public consultation.	Cabinet	Deputy Leader & Executive Member for Planning	11 Feb 2014		Meetings	Head of Regeneration	Alan Siviter Tel: 01246 345954 alan.siviter@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 331	HS2 - response to consultation from government on proposed route for HS2.	Cabinet	Deputy Leader & Executive Member for Planning	28 Jan 2014		Meetings.	Head of Regeneration	Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk	Public
Key Decision 337	THI Scheme Project Evaluation - to receive a final evaluation of the THI project for Chesterfield Town Centre.	Cabinet	Deputy Leader & Executive Member for Planning	25 Mar 2014		Meetings	Head of Regeneration	Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk	Public
Key Decision 339	Proposals for future use of the former garage site of Hady Lane	Cabinet	Executive Member - Housing	11 Mar 2014	Assistant Executive Member Support Members	Meetings.	Business Planning & Strategy Manager	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 340	Caravan and Mobile Home Park Licensing	Cabinet	Executive Member - Housing	11 Mar 2014	Assistant Executive Member Support Members	Meetings.	Business Planning and Strategy Manager - Housing Services	Jane Thomas Tel: 01246 345708 jane.thomas@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 345	Waste Services Fees and Charges	Cabinet	Executive Member - Environment	11 Feb 2014	Assistant Executive Member Support Members	Meetings.	Head of Environment	Dave Bennett Tel: 01246 345122 dave.bennett@chesterfield.gov.uk	Public
Key Decision 347	Anti-Social Behaviour Review	Cabinet	Executive Member - Customers and Communities	25 Feb 2014	Assistant Executive Member	Meetings	Head of Business Transformation	Joe Tomlinson Tel: 01246 345093 joe.tomlinson@chesterfield.gov.uk	Public
Key Decision 348	Strategic Housing Marketing Assessment	Cabinet	Executive Member - Housing	25 Feb 2014	Assistant Executive Member Support Members.	Meeting.	Business Planning and Strategy Manager - Housing Services	James Crouch Tel: 01246 345150 james.crouch@chesterfield.gov.uk	Public
Key Decision 350	HRA Business Plan	Cabinet	Executive Member - Housing	28 Jan 2014	Assistant Executive Member Support Member	Meeting	Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 3 Refers to financial affairs

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 351	Review of Cemeteries Fees and Charges - 2014/15 To set the cemeteries fees and charges for 2014/15.	Cabinet	Executive Member - Environment	11 Feb 2014	Assistant Executive Member Support Members Joint Crematorium Committee	Meeting	Head of Environment	Angela Dunn Bereavement Services Officer Tel: 01246 345881 angela.dunn@chesterfield.gov.uk	Public
Key Decision 352	Fees and Charges for Leisure Centres and Outdoor Recreation Provision 2014 To set the Council's fees and charges for Indoor and Outdoor Sport and Leisure facilities with effect from 1 April 2014	Cabinet	Executive Member - Leisure, Culture and Tourism	11 Feb 2014	Assistant Executive Member Support Members	Meeting	Head of Environment	Darran West Tel: 01246 345751 darran.west@chesterfield.gov.uk	Public
Key Decision 353	Barrow Hill Environmental Improvements	Cabinet	Executive Member - Housing	28 Jan 2014	Assistant Executive Member	Meeting	Business Planning and Strategy Manager - Housing Services	James Crouch Tel: 01246 345150 james.crouch@chesterfield.gov.uk	Public



Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 355	Proposed Sports Pavilion for Eastwood Park	Cabinet	Executive Member - Environment	25 Feb 2014	Assistant Executive Member	Meeting	Head of Environment	John Ramsey Tel: 01246 345097 john.ramsey@chesterfield.gov.uk	Public
Key Decision 360	Risk Management - mid year review and Strategy for 2014/15	Council	Executive Member - Governance and Organisational Development	27 Feb 2014	Assistant Executive Member Cabinet Standards and Audit Committee	Meeting	Head of Finance	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 362	General Fund Revenue Budget 2014/15 and Medium Term Strategy	Council	Leader & Executive Member for Regeneration	27 Feb 2014	Cabinet	Meeting	Head of Finance	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 363	Capital Strategy and General Fund Capital Programme	Council	Deputy Leader & Executive Member for Planning	27 Feb 2014		Meeting	Head of Finance	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 363(1)	Land at Thompson Street Chesterfield	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	20 Jan 2014		Meeting	Head of Regeneration	Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk	Exempt 3 Information relating to the financial or business affairs of a person or company.
Key Decision 363(2)	Sale of Units at Foxwood Road, Chesterfield	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	20 Jan 2014		Meetings.	Head of Kier Contracts	Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk	Exempt 3 Contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 363(3)	Sale of Land at Marsden Street, Chesterfield	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	24 Jan 2014			Report of Kier Asset Management	Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk	Exempt 3 Contains information relating to the financial or business affairs of any particular person (including the authority holding that information).
Key Decision 364	Housing Capital Programme	Council	Executive Member - Housing	27 Feb 2014	Assistant Executive Member	Meeting	Head of Finance and Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 365	Treasury Management Strategy and Prudential Indicators	Council	Deputy Leader & Executive Member for Planning	27 Feb 2014	Cabinet Standards and Audit Committee	Meetings	Head of Finance	Helen Fox Tel: 01246 345452 helen.fox@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 366	Council Tax Levels for 2014/15	Council		27 Feb 2014		Meeting	Head of Finance	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 367	Approval of the Council Tax and Business Rates Bases for 2014/15	Employment and General Committee		30 Jan 2014		Meeting		Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 368	Open Market Fees and Charges 2014/15	Cabinet	Executive Member - Leisure, Culture and Tourism	11 Feb 2014	Assistant Executive Member	Meeting	Head of Regeneration	Mike Hayden Head of Regeneration Tel: 01246 345789 mike.hayden@chesterfield.gov.uk	Public
Key Decision 369	Consideration of Tenders for the Construction of the New Sports Centre (L000)	Cabinet	Executive Member - Leisure, Culture and Tourism	25 Feb 2014	Assistant Executive Member	Meeting	Head of Environment	Darran West Tel: 01246 345751 darran.west@chesterfield.gov.uk	Exempt 3 Contains financial information
Key Decision 370	Appropriation of Land at Queen's Park Annexe for the Construction of the New Sports Centre (R320)	Cabinet	Executive Member - Leisure, Culture and Tourism	11 Feb 2014	Assistant Executive Member	Meeting	Head of Environment	Darran West Tel: 01246 345751 darran.west@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 373	Restructure of the Procurement Unit	Joint Cabinet and Employment & General Committee	Executive Member - Governance and Organisational Development	28 Jan 2014	Assistant Executive Member	Meetings	Head of Business Transformation/ Head of Governance	Mark Evans Head of Business Transformation Tel: 01246 345732 mark.evans@chesterfield.gov.uk	Public
Key Decision 374	Review of Fleet Facilities Manager	Joint Cabinet and Employment & General Committee	Executive Member - Housing	11 Mar 2014	Assistant Executive Member	Meeting	Report of Operational Services Manager	Martyn Bollands Tel: 01246 345020 martyn.bollands@chesterfield.gov.uk	Exempt 3 Contains financial information
Key Decision 376	Council Tax Support Scheme	Council	Executive Member - Customers and Communities	29 Jan 2014	Assistant Executive Member	Meetings	Report of the Head of Finance	Barry Dawson, Fran Rodway Tel: 01246 345451 barry.dawson@chesterfield.gov.uk, Tel: 01246 345475 fran.rodway@chesterfield.gov.uk	Public
Key Decision 377	Repairs Budget 2014/15	Cabinet	Executive Member - Housing	11 Feb 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 378	LAMS Update Report	Cabinet	Executive Member - Housing	25 Feb 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager	James Crouch Tel: 01246 345150 james.crouch@chesterfield.gov.uk	Public
Key Decision 379	New Equipment Store and Garage for Environmental Services Procurement Exemption	Cabinet	Executive Member - Housing	11 Mar 2014	Assistant Executive Member	Meetings	Service Manager - Housing Services	Martyn Bollands Tel: 01246 345020 martyn.bollands@chesterfield.gov.uk	Public
Key Decision 380	Impact on the Housing Service of Derbyshire County Council's Proposed Budget Cuts	Cabinet	Executive Member - Housing	25 Feb 2014	Assistant Executive Member	Meetings	Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Public
Key Decision 381	Annual Report to Tenants - Local Offers 2014/15	Cabinet	Executive Member - Housing	25 Mar 2014	Assistant Executive Member	Meeting	Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 382	Insolvency Debts for Write-off	Executive Member - Customers and Communities	Executive Member - Customers and Communities	25 Feb 2014	Assistant Executive Member	Meeting	Customer Centric Services Manager	Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk	Exempt 3 Information relating to the financial or business affairs
<b>Private Items - not Key or non-Key</b>									
Non-Key Page 43	Outstanding Debts for Write-off	Executive Member - Customers and Communities	Executive Member - Customers and Communities	25 Feb 2014	Assistant Executive Member	Meeting	Customer Centric Services Manager	Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs
Non-Key 2	Unit 4 and 14 Ireland Close	Executive Member - Customers and Communities	Executive Member - Customers and Communities	25 Feb 2014	Assistant Executive Member	Meeting	Customer Centric Services Manager	Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 3	Housing Benefit Overpayment	Executive Member - Customers and Communities	Executive Member - Customers and Communities	25 Feb 2014	Assistant Executive Member	Meeting	Customer Centric Services Manager	Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs
Non-Key Page 44	Unit 2 Calow Lane	Executive Member - Customers and Communities	Executive Member - Customers and Communities	25 Feb 2014	Assistant Executive Member	Meeting	Customer Centric Services Manager	Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs



## SCRUTINY COMMITTEE RECOMMENDATIONS - IMPLEMENTATION MONITORING FORM

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Minute Ref. / Date (Scrutiny Committee & Cabinet, Council & its Committees)	Scrutiny Committee Recommendations or <i>Decision making body resolution</i> <i>(italics = Agreed by Scrutiny Committee but not yet considered by decision making body)</i>	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
EW3	Parking Policy (SPG)	<b>14.02.13</b> (No 0027)  Approved at Cabinet on 05.03.13	<ol style="list-style-type: none"> <li>1. The barrier system of parking control which gives change, be extended to other car parks.</li> <li>2. Improvements be implemented for the New Beetwell Street MSCP to bring the facility up to a standard equivalent to that at Vicar Lane.</li> <li>3. Improvements to signage across the town centre and at the entry points to off-street car parks be undertaken.</li> </ol>	Progress update 6 months from 05.03.13	Head of Regeneration provided progress update to EW on 05.09.13.	
OP3	Anti Social Behaviour (SPG)	<b>17.01.13</b> (No 0064)  Considered by Cabinet 10.09.13.	See report and minute.			Exec Report considered by OP 12.12.13 before Cabinet decision.

<b>Ref No</b>	<b>Item</b> (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	<b>Minute Ref. / Date</b> (Scrutiny Committee & Cabinet, Council & its Committees)	<b>Scrutiny Committee Recommendations or <i>Decision making body resolution</i></b> <i>(italics = Agreed by Scrutiny Committee but not yet considered by decision making body)</i>	<b>Completion Date for Actions</b>	<b>Action / Response Completed</b>	<b>Further Action Required by Scrutiny</b> <i>(6 monthly progress reports)</i>
CCO1	Statutory Crime & Disorder Scrutiny	<b>29/09/11</b> (No 0044)  (No 0045)	1. Progress report on sharing information re alcohol related health problems and hospital admissions.  2. Consult Committee on internal Review of Community Safety before submission to Cabinet.	6 months from 29/09/11.	1. Update provided 30.05.13. Statistics awaited.  2. Awaiting.	Report received 05.12.13. Next report due 10.04.14.
		<b>04/10/12</b>	3. Consult Committee on Redeeming our Communities Proposals when completed.		3. Awaiting.	
		<b>30/05/13</b> (No 0003)	4. Recommendation to Community Safety Partnership regarding introduction of Shopwatch scheme.	Letter sent 25.07.13	4. Awaiting response to letter.	
CCO3	Cumulative Impact Policy	<b>SB 14/07/11</b> (No 0015)  Licensing Ctte	1. Supports consultation on introduction of CIP.  2. A further report on consultation outcome be reported to Licensing Ctte and Cabinet before Council.		1. Completed.  2. Completed.	

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Minute Ref. / Date (Scrutiny Committee & Cabinet, Council & its Committees)	Scrutiny Committee Recommendations or <i>Decision making body resolution</i> ( <i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i> )	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
			<p>3. Scrutiny Board /Ctte to be involved with monitor and review of CIP after 12 months in operation.</p> <p>4. Impact of alcohol consumption on health service to be brought to attention of Licensing Committee.</p>	3. Following 12 months in operation.	<p>3. Completed. Report received 31.01.13.</p> <p>4. Update received 01.08.13. Hospital statistics not yet available.</p>	
Page 47	W2 Review of Water Rates Payment Policy	<p><b>SB 16/06/11</b> (No 0004)</p> <p>Cabinet 31/1/12 (No 0164)</p>	1. Refer proposed amended Water Rates Payment policies to Executive Member / Cabinet for adoption.		Last progress report received 27.06.13	Scrutiny Project Group set up to undertake further review. Review completed & reported to EW 16.01.14.

Abbreviations Key : OP = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. EW = Enterprise and Wellbeing Scrutiny Committee).

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**CHESTERFIELD BOROUGH COUNCIL**

**WORK PROGRAMME : OVERVIEW AND PERFORMANCE SCRUTINY FORUM on 30 JANUARY 2014**

	<b>Scrutiny Meeting Date:</b>	<b>Business Items :</b>	<b>Status :</b>	<b>Raised by:</b>	<b>Executive Responsibility</b>
1	30.01.14	Budget Scrutiny and Monitoring	Ongoing. Last reported 26.09.13. Development session held 28.11.13. Special meeting being arranged.	O&P	<i>Leader &amp; Regeneration</i>
2	30.01.14	Great Place, Great Service – Proposed council wide transformation programme.	Report received 28.11.13. Considered Joint Cabinet / Employment & General Committee 03.12.13.	O&P Chairs	<i>Deputy Leader / Executive Member Planning</i>
3	30.01.14	Chesterfield Procurement Service	New arrangements pending scrutiny monitoring.	O&P Chairs	<i>Executive Member Governance</i>
4	30.01.14	ICT Strategy	Strategy approved by Cabinet December 2012. Actions plan pending scrutiny monitoring.	O&P Chairs	<i>Executive Member Governance</i>
5	30.01.14	Council Corporate Plan	Report last received 17.01.13.	O&P	<i>Deputy Leader &amp; Planning</i>
6	03.04.14	Corporate Asset Management Plan	Available for progress update.	<i>Former structure</i>	<i>Deputy Leader &amp; Planning</i>
7	03.04.14	Proposed Community Consultation Surveys Results	Results from 'Are you being served' and 'STAR' public surveys.	<i>Link Officer (Policy)</i>	<i>Customers &amp; Communities</i>
8	03.04.14	Council Corporate Performance Scrutiny and Monitoring	Report for 6 monthly monitoring. Last received 17.10.13.	O&P	<i>Deputy Leader &amp; Planning</i>
9	03.04.14	Dog Control Measures	Measures introduced to Hasland	O&P	<i>Environment</i>

**CHESTERFIELD BOROUGH COUNCIL**

	<b>Scrutiny Meeting Date:</b>	<b>Business Items :</b>	<b>Status :</b>	<b>Raised by:</b>	<b>Executive Responsibility</b>
		Progress Report	Park. Council monitoring underway.		
10	October 2014	Public, Private Partnership (Corporate Services) Performance Scrutiny and Monitoring	Last reported 26.09.13. Annual update due October 2014.	O&P (carried forward)	Governance & Organisational Development
11	TBC	Overview and Scrutiny Arrangements - Action Plan Progress	Action Plan being delivered. Update last received 28.11.13.	O&P Chairs	Governance
12	TBC	Tenant Led Self Regulation (Chairs Report)	Last reported 25.07.13.	O&P	Housing
<b>Scrutiny Project Groups :</b>					
13	Every meeting	Welfare Reform	Part 2 - Commencement agreed 25.07.13.	O&P 28.05.12	Leader & Regeneration
14	Every meeting	External Communications Strategy	Review agreed 26.09.13.	O&P 26.09.13.	Leader & Regeneration
<b>New Business Items Proposed :</b>					
		Disposal of Hazardous Waste		Member O&P	Environment
	03.04.14	Refresh of Tenant Involvement	Proposed report to scrutiny in March / April	Link Officer Housing	Housing

Note: Items for monitoring (from scrutiny reviews and/or recommendations) are not included above but are listed in the Scrutiny Monitoring Form a separate item on the agenda. Members may wish to agree items from the Forward Plan and Scrutiny Monitoring Form for the work programme. [KEY to abbreviations: O&P = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. E&W = Enterprise and Wellbeing Scrutiny Committee. TBC = to be confirmed]. (Next meeting is 03 April 2014).

## JOINT SCRUTINY PANEL

Minutes of a meeting of the Joint Scrutiny Panel of Bolsover District Council, Chesterfield Borough Council and North East Derbyshire District Council held in Chamber Suites 1 and 2, The Arc, Clowne on Thursday 21<sup>st</sup> November 2013 at 1400 hours.

### **PRESENT:-**

Members:-

Councillor R. Heffer (Bolsover District Council) in the Chair

Bolsover District Council (BDC):-

Councillor S. Wallis

Chesterfield Borough Council (CBC):-

Councillors V. Lang and J. Innes

North East Derbyshire District Council (NEDDC):-

Councillor Cllr J. Windle

Officers:-

D. Eccles (Joint Assistant Director of Regeneration) (BDC & NEDDC), M. Clinton (Business Manager) (BCN Consultancy), A. Cunningham (Scrutiny Officer) (CBC), S. Broadhead (Overview and Scrutiny Manager) (NEDDC), L. Cheong (Acting Scrutiny Officer) and A. Bluff (Governance Officer) (BDC).

### **81/13. APOLOGIES**

Apologies for absence were received from Councillor B. Ridgeway (NEDDC), R. Turner (BDC) and D. Hawksworth (CBC).

### **82/13. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **83/13. MINUTES – 24<sup>th</sup> JULY 2013**

Moved by Councillor S. Wallis, seconded by Councillor J. Innes

**RESOLVED** that the Minutes of a meeting held on 24<sup>th</sup> July 2013 be approved as a true and correct record.

## JOINT SCRUTINY PANEL

### **84/13. SHARED PROCUREMENT UNIT UPDATE**

The Acting Scrutiny Officer gave a verbal update to the meeting regarding the Shared Procurement Unit.

There had been some changes to the Procurement Unit and Key Members of staff had now left the authority. The service was now operating from Bassetlaw District Council and Chesterfield Borough Council were stepping back from the joint arrangements.

### **85/13. INSURANCE ARRANGEMENTS UPDATE**

Members had requested that a case study be prepared by the Joint Assistant Director of Resources in relation to insurance arrangements and that it be sent to parish councils for their information but this had not happened. It was felt there may have been some confusion as to why the information was requested.

It had been suggested that potentially it could be beneficial if two or three parish councils had insurance from one company to help with a less expensive quote.

A discussion took place.

It was agreed that the case study was still needed and this be included on the agenda for the next meeting.

(Acting Scrutiny Officer/Governance Manager/Overview and Scrutiny Manager)

### **86/13. ADDITIONAL URGENT ITEMS OF BUSINESS**

There were no urgent items of business.

### **87/13. EXCLUSION OF THE PUBLIC**

Moved by Councillor S. Wallis, seconded by Councillor J. Innes

**RESOLVED** that the public be excluded from the meeting during the discussion of the following item of business to avoid the disclosure to them of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006).



## JOINT SCRUTINY PANEL

### 88/13. BCN CONSULTANCY (BUILDING CONTROL) UPDATE EXEMPT - PARAGRAPH 3

The Joint Assistant Director of Regeneration gave a power point presentation to the meeting regarding an Options Appraisal Review carried out by Urban Vision (an offshoot company of Capita) in relation to the BCN Consultancy (*Bolsover, Chesterfield and North East Derbyshire Consultancy*).

Urban Vision had carried out a review on the current way in which BCN performed to look at ways in which costs could be reduced or income increased. It also sought to identify and review future business models to reduce costs to member authorities and bring resilience to the service.

BCN had vacated premises at Dunstan in July 2012 and moved back to the CBC Offices in Chesterfield Town Hall which had realised a saving of £40,000 over the year

Between 2007/08 and 2012/13 there had been a reduction in income of around 47%. The deficit had been nil in 07/08 and £81k in 12/13. The deficit included redundancy/pension costs for two staff and the working deficit accumulated over three years.

The review had looked at the 2013/14 figures and these were above target.

Issues regarding the service were;

- Cost of service high in relation to income
- Loss of business to Approved Inspectors
- Running significant deficit
- No formal performance/financial management
- No formal customer feedback system in place
- Lack of marketing
- Staff concerned about poor back office systems
- No marketing strategy
- Staff Morale

It was noted that some staff had requested voluntary redundancy and this would be submitted to the Joint Board in early December 2013.

Options for the service were;

Option 1 - Establish a service that delivers minimum statutory services (in/ out sourced),

Option 2 - Continue the service as at present, introducing a self driven improvement plan - secure additional income and reduce contribution,

Option 3 - Expand the consortium, working with a high performing council in Derbyshire, Nottinghamshire or Sheffield,

## JOINT SCRUTINY PANEL

Option 4 - Establish a staff owned mutual,

Option 5 - Outsource or form a joint venture with a private sector consultancy,

Option 6 - Outsource or form a joint venture with a private sector contractor,

Option 7 - Continue the service as at present, buying in expertise required to implement and maintain the improvement plan (In-sourcing),

Option 8 - Merge the service to an established local authority "Teckal" group.

Option 9 - Reduce the size of the service to the minimum required by the Council but establish a "top up capacity, resilience and commercial support" partnership with a private sector organization.

Recommended options from Urban Vision were;

Outsourcing – A Local Authority /Commercial Partnership

Staff and service responsibility transfers to a third party with service quality and financial certainty for the councils

OR

The recruitment of a Commercial Manager and capacity support – A rationalised in-house core team and commercial manager with support from a third party. Council have direct control, a core team would help guarantee cost recovery, with the service benefiting from commercial drive and resilience. The size of the core team and support required could vary.

In response to Members questions, the Joint Assistant Director of Regeneration advised that the team had struggled with the declining market and the service had not had the ability to be driven commercially. The second option suggested by Urban Vision of a Commercial Manager would reduce some of the compliment and a restructure would need to take place.

The Business Manager, BCN Consultancy, added that new staff had not been appointed when staff had left and so there had been some natural wastage.

BCN is recognised as a model for joint local authority building control service provision and has been visited by the Head of Building Regulation Division and a senior colleague from DCLG

The current financial position shows a surplus of £25k

Members asked questions to which the Joint Assistant Director of Regeneration and the Business Manager, BCN Consultancy responded.

A lengthy discussion took place.

Members agreed that they would like the BCN Consultancy Service to be kept in house and this be recommended to the Joint Board. Members would also take back

## JOINT SCRUTINY PANEL

the Joint Assistant Director of Regeneration's comments and the Business Manager's comments to the Joint Board.

Members further raised that they felt that on this and other issues their Scrutiny role was reactive rather than proactive as information was coming to the Panel too late for them to have any real influence on decision making.

Moved by Councillor Lang, seconded by Councillor S. Wallis  
**RECOMMENDED** to the Joint Board that

(1) the BCN Consultancy Service be kept in house,

(2) a discussion takes place at the Joint Board in relation to how the Scrutiny Panel's role could be proactive rather than reactive as information was coming to the Panel too late for them to have any real influence on decision making.

(Acting Scrutiny Officer/Governance Officer)

The Joint Assistant Director of Regeneration and the Business Manager, BCN Consultancy left the meeting.

### **89/13. DATE OF NEXT MEETING**

The next meeting would be held at NEDDC on 13<sup>th</sup> March 2014 at 2pm.

The meeting concluded at 1455 hours.

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## OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Thursday, 12th December, 2013

Present:-

Councillor Innes (Chair)

Councillors	Bagley	Gibson++
	Blank+	Hawksworth++
	Bradford	King+++
	Brown+	Lang
	Callan	Lowe
	Diouf++	Tom Murphy
	Dyke	Slack
	Flood	Paul Stone

Jackie Brobyn – Democratic Services Officer  
 Anita Cunningham – Scrutiny Officer  
 Mark Evans – Head of Business Transformation+  
 Sara T Goodwin – Head of Governance+++  
 Joe Tomlinson – Community Safety Officer+

+ Attended for Minute No. 53  
 ++ Members requesting call-in  
 +++ Attended for Minute No. 56

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

No declarations were received.

**52 APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Borrell.++

**53 EXECUTIVE MEMBER FOR CUSTOMERS AND COMMUNITIES REPORT ON CORPORATE ANTI-SOCIAL BEHAVIOUR POLICY**

Councillor Blank, Executive Member for Customers and Communities, Councillor Brown, Assistant Executive Member for Customers and Communities, Mark Evans, Head of Business Transformation and Joe Tomlinson, Community Safety Officer attended the meeting to present the business case for the Private Sector Anti-Social Behaviour (ASB) Review and to seek comment from Members for inclusion in the report to Cabinet.

It was noted that the Council's Corporate Plan 2012-15 included a requirement to review the Council's arrangements for ASB management in the private sector, and the following four options were included in the report for consideration:

- Status quo – no change
- Using all or part of the funding from a vacant post to employ a case worker
- Employing a number of case workers
- Radically re-designing the current roles of the Community Safety Team.

The options range from an annual saving of £32,000 to an additional cost of £66,000. Due to the financial situation of the Council and the business needs, option 2 was strongly favoured by the Project Board as being best value.

Members of the Forum considered the four options and after a lengthy discussion agreed that the Forum would support the Project Board's recommendation, with a preference for option 2(b) to use part of the funding from a vacant post to employ a case worker for 0.6 FTE (part full time equivalent).

**RESOLVED -** That the Forum supports the Board's recommendation to use part of the funding from the vacant post to employ a case worker for 0.6 FTE (part of full time equivalent).

#### **54 FORWARD PLAN**

This item was deferred to a future meeting.

#### **55 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC**

**RESOLVED:** That under Regulation 21 (1)(b) of the Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by Paragraphs 1,3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972'

#### **56 CONSIDERATION OF REQUEST FOR CALL IN OF JOINT CABINET AND EMPLOYMENT AND GENERAL COMMITTEE DECISION - PROPOSED RESTRUCTURE OF GOVERNANCE**

The Overview and Performance Scrutiny Forum gave consideration to the above request for call-in of the Joint Cabinet and Employment and General Committee's decision at Minute No. 19 in accordance with the Scrutiny Procedure Rules. They heard evidence from the Members who made the request and also from the Executive Member for Governance and Organisational Development and the Head of Governance.

The issue which was raised by the call-in members in respect of the decision made by Joint Cabinet and Employment and General Committee was that the consultation process had been inadequately carried out with all stakeholders to ensure a better outcome. It was felt that a well documented wide consultation would have maximised the chances of success of the proposed changes as ownership of the changes was vital.

Following a lengthy discussion with representations being made by members requesting the call-in, the Executive Member for Governance and Organisational Development and the Head of Governance, the Overview and Performance Scrutiny Forum Members decided the decision should not be called-in and therefore the Joint Cabinet and Employment and General Committee decision should take effect.

**RESOLVED -** That the request for call-in of the Joint Cabinet and Employment and General Committee decision – Proposed Restructure of Governance, be not supported, and the decision take effect.

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## **OVERVIEW AND PERFORMANCE SCRUTINY FORUM**

**Thursday, 19th December, 2013**

Present:-

Councillor Innes (Chair)

Councillors	Borrell	Gibson
	Bradford	Slack
	Burrows+	

Anita Cunningham – Scrutiny Officer  
 Virginia Dodds – Democratic Services Officer  
 Barry Dawson –Head of Finance+

+Attended for Minute No. 59 only

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

No declarations were made.

**58**     **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bagley, Callan, Diouf, Flood, Lang, Lowe and Tom Murphy.

**59**     **LEADER & EXECUTIVE MEMBER FOR REGENERATION - REPORT ON THE BUDGET**

The Leader and Executive Member for Regeneration, Councillor John Burrows, and the Head of Finance, Barry Dawson, attended the meeting to discuss the budget outturn for the current financial year and draft budgets for 2014/15 and future years with members.

The budgets were at the draft stage as the announcement of the Local Government Provisional Finance Settlement, which included details of Government funding allocations, had not yet been made and no fixed date had been given for this. This was due to the late announcement of the Autumn Statement. The delay meant that there would be little time for any unexpected issues arising from the settlement to be addressed in setting definitive budgets. Members expressed concern over this delay. Councillor Burrows assured members that the Local Government Association was making representations to central Government.

The Head of Finance reported on proposals in the Autumn Statement which affected local authorities, such as the Council Tax freeze offer, the New Homes Bonus, partial lifting of the housing borrowing cap and refunds for business rate relief to traders.

The latest budget forecast for 2013/14 showed a deficit of £166,000, following a detailed budget preparation exercise. Efforts would be made during the remainder of the financial year to eliminate this deficit. Any further savings identified by budget holders would be incorporated into the final budget report to be presented to Cabinet in February 2014.

Details were given of the budget forecast for 2014/15. Members noted that from 2014/15 Government funding towards the Local Council Tax Support Scheme would be combined into the funding settlement and would no longer be separately identifiable; therefore, no specific amount had been recommended for transfer to Parish Councils. Given the pressure on the Council's budgets it seemed reasonable to apply a fixed rate reduction of 10% per annum to the parishes. This meant the Parish Councils could plan their budgets as they would know in advance how much grant would be awarded by the Borough. Scrutiny member supported this proposal.

Members commended officers on their work in presenting as balanced a budget as possible under the current circumstances, and continuing efforts to reduce the forecast deficit for this and future years.

RESOLVED – That the report be noted.

## OVERVIEW AND PERFORMANCE SCRUTINY FORUM MEETING

Thursday, 28th November, 2013

Present:-

Councillor Innes (Chair)

Councillors	Lang	Lang
	Bagley	Lowe
	Borrell	Tom Murphy
	Flood	Slack
	Gibson	Paul Stone
	Hawksworth	

Councillor Sharon Blank, Executive Member for Customers and Communities +  
 Mark Evans, Head of Business Transformation++  
 Fran Rodway, Customer Centric Services Manager+++  
 Darran West, Head of Environmental Services++++  
 Anita Cunningham, Scrutiny Officer  
 Mary Stead, Democratic Services Officer

+ Attended for Minute No. 42

++ Attended for Minute No. 41

+++ Attended for Minute No. 39

++++ Attended for Minute No. 40

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

No declarations were received.

### 38 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bradford, Callan and Diouf.

### 39 LEADER AND EXECUTIVE MEMBER FOR REGENERATION - PROGRESS REPORT ON THE LOCAL COUNCIL TAX SUPPORT SCHEME

Fran Rodway, Customer Centric Services Manager, provided a summary of the Local Council Tax Support Scheme, and the impact of Welfare Reform on the collection rates.

The net collectable debit had increased from £39,281,000 to £40,751,000. The number of customers on 100% benefit had reduced from 7,635 in 2012 to 3,077 in 2013. 8,354 charge payers were receiving Council Tax Support in the current financial year and still had something to pay. 1,152 had yet to pay anything. 15% of cases had negotiated a payment arrangement with the Borough Council.

The overall Council Tax collection rate was 66.6% which was only 0.5% less than in October 2012. The collection rate from those who had previously received 100% Council Tax Benefit was 42.5%. Slightly more money had been collected because there was a larger amount to collect, as a result of reduced Council Tax Benefit, and the total collected by the end of October 2013 was £27,157,689, an increase of £789,468 on the previous year.

Unpaid Council Tax was being reclaimed through earnings attachments and benefit attachments. Referrals to the bailiff had increased although no-one with Council Tax to pay for the first time had yet been referred to the bailiff. Referral to a bailiff was only done when all other options had failed, and could be a worthwhile way of engaging with an individual or their care-worker.

At Cabinet Minute No. 0095 (6) it had been resolved that the Local Council Tax Support Scheme should be uprated in line with changes that the Government would make with regard to pensioners and the Housing Benefit scheme.

Subject to the results of consultation with preceptors, Cabinet would be asked to consider reducing the 'taper' from 25% to 20% in order to assist working age claimants, with the cost of offering more discount shared amongst the major preceptors. The 'taper' reduces eligibility for support as income increases, and mainly affects people on low or irregular incomes. The Borough Council was the only council in Derbyshire to implement a 'taper'.

Members of Council had been offered training on this issue, and there were training materials available on the 'P' drive in a shared folder.

There was discussion of the definition of 'empty' when applied to properties classified as empty for the purposes of Council Tax payment. The exemption for 'unoccupied' properties was for the first six months, but this period could be reduced to 3 months in future. There had been increased interaction with property owners, including visits to ascertain the situation.

The Customer Centric Services Manager was thanked for providing the progress report.

#### **RESOLVED –**

That the update on the Local Council Tax Support Scheme be noted.

#### **40 EXECUTIVE MEMBER FOR ENVIRONMENT - PROGRESS REPORT ON BLUE BINS REFUSE CONTRACT**

The Head of Environment Services provided a verbal update on progress made since the change in the recycling collection process. Glass could now be put into the insert at the top of the blue bins, and paper, card, plastic and cans could be put into the main part of the bin.

There had been few complaints about the change in procedure.

Nineteen complaints had been received in 2012, and there had been 21 complaints in 2013. Most of these complaints were about broken glass.

Contrary to expectations, the amount of recyclable materials collected had only increase by seven tonnes. This reflected decreasing national recycling rates, possible as a result of the economic situation, as well as efforts by manufacturers to reduce unnecessary packaging, and customers communicating electronically, rather than by using or buying paper products.

Although at first there had been complaints about the light lids to the bins, despite compliance with European standards, complaints had been reduced by offering more advice on what to put into the bins. The company responsible had put stickers on the bins, at its own expense, to provide information for customers.

Veolia responded to complaints about broken glass and other waste around bins by cleaning up after the bins had been emptied.

Veolia collected 45,000 bins on alternate weeks, so the complaints were a very small percentage of the bins emptied.

There had been an increase in requests for bags to enable residents to put additional materials for recycling next to their blue bin for collection. The Head of Environment Services would check whether there was financial assistance from Derbyshire County Council towards the cost of supplying the bags.

Veolia was taking the waste to Gill Moss near Liverpool.

Collection rounds had been changed.. It was intended that new software would enable the sweeper rounds to be co-ordinated with the bin collection dates.

The Head of Environment Services was thanked for his update.

#### **RESOLVED –**

That the report be noted.

#### **41 DEPUTY LEADER AND EXECUTIVE MEMBER FOR PLANNING - REPORT ON 'GREAT PLACE, GREAT SERVICE'**

The Head of Business Transformation submitted a report on the 'Great Place, Great Service' programme.

The intention of the programme was to use 'Invest to Save' funding to make better use of Council assets, including the Town Hall, and to focus on improved ways of working.

As far as possible, costs should be reduced and services maintained and improved, in order to bring in more revenue. Under-used assets would be sold or rented, or used more effectively by the Borough Council.

The programme would be overseen by an Executive Board, including Members of Council, officers and trade union representatives. Working groups would be established, to do the work needed to implement the programme

It was suggested that residents would benefit from better access to customer services. It was hoped that costs would be reduced by reducing staffing, by natural wastage if possible, without reducing the level of service provided.

Proposals were made for changes in the way staff used Council buildings, with more emphasis on working from home, changes in flexible working, and performance being assessed increasingly by outcomes rather than by hours worked. Greater use of ICT would result in increased output and reduced costs.

Concern was expressed about the risk of reducing services, the impact of this on the Councillors' representative role, and losing staff as a result of the 'Great Place, Great Service' transformation programme.

It was agreed that members of the Scrutiny Forum would draw up a list of questions for the Business Transformation Manager, to be answered before the next meeting of the Forum, and that regular reports would be requested at subsequent meetings.

There was concern regarding the potential for inaccurate public perception. The Scrutiny Forum was concerned that the changes should be well-publicised and fully explained, so that public perception would be of an improved service as a result of well-timed and targeted investment.

#### **RESOLVED –**

- (1) That it be recommended to Cabinet that communication of the reasons for introducing the 'Great Place, Great Service' programme be prioritised, so that the strategy could be clearly understood by the public.
- (2) That the 'Great Place, Great Service' programme become a Standing Item on the agenda for the Overview and Performance Scrutiny Forum.
- (3) That the Deputy Leader and Executive Member for Planning be invited to the next meeting of the Overview and Performance Scrutiny Forum.

#### **42 EXECUTIVE MEMBER FOR CUSTOMERS AND COMMUNITIES - PROGRESS REPORT ON ANTI-SOCIAL BEHAVIOUR POLICY**

Councillor Blank, Executive Member for Customers and Communities, provided an overview of the Borough Council's Anti-Social Behaviour Policy.

There had been recent changes in police tasking procedures, the use of E-CINS (Empowering Communities Inclusion and Neighbourhood Management system), in the operation of Housing's Review Board, and in procedures used in Community Safety, the Legal Service and Environment Services.

Benchmarking work was being done with other local authorities, to find out more about their policies.

Community Safety was the joint responsibility of the Community Safety Partnership, which included the Police, Derbyshire County Council and the Borough Council.

There were five policy options under consideration:

- to do nothing
- to utilise the frozen post to appoint staff specialising in anti-social behaviour issues
- to take on 3 full-time anti-social behaviour officers
- to change the role of the Community Safety Officer and Anti-Social Behaviour Co-ordinator
- to explore the wardening option.

The Steering Board favoured the second option, but no recommendation had yet been made, to allow time to explore all the options fully.

If the report were not to go to Cabinet at the end of December 2013, it might be possible for it to be considered by the Overview and Performance Scrutiny Forum at its meeting on 30th January, 2013.

It was provisionally agreed that a Special Meeting be held on 12th December, 2013, to consider this matter by discussing the draft Cabinet report.

The Community Safety Officer would be invited to attend.

Other information to be considered included the headline results from the 'Are you being served?' community consultation survey

If possible, more information would be required on the use of E-CINS by Housing staff, and the training given to staff in using this database, which was designed to provide more support for vulnerable people by encouraging information-sharing between agencies dealing with them.

#### **RESOLVED –**

- (1) That a Special Meeting on Anti-Social Behaviour be held on Thursday 12th December, 2013.
- (2) That the Executive Member for Customers and Communities be requested to ensure that Social Housing landlords are signed up to using E-CINS and that the Council's Housing Service are also using the system.

**43**     **FORWARD PLAN**

The Governance Restructure in the Forward Plan was raised, and further information on the decision-making process requested, this having already been raised at a Council meeting.

The issues could have been raised at a Scrutiny Business Meeting, to clarify what information was needed before the Scrutiny Forum, but the Member concerned had been unable to attend on that occasion.

It was explained that if the concern was with access to Exempt Items on agendas, this could be partly answered by inviting Heads of Service to discuss the issues with the Overview and Performance Scrutiny Forum. This had been done recently, when the Head of Governance attended the Forum to provide more information on the Governance Review, which was to be considered by Joint Cabinet and Employment Committee on 3rd December, 2013.

Exempt items could be made available to Scrutiny committee members, but by raising them at the Scrutiny Committee Pre-Agenda Meeting or Scrutiny Business Meeting first, such items could be better planned for, before being put on the meeting agenda. It was agreed that the Governance Review be considered at the next meeting of the Overview and Performance Scrutiny Committee, with the focus on the decision-making process.

It was asked why the Persistent and Vexatious Complaints Policy had not been on the Forward Plan very long. A similar issue had arisen with the Taxi Review, which had not been on the Forward Plan, but in that case Scrutiny had established a review group to look into the matter. As a regulatory issue, it was being considered by the appropriate committee.

It was agreed that it was necessary to investigate why certain issues did not appear on the Forward Plan, and a further report would be made to a future meeting of the Overview and Performance Scrutiny Forum.

**RESOLVED –**

- (1) That the Governance Review be considered at the next meeting, with a focus on the decision-making process.
- (2) That regarding the Persistent and Vexatious Complaints Policy, further information be obtained on the criteria for including items in the Forward Plan, and the statutory time-scales for providing notice of decisions.

**44**     **CHAIR'S UPDATE ON TENANT-LED SELF REGULATION**

The Chair reported that there was nothing to report because the planned meeting with the Tenants' Challenge Panel representatives had been cancelled, but there was still a commitment to introducing these new tenants' representatives to Scrutiny Members



It was suggested that an informal setting would be better than using the Town Hall for such a meeting, to build a relationship between tenants and Members of Council. This meeting would be held in January 2014, at a suitable venue. After further consideration, an alternative venue was agreed to be the most appropriate, to encourage Housing scrutiny representatives to engage positively with elected Scrutiny members.

#### **RESOLVED –**

That a meeting be held with Tenants Challenge Panel, to increase understanding of the role of Scrutiny in relation to Housing issues.

#### **45 OVERVIEW AND SCRUTINY ARRANGEMENTS - ACTION PLAN PROGRESS REPORT**

The Scrutiny Officer provided a progress report on the implementation of the recommendations made in the report on the Review of Revised Overview and Scrutiny Arrangements, presented to Cabinet on 9th July, 2013 and to Council on 24th July, 2013.

These recommendations had been used to draw up a list of actions, and targets. Some of these targets had now been achieved, including:

- Consultation with Scrutiny Link Officer Group to identify and agree further improvements to the Link Officer role, and to begin process of promoting the Link Officer concept.
- Increased administrative support for Scrutiny, pending conclusion of restructures in Governance and Business Transformation.
- Consultation with Scrutiny and Executive Members on informal meetings expectations, and drawing up of Terms of Reference.
- Consultation with Members and Senior and Service Managers on further learning and development needs, to draw up and agree a learning and development plan.
- Promotion of Overview and Scrutiny through team meetings and the Borough Bulletin.

Other aspects of the Action Plan remained to be achieved, including consultation on:

- Further development and improvement of the pre-agenda meetings.
- Further development and improvement of the Scrutiny Project Group initiation and scoping process.

- Further development and improvement of Scrutiny Procedure Rules and informal protocols.
- Evaluation after 12 months of operation of the new system.

It was agreed that relationships between Scrutiny members, Executive Members and officers had improved as a result of implementing these recommendations.

It was agreed that greater understanding and acceptance of the role of Scrutiny had resulted from these improvements.

The work of Scrutiny Project Groups had been facilitated by the provision of increased administrative support. It was further explained that completed reviews were being analysed, with the review group members given the opportunity for a debrief, so that a learning opportunity could be provided for future Scrutiny Project Groups.

#### **RESOLVED –**

That the progress report on the Overview and Scrutiny Arrangements Action Plan be noted.

#### **46 OVERVIEW AND SCRUTINY DEVELOPMENTS**

The Scrutiny Officer reported that there would be a training session for Scrutiny members, with a focus on chairing skills for Scrutiny Project Groups. This would be held before the next meeting of the Overview and Performance Scrutiny Forum, scheduled for 30th January, 2014.

#### **47 SCRUTINY MONITORING**

Consideration was given to the Monitoring Form for the implementation of Scrutiny Committee recommendations.

It was agreed that items to be removed from the Monitoring Form, were the Refuse Contract/Blue Bins, and the Council Tax Support Scheme, as progress reports had been received.

Other work still ongoing, included Anti-Social Behaviour policy, the review of Water Rates Payment Policy, and Statutory Crime and Disorder Scrutiny Committee.

#### **RESOLVED –**

That the report be noted and agreed items be removed.

#### **48 SCRUTINY PROJECT GROUP PROGRESS UPDATES**

It was stressed that Scrutiny Project Groups should not now start work until their scoping document had been agreed, at a Scrutiny Business Meeting.

It was acknowledged that in some cases it was difficult to complete the scoping document without speaking with the Executive Member and Council officers, or making initial visits.

It was advisable to put the scoping document to the Business Meeting as early as possible, to obtain the approval and advice of experienced Scrutiny Members. The scoping document could be updated as the work of each Scrutiny Project Group developed, so that the Business Meeting was kept fully informed of progress.

It was requested that training be given to any Members who were new to Scrutiny work, to assist them in their task, because the Scrutiny process was difficult for new Members to understand, until they had received training. Specific learning was requested around scrutiny's policy development role.

It was also suggested that training should be ongoing, because Scrutiny Members needed to develop a range of skills to achieve their aims in Project Groups. If more backbenchers were to become involved in Scrutiny work they too would need training about the Scrutiny process.

The Scrutiny Officer requested that all Members respond to the survey with their learning and development needs, so that appropriate training could be arranged for them.

It was agreed that two Scrutiny Project Groups be removed from the work programme - the Financial Savings and Corporate Fees Policy, and the Capital Strategy. The topics could be reinstated into the Work Programme later, if necessary.

The reviews of Welfare Reform and the External Communications Strategy would be retained, since work was continuing. The scoping document for the External Communications Strategy Scrutiny Project Group was tabled for approval.

Although the Scrutiny Project Groups were small, they could still do effective work. If more Members wished to join they would be welcomed. Political balance did not apply to Scrutiny Project Groups.

#### **RESOLVED –**

- (1) That Scrutiny Project Group work does not commence until scoping document had been agreed at a weekly Scrutiny Business Meeting.
- (2) That the Financial Savings and Corporate Fees Policy, and Capital Strategy review group be removed from the work programme, pending reinstatement at a future date if necessary.
- (3) That the scoping document for the External Communications Strategy Scrutiny Project Group be approved.

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

The Work Programme would be updated to take into account the decisions about completed reviews and items that were being dealt with satisfactorily by other means.

Information had been provided for Members on the Corporate Asset Management Plan.

It was noted that a Special Meeting on Anti-social Behaviour would be arranged for 12th December, 2013.

Items to be considered at the next meeting of the Overview and Performance Scrutiny Forum included:

- the Council's budget situation
- 'Great Place, Great Service' progress
- the ICT Strategy progress
- Chesterfield Procurement Service.

A further matter for inclusion was raised by a Member, who had received complaints about the difficulty accessing Planning documents, despite the statutory requirement to make these accessible to the public.

It was suggested that individual complaints be passed on to IT staff, but that this issue could be raised at the next meeting, under the ICT item.

Reference was also made to the need to monitor compliance with Control of Asbestos legislation in Council buildings, and it was suggested that this be added to the Work Programme at the appropriate time for Scrutiny to have some input into the granting of a contract concerning asbestos.

The Council's Corporate Plan was also considered a priority for the next meeting of the Overview and Performance Scrutiny Forum.

#### **RESOLVED –**

That the Work Programme be updated.

#### 50 **MINUTES**

The Minutes of the meeting of the Overview and Performance Scrutiny Forum held on 26th September, 2013 and 17th October, 2013 were presented.

#### **RESOLVED –**

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

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