

Public Document Pack

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The Chair and Members of Cabinet

Please ask for
Direct Line
Fax

Brian Offiler
01246 345229
01246 345252

16 September 2014

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 23RD SEPTEMBER, 2014 at 10.30 am in Committee Room 1, Town Hall, Rose Hill, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 1 - 4)

To approve as a correct record the Minutes of the Cabinet meeting held on 9 September, 2014

4. Forward Plan (Pages 5 - 18)
5. Delegation Report (Pages 19 - 30)
6. Consideration of the Interim Report and Recommendations of the Enterprise and Wellbeing Scrutiny Committee on the New Leisure Facilities (Pages 31 - 44)

Chief Executive
Huw Bowen



Items Recommended to Cabinet via Executive Members

Deputy Leader and Executive Member for Planning

7. Treasury Management Report for 2013/14 (Pages 45 - 62)

Executive Member for Customers and Communities

8. Community Engagement Strategy (Pages 63 - 78)

Executive Member for Governance and Organisational Development

9. Consideration of the Report on the Annual Evaluation of Overview and Scrutiny Arrangements. (Pages 79 - 112)
10. Great Place, Great Service 6 Month Update (Pages 113 - 128)
11. Local Government Act 1972 - Exclusion of the Public

To move “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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 – as it contains information relating to financial and business affairs.”

Executive Member for Housing

12. Review of Tenant Involvement (Pages 129 - 164)

Yours sincerely,

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

Local Government and Regulatory Law Manager and Monitoring Officer

CABINET

Tuesday, 9th September, 2014

Present:-

Councillor Burrows (Chair)

Councillors	Blank	Ludlow
	Gilby	Russell
	King	Serjeant
Non Voting Members	Brown	Huckle
	Hill	Martin Stone
	Hollingworth	

*Matters dealt with under Executive Powers

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

No declarations of interest were received.

74 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor McManus.

75 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 29 July 2014 be approved as a correct record and signed by the Chair.

76 **FORWARD PLAN**

The Forward Plan for the four month period 1 October, 2014 to 31 January 2015 was reported for information.

*** RESOLVED –**

That the Forward Plan be noted.

77 **BUDGET MONITORING FOR 2014/2015 AND UPDATED MEDIUM TERM FINANCIAL PLAN**

The Head of Finance submitted a report outlining budget variances in the current financial year, highlighting future budget issues and providing an update on the medium term financial forecast. A number of measures were also proposed to tackle the forecast deficit positions in the short and medium-term.

RESOLVED –

- (1) That the budget monitoring report for April to July 2014 be noted.
- (2) That the previously approved funding commitments against the Council's unearmarked reserves be further reviewed.
- (3) That the updated medium term forecasts, risks and saving targets be noted.
- (4) That the 2015/16 budget preparation guidelines be approved.
- (5) That the proposed approach to budget consultation be approved.
- (6) That the proposed short and medium term actions to address the forecast budget deficits in 2014/15, 2015/16 and 2016/17 be supported.

REASON FOR DECISION

To maintain strategic oversight of the Council's finances.

78 **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 involved the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 – as they contained information relating to financial and business affairs.

79 **EXEMPT MINUTE - QUEEN'S PARK SPORTS CENTRE - LEGAL AGREEMENTS AND FUNDING ARRANGEMENTS (L000)**

RESOLVED –

- (1) That the exempt minute of the meeting of Cabinet held on 29 July 2014 be approved as a correct record and signed by the Chair.
- (2) That the exempt classification be removed and the minute be republished within the public minutes.

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CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 OCTOBER 2014 TO 31 JANUARY 2015

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.

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. 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



Meeting dates 2014/15

<u>Cabinet</u>	<u>Council</u>
23 September 2014	
7 October 2014 21 October 2014	15 October 2014
4 November 2014 18 November 2014	
2 December 2014 16 December 2014	17 December 2014
13 January 2015 27 January 2015	
10 February 2015 24 February 2015	26 February 2015
10 March 2015 24 March 2015	
7 April 2015 21 April 2015	
5 May 2015	18 May 2015 20 May 2015

To view the dates for other meetings please click [here](#).

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 Decisions									
Key Decision 296	Careline Consortium - Update on the current position regarding potential partnership arrangements with DCC.	Cabinet	Executive Member - Housing	7 Oct 2014	Assistant Executive Member	Meeting.	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Public
Key Decision 321	Review of Allocations Policy - Welfare Reform	Cabinet	Executive Member - Housing	18 Nov 2014	Assistant Executive Member	Meetings	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@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	18 Nov 2014		Meetings	Report of Strategic Planning and Key Sites Manager	Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk	Public

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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	18 Nov 2014		Meetings	Report of Development Management and Conservation Manager	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	21 Oct 2014	Assistant Executive Member	Meetings.	Report of Business Planning and Strategy Manager - Housing Services	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	21 Oct 2014	Assistant Executive Member	Meetings.	Report of Business Planning and Strategy Manager - Housing Services	Jane Thomas jane.thomas@chesterfield.gov.uk	Public
Key Decision 389	Staveley Area Action Plan	Cabinet	Deputy Leader & Executive Member for Planning	18 Nov 2014		Meetings	Report of Strategic Planning and Key Sites Manager	Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk	Public

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Key Decision 395	Review of fees and charges for the Venues, including the Winding Wheel, Pomegranate Theatre, Hasland Village Hall and the Market Hall Assembly Rooms	Cabinet	Executive Member - Leisure, Culture and Tourism	7 Oct 2014	Assistant Executive Member	Meetings	Report of Cultural and Visitor Services Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Public
Key Decision 398	Sale of CBC Land/Property	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	31 Oct 2014		Meeting.	Report of Head of Kier	Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk	Exempt 3 Contains financial information
Key Decision 402	Treasury Management Report for 2013/14	Council	Deputy Leader & Executive Member for Planning	15 Oct 2014	Standards Committee Cabinet	Meeting	Report of Head of Finance	Helen Fox Tel: 01246 345452 helen.fox@chesterfield.gov.uk	Public
Key Decision 410	Report of Stock Condition Survey	Cabinet	Executive Member - Housing	7 Oct 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public

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Key Decision 419	Review of Tenant Involvement	Cabinet	Executive Member - Housing	23 Sep 2014	Assistant Executive Member for Housing	Meeting	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 3 Report contains information relating to the financial or business affairs of the Council.
Key Decision 420	Adoption of Revised Statement of Community Involvement	Cabinet	Deputy Leader & Executive Member for Planning	7 Oct 2014		Meeting	Report of Strategic Planning and Key Sites Manager	Louise Briggs Tel: 01246 345794 louise.briggs@chesterfield.gov.uk	Public
Key Decision 426	Community Engagement Strategy	Cabinet Council	Executive Member - Customers and Communities Executive Member - Customers and Communities	23 Sep 2014 15 Oct 2014	Assistant Executive Member for Customers and Communities	Meeting	Report of Policy Manager	Katy Marshall Tel: 01246 345247 katy.marshall@chesterfield.gov.uk	Exempt 3

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Key Decision 427	Playing Pitch Strategy	Cabinet	Executive Member - Environment	4 Nov 2014	Assistant Executive Member – Environment	Meeting	Report of Sports and Leisure Manager	Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk	Public
Key Decision 433	Budget Monitoring for 2014/2015 and Updated Medium Term Financial Plan	Council	Deputy Leader & Executive Member for Planning	15 Oct 2014		Meeting.	Report of Head of Finance	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 434	Housing Services Fire Management Policy	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member for Housing	Meeting.	Report of the Business Planning and Strategy Manager- Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 435	Restructure of the Private Sector Housing Service	Joint Cabinet and Employment & General Committee	Executive Member - Housing	7 Oct 2014	Assistant Executive Member for Housing	Meetings.	Report of the Business Planning and Strategy Manager- Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 3

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Key Decision 436	Derbyshire County Council's Consultation on Proposed Budget Cuts - Potential Impact on Housing Service	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member for Housing	Meetings	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Public
Key Decision 437	Review of the future of the 4 rest rooms that are currently closed - Sunny Croft, Rest-A-While, Welcome Centre and Golden Age Options for closed Community Rest Rooms.	Cabinet	Executive Member - Leisure, Culture and Tourism	21 Oct 2014	Assistant Executive Member - Leisure, Culture and Tourism	Meetings.	Report of Cultural and Visitor Services Manager	Bernadette Wainwright Tel: 01246 345779 bernadette.wainwright@chesterfield.gov.uk	Public
Key Decision 438	Six Month Review of PPP Performance	Cabinet	Executive Member - Governance and Organisational Development	21 Oct 2014	Assistant Executive Member	Meetings	Report of GP:GS Programme Manager	John Moran Tel: 01246 345389 john.moran@chesterfield.gov.uk	Public
Key Decision 439	Great Place, Great Service Six Month Update	Cabinet	Executive Member - Governance and Organisational Development	23 Sep 2014	Assistant Executive Member	Meetings.	Report of GP:GS Programme Manager	John Moran Tel: 01246 345389 john.moran@chesterfield.gov.uk	Public

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Key Decision 440	Renewal of Microsoft Enterprise Agreement	Executive Member - Governance and Organisational Development - Executive Member Decisions	Executive Member - Governance and Organisational Development	23 Sep 2014	Assistant Executive Member – Governance and Organisational Development	Meeting	Report of ICT Manager and Client Manager	Jon Alsop Tel: 01246 345249 jonathan.alsop@chesterfield.gov.uk	Public
Key Decision 441	Innovation Centres Digital Connectivity and Upgrade Works	Cabinet Council	Leader & Executive Member for Regeneration Leader & Executive Member for Regeneration	7 Oct 2014 15 Oct 2014		Meetings	Report of Development and Growth Manager	Neil Johnson Tel: 01246 345241 neil.johnson@chesterfield.gov.uk	Public
Key Decision 442	To approve the Council's External Communications Strategy	Council	Leader & Executive Member for Regeneration	17 Dec 2014	Overview and Performance Scrutiny Forum	Meetings	Report of Communications and Marketing Manager	John Fern Tel: 01246 345245 john.fern@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 443	Update on properties affected by subsidence at Westwood Avenue, Middlecroft	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 444	Housing Revenue Account Business Plan	Cabinet	Executive Member - Housing	2 Dec 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 445	Housing Revenue Account and Rent Review	Cabinet	Executive Member - Housing	16 Dec 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 446	Housing Capital Programme 2015/16, 2016/17 and 2017/18	Cabinet	Executive Member - Housing	13 Jan 2015	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	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
Private Items -Non Key/ Significant but non-Key									
Key Decision 363	Application for Home Repairs Assistance	Executive Member - Housing	Executive Member Housing - Executive Member decisions	12 Sep 2014	Assistant Executive Member	Meeting	Report of Business Planning and Strategy Manager - Housing Services	Jane Thomas jane.thomas@chesterfield.gov.uk	Exempt 1, 3 Information relating to an individual Information relating to financial affairs
Key Decision 364	Application for Waiver of Private Sector Housing Discretionary Decisions (including Home Repair Assistance and Disabled Facilities Grants)	Executive Member - Housing	Executive Member - Housing	30 Sep 2014	Assistant Executive Member - Housing	Meeting	Report of Local Government and Regulatory Law Manager	Stephen Oliver Tel: 01246 345313 stephen.oliver@chesterfield.gov.uk	Exempt 1 Contains information relating to an individual.
Non-Key 365	Outstanding Debts for Write Off	Executive Member - Customers and Communities	Executive Member - Customers and Communities	31 Jan 2015	Assistant Executive Member – Customers and Communities	Meeting	Report of Customer Centre 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 367	Lease of Commercial and Industrial Properties	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	31 Oct 2014			Report of Kier Asset Management	Christopher Oakes Tel: 01246 345346 christopher.oakes@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs
Non Key Decision									
Non-Key Decision 17	List of Buildings of Local Interest - to consider the list of nominated buildings and agree an assessment panel and process	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	13 Jan 2015	Consultation with property owners	Meeting	Report of Development Management and Conservation Manager	Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk	Public
Non-Key Decision - 28	Consideration of the report on the Annual Review of Overview and Scrutiny Arrangements 2013/14	Cabinet Council	Executive Member - Governance and Organisational Development Executive Member - Governance and Organisational Development	23 Sep 2014 15 Oct 2014	Assistant Executive Member for Governance and Organisational Development Overview and Performance Scrutiny Forum	Meeting Email	Report of Policy Manager	Anita Cunningham Tel: 01246 345273 anita.cunningham@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
Non-Key 33	Consideration of the Report and Recommendations of the Enterprise and Wellbeing Scrutiny Committee on matters regarding the New Leisure Facilities	Cabinet	Executive Member - Leisure, Culture and Tourism	7 Oct 2014	Assistant Executive Member for Leisure, Culture and Tourism	Meeting	Report of Policy Manager	Anita Cunningham Tel: 01246 345273 anita.cunningham@chesterfield.gov.uk	Public
Non-Key 35	Application For Discretionary Rate Relief	Executive Member - Customers and Communities	Executive Member - Customers and Communities	23 Sep 2014	Assistant Executive Member	Meeting	Report of Customer Centric Services Manager	Fran Rodway Tel: 01246 345475 fran.rodway@chesterfield.gov.uk	Exempt 3

CABINET MEETING

23rd September, 2014

DELEGATION REPORT

DECISIONS TAKEN BY LEAD MEMBERS

Leader (Joint Board with NEDDC and Bolsover DC)

Decision Record No.	Subject	Delegation Reference	Date of Decision
16/14/15	Minutes	R0780L	1st September, 2014
<p>Decision</p> <p>That the notes and Record of Decisions of the Joint Board meeting held on 12th May, 2014 be noted.</p>			
<p>Reason for Decision</p> <p>To note progress on joint working.</p>			
17/14/15	North Eastern Derbyshire Strategic Employment Partnership Update	R080L	1st September, 2014
<p>Decision</p> <p>That the North Eastern Derbyshire Strategic Employment Partnership (NEDSEP) be disbanded.</p>			
<p>Reason for Decision</p> <p>The work of NEDSEP has been superseded by the collection of other programmes that are being delivered locally; therefore NEDSEP is no longer required to support partnership working.</p>			

Decision Record No.	Subject	Delegation Reference	Date of Decision
18/14/15	Joint Scrutiny Panel Report	R080L	1st September, 2014
<p>Decision</p> <p>That the Joint Scrutiny Panel Report be received.</p>			
<p>Reason for Decision</p> <p>The Joint Scrutiny Panel (Shared Services) is required by its Terms of Reference to report back annually on its work to the Joint Board.</p>			
19/14/15	Internal Audit Consortium - Annual Report 2013/2014	R080L	1st September, 2014
<p>Decision</p> <p>(1) That the annual report of the Internal Audit Consortium be noted.</p> <p>(2) That the surplus in the Internal Audit Consortium trading account be retained for the purposes described in paragraph 4.3 of the report.</p>			
<p>Reason for Decision</p> <p>To enable the Joint Board to consider the 2013/14 Annual Report of the Internal Audit Consortium.</p>			

Leader and Executive Member for Regeneration

Decision Record No.	Subject	Delegation Reference	Date of Decision
20/14/15	Chesterfield Waterside – Consultancy Services	R000L	7th August, 2014
<p>Decision</p> <p>(1) That Rule 7 of the Contract Standing Orders be applied to allow the appointment of Civic/Arup to advise the Council on the design and procurement of a contractor to deliver the works associated with the upgrading and adoption of the Lavers Bridge as part of the Chesterfield Waterside development.</p> <p>(2) That the Development and Growth Manager be authorised to negotiate a contract with Civic/Arup for the design works and procurement of a contractor to deliver the works associated with the upgrading and adoption of the Lavers Bridge as part of the Chesterfield Waterside development.</p>			
<p>Reason for Decision</p> <p>To enable the delivery of Chesterfield Waterside, one of the Council’s Corporate Plan objectives.</p>			

Deputy Leader and Executive Member for Planning

Decision Record No.	Subject	Delegation Reference	Date of Decision
21/14/15	Proposed sale of land to the rear of 73 Sheffield Road, Chesterfield	T160L	12th August, 2014
<p>Decision</p> <p>(1) That the freehold disposal of land at the rear of 73 Sheffield Road, Chesterfield on the terms set out in the report be approved.</p> <p>(2) That the Chief Executive Officer be granted delegated authority to agree late amendments to the terms of the sale, if necessary.</p>			
<p>Reasons for Decision</p> <p>1. The sale will secure a one off capital receipt of £90,000.</p> <p>2. The value achieved takes into account the physical limitations and liabilities associated with this site, and is considered to be market value.</p>			
22/14/15	Proposed sale of housing, shops and flats at 1 and 3 Neale Bank, Brimington, Chesterfield	H130L	12th August, 2014
<p>Decision</p> <p>(1) That the disposal of the shops and flats at 1 and 3 Neale Bank on the terms set out in the report be approved.</p> <p>(2) That the Chief Executive be granted delegated authority to agree late amendments to the sale.</p>			

Decision Record No.	Subject	Delegation Reference	Date of Decision
(3)	That approval be given for Kier to enter in to negotiations with the tenants of the suburban shops at Keswick Drive, Windermere Road and Lowgates for potential disposal.		
<p>Reason for Decision</p> <ol style="list-style-type: none"> 1. The sales will secure a net capital receipt to the Housing Revenue Account for both the Neale Bank properties in the region of £215,000. 2. The sales will relieve the Council of an on-going liability in terms of its existing repairing obligations under the current leases. 			
23/14/15	Five Year Lease of Suite 1B, Stephenson Chambers, 6-8 Corporation Street, Chesterfield	J420L	26th August, 2014
<p>Decision</p> <ol style="list-style-type: none"> (1) That a five year lease of Suite 1B, Stephenson Chambers, 6-8 Corporation Street, Chesterfield to Pearson Professional Assessments Limited on the terms outlined in the report be approved. (2) That the Property, Procurement and Contracts Law Manager be granted delegated authority to deal with any late amendments to the terms of the lease. 			
<p>Reason for Decision</p> <p>The Council does not have any valid grounds to object to the renewal. The new lease will secure a continued rental income from the property for at least the next two years. The new lease prevents the Council from the financial liability that this property may present if it were to become vacant.</p>			

Decision Record No.	Subject	Delegation Reference	Date of Decision
24/14/15	Ten Year Lease of Peacock Coffee Lounge, 67 Low Pavement, Chesterfield	J420L	26th August, 2014
<p>Decision</p> <p>(1) That a ten year lease of Peacock Coffee Lounge, 67 Low Pavement to Mr. Alan Mears on the terms outlined in the report be approved.</p> <p>(2) That the Property, Procurement and Contracts Law Manager be granted delegated authority to deal with any late amendments to the terms of the lease.</p>			
<p>Reason for Decision</p> <p>The Council does not have any valid grounds to object to the renewal. The new lease will secure a continued rental income from the property for at least the next five years. The new lease prevents the Council from the financial liability that this property may present if it were to become vacant.</p>			
25/14/15	Five Year Lease of Industrial Units 6-11B, Telford Crescent, Staveley	J420L	26th August, 2014
<p>Decision</p> <p>(1) That a five year lease of Units 6-11b, Telford Crescent, Staveley to Band-It Limited on the terms outlined in the report be approved.</p> <p>(2) That the Property, Procurement and Contracts Law Manager be granted delegated authority to deal with any late amendments to the terms of the lease.</p>			
<p>Reason for Decision</p> <p>The letting will secure the rental income from the property. Additionally the tenant will create employment opportunities.</p>			

Decision Record No.	Subject	Delegation Reference	Date of Decision
26/14/15	Lease Renewal of five year Agreement of Mall Space at The Pavements Shopping Centre to Sky	J420L	9th September, 2014
<p>Decision</p> <ol style="list-style-type: none"> 1. That a five year lease of mall retail space to Sky on the terms outlined in the report be approved. 2. That the Property, Procurement and Contracts Law Manager be granted delegated authority to deal with any late amendments to the terms of the lease. 			
<p>Reason for Decision</p> <p>The Council will secure a useful income stream whilst retaining a vibrant mall environment. Sky will replace the existing facility with a new model.</p>			
27/14/15	Sale of Housing Shops and Flats, 28-34 Walton Drive, Boythorpe	J420L	9th September, 2014
<p>Decision</p> <ol style="list-style-type: none"> 1. That the disposal of shops and flats at 28-34 Walton Drive on the terms set out in the report be approved. 2. That the Procurement and Contracts Law Manager be granted delegated authority to agree late amendments to the sale. 			
<p>Reason for Decision</p> <ol style="list-style-type: none"> 1. The sale will secure a one off capital receipt. 2. The sale will relieve the Council of an on-going liability in terms of its existing repairing obligations under the current leases. 			

Executive Member for Customers and Communities

Decision Record No.	Subject	Delegation Reference	Date of Decision
28/14/15	Write off for Bad Debt - Units 3 and 4, Burley Close	G100L	8th September, 2014
<p>Decision</p> <p>That the sum of £5,580.00 due in respect of Units 3 and 4 Burley Close be written off against the bad debt provision.</p>			
<p>Reason for Decision</p> <ol style="list-style-type: none"> 1. Extensive recovery action has failed to elicit full payments from the guarantor. 2. Enforcement proceedings are not possible. 3. There is no likelihood of obtaining payment of the debt. 			
29/14/15	Outstanding Debts for Write Off	G100L	8th September, 2014
<p>Decision</p> <p>That the debts detailed in Appendix 1 to the report totalling £57,567.41 be written off.</p>			
<p>Reason for Decision</p> <ol style="list-style-type: none"> 1. There is little or no likelihood of obtaining payment of the debts. 2. Any action which could be taken to recover the debts would not be cost effective. 			

30/14/15	Insolvency Debts for Write Off	G100L	8th September, 2014
<p>Decision</p> <p>That the debts shown in the appendix to the report totalling £46,010.87 be written off.</p>			
<p>Reason for Decision</p> <p>Payment of these debts is unlikely to be forthcoming and early write off has been recommended by the Council's external auditors.</p>			

Executive Member for Governance and Organisational Development

Decision Record No.	Subject	Delegation Reference	Date of Decision
31/14/15	Representatives on Outside Bodies 2014/15	GD000L	10th September, 2014
<p>Decision</p> <p>That the schedule of appointments to outside bodies be approved.</p>			
<p>Reason for Decision</p> <p>To enable the appointments to be made to outside bodies for the remainder of 2014/15</p>			

Executive Member for Housing

Decision Record No.	Subject	Delegation Reference	Date of Decision
32/14/15	Home Repair Assistance Application (93)	H000L	4th September, 2014
<p>Decision</p> <ol style="list-style-type: none"> 1. That Home Repairs Assistance of £10,384 be approved based on the costs outlined in this report; this includes an earlier Home Repairs Assistance approval of £9,386 agreed by the Executive Member on 6th June 2014 (see Appendix 1 to the report). 2. That the total amount of Home Repairs Assistance to be repaid is limited to £5,000. 			
<p>Reason for Decision</p> <ol style="list-style-type: none"> 1. To contribute to the Council's objective of increasing the number of decent homes across all tenures. 2. To complete remedial action to end long standing damp problems which are in part due to the unsatisfactory work of a former Agency approved contractor. 			
33/14/15	Home Repair Assistance Application (84)	H000L	12th September, 2014
<p>Decision</p> <p>That Home Repairs Assistance of £16,480.00 be approved based on the costs outlined in the report.</p>			
<p>Reason for Decision</p> <ol style="list-style-type: none"> 1. To contribute to the Councils objective of increasing the number of decent homes across all tenures. 2. To contribute to the Council's Affordable Warmth Strategy, HECA Strategy and carbon reduction targets. 			

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FOR PUBLICATION

ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE INTERIM REPORT ON NEW LEISURE FACILITIES

MEETING: CABINET

DATE: 23 SEPTEMBER 2014

REPORT BY: POLICY AND SCRUTINY OFFICER

WARD: ALL

COMMUNITY FORUM: ALL

KEY DECISION REFERENCE (IF APPLICABLE): FORWARD PLAN ENTRY REF: NON KEY DECISION NO 33

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS: Report to Enterprise and Wellbeing Scrutiny Committee 10 September 2014. .

TITLE: Scrutiny Project Group Interim Report on New Leisure Facilities

LOCATION: Scrutiny Office

1.0 PURPOSE OF REPORT

- 1.1 To present for consideration by Cabinet an interim report and recommendations from the Enterprise and Wellbeing Scrutiny Committee on the new leisure facilities to replace existing facilities at Queens Park.
- 1.2 To provide the statutory written notice that must be given by the Enterprise and Wellbeing Scrutiny Committee to Cabinet to take required action as at 3.2 below.

2.0 RECOMMENDATIONS

- 2.1 The Enterprise and Wellbeing Scrutiny Committee ask Cabinet to consider the following recommendations to inform future projects and decisions:
- 2.2 That the best practice guidance and principles for community engagement, as highlighted in the Council's Community Engagement Strategy are considered throughout the life of projects including pre-decision consultation.
- 2.3 That where possible and appropriate, pre-consultation dialogue takes place with key stakeholders, this may include Community Assemblies, service users, special interest groups, employees etc. particularly for major projects and decisions.
- 2.4 That for projects impacting on employees a strong and sustained internal communications and engagement plan is developed which includes a variety of opportunities to engage in the decision making process.

3.0 BACKGROUND

- 3.1 The Enterprise and Wellbeing Scrutiny Committee agreed that a Scrutiny Project Group be appointed to look into proposed new leisure facilities. This project is in relation to the decision made to replace the existing leisure facilities at Queens Park with a new building on the Queens Park Annexe site.
- 3.2 Further information and background detail are contained within the Scrutiny Project Group's interim report attached at Appendix 1, which provides the purpose of the review and its findings.
- 3.3 Statutory Scrutiny Committees are also required to provide written statutory notice to Cabinet requiring action in response to its scrutiny report and recommendations. These actions require Cabinet to :-
 - (i) consider the attached report and recommendations;
 - (ii) indicate the actions it proposes to take if any; and
 - (iii) publish its response within 2 months of the receipt of the report.

With regard to (i) and (ii) above the Council's Constitution provides for Cabinet to consider the report at the earliest practicable opportunity.

4.0 SCRUTINY PROJECT GROUP INTERIM REPORT

- 4.1 The Project Group's interim report was considered by the Enterprise and Wellbeing Scrutiny Committee on 10 September 2014. The recommendations were approved for submission to Cabinet for consideration.
- 4.2 The Group will continue its work into 2015/16, alongside the development of the new centre and the evaluation stage. Any further reports and/or recommendations from the Project Group will be considered by the Scrutiny Committee and brought forward for Cabinet consideration as necessary.

5.0 RISK CONSIDERATIONS

- 5.1 There are no risk considerations arising from the recommendations in this report.

6.0 FINANCIAL CONSIDERATIONS

- 6.1 Action on recommendations in this report would be contained within existing budgets.

7.0 LEGAL CONSIDERATIONS

- 7.1 There are no legal considerations arising from the recommendations in this report.

8.0 EQUALITIES CONSIDERATIONS

- 8.1 There are no equalities considerations arising from the recommendations in this report.

9.0 HUMAN RESOURCES CONSIDERATIONS

- 9.1 There are no human resources considerations arising from the recommendations in this report.

10.0 RECOMMENDATIONS

- 10.1 The Enterprise and Wellbeing Scrutiny Committee ask Cabinet to consider the following recommendations to inform future projects and decisions:

- 10.2 That the best practice guidance and principles for community engagement, as highlighted in the Council's Community Engagement Strategy are followed throughout the life of the project including pre-decision consultation.
- 10.3 That where possible and appropriate, pre-consultation dialogue takes place with key stakeholders, this may include Community Assemblies, service users, special interest groups, employees etc. particularly for major projects and decisions.
- 10.4 That for projects impacting on employees a strong and sustained internal communications and engagement plan is developed which includes a variety of opportunities to engage in the decision making process.

11.0 REASON FOR RECOMMENDATIONS

- 11.1 To improve communication with all stakeholders and to ensure the provision of quality and accessible community engagement opportunities for projects and decisions.

ANITA CUNNINGHAM
POLICY AND SCRUTINY OFFICER

You can get more information about this report from Anita Cunningham (Tel. 01246 345273).



Enterprise and Wellbeing Scrutiny Committee

Scrutiny Project Group

Interim report on

New Leisure Facilities

Date : August 2014

PROJECT GROUP MEMBERS:

Councillors:

Lead	Councillor Flood
Group Members	Councillor Bradford Councillor Callan Councillor Clarke Councillor Elliott Councillor Miles Councillor D Stone

1. INTRODUCTION AND REVIEW AIMS

1.1 This review aims to focus on the decision made to replace the existing leisure facilities at Queens Park with a new building on the Queens Park Annexe site.

1.2 The main objectives of this review are:

- a) to review the Feasibility Study which was produced to support the development or renewal of the Queens Park Sports Centre
- b) to look at the possible risks/implications of the covenant associated with the land at Queens Park
- c) to review the procurement processes which were used when appointing the consultants to manage the project and the communication and consultation undertaken with the public in respect of the options available regarding the redevelopment of the leisure centre.
- d) to review the cost of funding the new leisure centre
- e) to review the procurement process used for appointing the building contractor by Deloitte and to reconfirm this process with the successful bidder.

- f) to review the partnership contract with Chesterfield College and identify Employment opportunities for young people and also opportunities in respect of Health and Wellbeing
 - g) to establish the design of the new building, including specification and facilities to be provided.
 - h) to review the planning and development process for the building, including employment, resources and how it affects the local community.
 - i) to review the pre-marketing of the new facilities
 - j) to review how the new facilities are being monitored and evaluated during the first 6 months of it opening.
- 1.3 The Group will continue its work into 2015/16, alongside the development of the new centre and the evaluation stage. Any further reports and/or recommendations from the Project Group will be considered by the Scrutiny Committee and brought forward for Cabinet consideration as necessary.

2. REASONS FOR THE REVIEW AND LINK TO PRIORITIES

- 2.1 Cabinet made a decision to build a new sports and leisure centre on the Queens Park annexe site. The Project Group were set up to provide ongoing monitoring of this project, from work undertaken to date through to delivery and evaluation of the project. The review aligned with 2013/14 Corporate Plan Aim 5:

“Healthier and Active Community – Participation in Sport and Recreation, especially in hard to reach Groups and the quality of our Leisure Centres will have improved”

3. INTERIM RECOMMENDATIONS

- 3.1 In order to inform future projects and decision making the Project Group recommends:
- 3.1.1 That the best practice guidance and principles for community engagement, as highlighted in the Council’s Community Engagement Strategy are considered throughout the life of projects including pre-decision consultation.

3.1.2 That where possible and appropriate, pre-consultation dialogue takes place with key stakeholders. This may include Community Assemblies, service users, special interest groups, employees etc. particularly for major projects and decisions.

3.1.3 That for projects impacting on employees a strong and sustained internal communications and engagement plan is developed which includes a variety of opportunities to engage in the decision making process.

4. REVIEW APPROACH

4.1 The Project Group have met regularly to review the process at all stages of the new leisure facilities project. The terms of reference were agreed at the first meeting held on 12th July, 2013, along with membership of the Group, all of whom were self nominated.

4.1.1 The methodology used to gather information was through interviews, meetings, reviewing relevant document via the internet and those held in the Town Hall, reviewing other sports centres websites and undertaking site visits to the Council's existing leisure centres, and Ripley, Leicester and The Arc to compare facilities.

4.2 Design of the Building

4.2.1 The replacement Queens Park Sport Centre is to be a modern state of the art leisure centre providing a wide range of sport and physical activities. It will be fully accessible, light and spacious, built to be energy efficient and to make good use of space.

4.2.2 The building will have a modern, contemporary design and will be built using robust materials. The height of the building will be kept low to avoid spoiling the view around the new centre, to keep energy costs low and to stay below the height of the surrounding trees to avoid having to remove any. The facilities to be included are:

- 25m 6 lane swimming pool
- Learner pool
- 2 squash courts
- Fitness suite with specialist gym equipment
- 6 court sports hall
- Dry changing area
- Wet changing village
- Flexible multi-functional Training Zones
- Café

4.2.3 The centre has been designed to be fully accessible to individual users and groups providing the most up to date standards. Key features to promote accessibility and usage by a variety of users include:

- Accessible car parking spaces and dedicated family friendly spaces
- Range of accessible changing facilities, including equipment such as a hoist and moveable bed
- Easy access steps and a platform hoist to be provided in the main pool
- Steps and a moveable floor to learner pool
- Deck level swimming pool surrounds
- Inclusive Fitness Initiative (IFI) accredited equipment in the gym
- Spaces for buggies

4.2.4 There have been risks identified relating to the building of a new sports centre on the Annexe Site, one of which is the existence of restrictive covenants, and specialist legal advice has been sought in relation to this.

4.2.5 Insurance has been suggested as a very real option to use to mitigate against the risk, and owing to the change of use aspect of the development a bespoke quote would need to be obtained. A level of indemnity would also need to be set based on the proposed value of the development or developments. Once the insurance policy is in place there needs to be no allowance made internally for future enforcement other than deciding the allocation of the premium or which party will pay it. Therefore it represents the most effective and cost efficient method of proceeding and would be satisfactory if any funding is to be secured against the development.

4.2.6 Another issue encountered related to Queens Park Annexe being undermined by badgers. As a result of this the building has had to be re-designed to include patio/outside eating area adjacent to the café.

4.3 Consultation

4.3.1 The first consultation took place between 24th May and 6th June 2013 using a variety of methods. These included:

- On-line and paper questionnaire to public and stakeholders
- Sports Clubs questionnaire

- Touchscreen Opinion meter at both leisure centre sites

860 responses were received and an analysis of the information was undertaken with the following being the top 5 choices for inclusion in the new facility:

1. 25 metre swimming pool
2. Learner pool
3. Multi purpose sports hall
4. Fitness Suite
5. Children's water fun

4.3.2 Phase 2 of the consultation took place between 26th July and 16th August 2013 and also utilised a variety of methods including:

- Online and paper based questionnaires
- Touchscreen opinion meter and display boards
- Roadshow events in a variety of public locations
- Accessibility meeting

976 people took part in phase 2 of the consultation.

Members of the Group visited the Queens Park Sports Centre during this period to sample the consultation machine used and spoke to members of the public and the staff undertaking the consultation.

Feedback had been positive in the main with two thirds of consultees being happy with the proposals.

The main changes arising from the consultation included increasing the accessible parking from 6 to 16 spaces and increasing family parking spaces from 8 to 20.

Access to the car park would need to be controlled as the Council were planning on offering free parking for users of the Leisure Centre and therefore use by non-centre users would need to be monitored.

A choice was given in respect of the café facilities, which would be either 'traditional' or a mixed service. The mixed service was deemed to be the preference, serving light snacks. However this would require the reconfiguration of the servery. A franchise was the preferred option for the café, subject to Member approval.

4.4 Visits to Sites

Members undertook visits to the Health Living Centre, Ripley Leisure Centre, Leicester Leisure Centre and Arc Leisure Matlock to compare their facilities including the following:

- Outside
- Entrance/Café
- Sports Hall
- Gym
- Pool
- Disabled Facilities
- Changing Facilities

4.5 Appointment of Main Contractor

The Head of Environment was invited to the first meeting of the Group and at this meeting explained how the decision had been taken to appoint the contractor. There had been 6 companies to bid on the tender which included Project Management of the whole process using RM457 framework for Public Sector Organisations Procurement.

The contract was awarded to Deloitte, one of the 3 shortlisted on price/quality.

The Group interviewed the Procurement Officer who took them through the process which had been undertaken in appointing Deloitte. The key things which were asked for as part of the tendering exercise were:

- Experience in specialised building
- Project Management
- Methodology
- Timescales for delivery
- Budget
- Quality management
- Health and Safety record

4.6 Process for Appointing Building Contractor

The Procurement Officer was also required to explain the agreed procurement route for appointing the building contractor. This was

done as a two part tender, and initially 30 applications were received. Deloitte undertook a sift of these and came up with a shortlist of 5. Invitations to tender were sent out to the successful candidates with a deadline of 29th November to return their bids.

Only 4 of the 5 tenders were received back and the assessment was based on quality/price, 60/40. The tender also required that a local labour clause be included, which would include the use of apprenticeships.

4.7 Partnership Working with Chesterfield College

Members were briefed on the background to the College seeking dual use of the sports hall with the Council. The College will be investing £2.5m in the new facility and an ongoing amount to cover maintenance and for assistance to reduce subsidy.

The College will require use of 4 training rooms, including the sports hall for 7 hours per day for 32 weeks of the year. There will be some use of the courts and fitness suite and also use of the swimming pool, although that would now form part of the formal agreement.

4.8 Funding the cost of the New Leisure Centre

The Council's Cabinet allocated £9.25m for the capital cost of the leisure centre project, which included contingency and a sum for the demolition of the existing centre.

4.9 Staff Questionnaire

Donna Reddish, Policy Manager attended a meeting of the Scrutiny Group in October 2013 to discuss the preparation of a survey questionnaire for employees affected by the restructure of leisure services and the Leisure Centre new build. She agreed to meet with the trade unions to devise some suitable questions for inclusion on the survey.

Representatives from Unison were invited to a further meeting on 5th February 2014 with a copy of the proposed questionnaire and the Group discussed the pros and cons of it.

It was proposed that with the agreement of Members and Officers, the questionnaire would be made available to staff in early March with a deadline for completion of 3 weeks. Unfortunately this coincided with

the staff survey circulated by the Chief Executive and it was felt that this would have a negative impact on the number of questionnaires being returned therefore the proposed leisure survey did not take place.

5. EVIDENCE AND RESEARCH

5.1 Evidence gathered to support the review work includes:

- New Sport and Leisure Facilities Scoping Document
- Interviews with consultants (Deloittes)
- Interviews with officers including Head of Environment and the Sports and Leisure Manager
- Interview with Procurement Officer relating to the appointment of Consultants.
- Consideration of the Covenant relating to Queens Park Annexe
- Scrutiny of the Feasibility Study
- Consideration of the Cabinet Report and its recommendations
- Comparison of similar projects including visits to other leisure sites and research of other councils via their websites.
- Review how the public were consulted
- Review of how staff were consulted and compiling staff questionnaire to establish their views

6. INTERIM RECOMMENDATIONS

6.1 In order to inform future projects and decision making the Project Group recommends:

6.1.1 That the best practice guidance and principles for community engagement, as highlighted in the Council's Community Engagement Strategy are considered throughout the life of projects including pre-decision consultation.

6.1.2 That where possible and appropriate, pre-consultation dialogue takes place with key stakeholders. This may include Community Assemblies, service users, special interest groups, employees etc. particularly for major projects and decisions.

6.1.3 That for projects impacting on employees a strong and sustained internal communications and engagement plan is developed which includes a variety of opportunities to engage in the decision making process.

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FOR PUBLICATION

TREASURY MANAGEMENT ANNUAL REPORT 2013/14 AND MONITORING REPORT 2014/15 (J070R)

MEETING: (1) DEPUTY LEADER AND EXECUTIVE MEMBER
FOR PLANNING
(2) CABINET
(3) STANDARDS & AUDIT COMMITTEE
(4) COUNCIL

DATE: (1) 16TH SEPTEMBER 2014
(2) 23RD SEPTEMBER 2014
(3) 26TH SEPTEMBER 2014
(4) 15TH OCTOBER 2014

REPORT BY: HEAD OF FINANCE

WARD: ALL
FORUM ALL
KEY DECISION REF: 402

FOR PUBLICATION

BACKGROUND PAPERS

Local Government Act 2003, CIPFA Prudential Code & Guidance,
Accountancy Services' final accounts working papers.

1. PURPOSE OF REPORT

- 1.1 To consider the Annual Treasury Management Report for 2013/14.
- 1.2 To consider the Treasury Management activities for the first five months of 2014/15.

2. RECOMMENDATIONS

2.1 That the **Council** is recommended to:

- (i) Note the outturn Prudential Indicators for 2013/14;
- (ii) Note the treasury management stewardship report for 2013/14;

- (iii) Note the treasury management position for the first five months of 2014/15;
 - (iv) Approve the proposed changes to the investment arrangements and limits (Section 6);
 - (v) Note the new contract for provision of banking services.
- 2.2 That the **Cabinet** considers the report and recommends it, with any proposed changes, to the full Council for approval.
- 2.3 That **Standards and Audit Committee** scrutinizes the report and proposes any changes to the full Council.

3. BACKGROUND

- 3.1 The Council's Treasury Management Strategy requires the full Council to receive three treasury reports each financial year; the Strategy report before the start of each financial year, an annual report for the previous financial year and a mid-year review for the current year.
- 3.2 The Annual Report for 2013/14 is attached at Annexe 1. The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.
- 3.3 Following the Icelandic banks collapse in 2008 the regulatory framework places a much greater emphasis on the review and scrutiny by Members of treasury management activities. The attached report provides details of the treasury management activities in 2013/14 and confirms compliance with the Council's approved policies. The report will also be scrutinised by the Standards and Audit Committee prior to consideration by the full Council.

4. SUMMARY OF THE ANNUAL REPORT

- 4.1 During 2013/14, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Actual prudential and treasury indicators	2012/13 Actual £'000	2013/14 Revised £'000	2013/14 Actual £'000
Actual capital expenditure	19,950	21,996	19,197
Capital Financing Requirement:			
- General Fund	8,357	10,037	10,660
- HRA	142,680	140,540	140,540
- Total	151,037	150,577	151,200
External debt	146,742	144,785	144,967
Investments – under 1 year	24,219	23,701	19,962
1 year and above	-	-	3,160
Net borrowing	122,523	121,084	121,845

4.2 Other prudential and treasury indicators are to be found in Annexe 1. The Head of Finance also confirms that borrowing over the medium term is only undertaken for a capital purpose and the statutory borrowing limit (the authorised limit), was not breached in 2013/14.

4.3 The financial year 2013/14 continued the challenging environment of low investment return. There was a large differential between borrowing and investments rates during the year.

4.4 In the performance monitoring report for the quarter ended 31st March 2014 Capita commented on Investec’s performance as follows:

“Overall performance for the financial year was weak compared to the benchmark and the rest of the industry, due primarily to the Manager’s ill-timed transactions in the gilt market in mid 2013. Although accounting for 15% of the overall portfolio, the impact of adverse price movements on overall performance has been material. The coming year is expected to see yields rise moderately, which is likely to keep future money market transactions short dated. Therefore it will be the relative quarterly performance of the gilt holding that will have a key bearing on overall performance.”

4.5 No new long term borrowing was undertaken in 2013/14.

4.6 Repayments of £2m were made during the year.

5. 2014/15 MID YEAR REVIEW

5.1 Annual Investment Strategy

In accordance with the Cipfa Code and the Council's Investment Strategy, the investment priority is to ensure security and liquidity of capital, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. In the current economic climate with the Bank Rate at just 0.5% investment returns are at a historically low level. The continuing uncertainty of any economic recovery and the geo-political uncertainties, prompts a low risk and short term strategy. Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the five months ended 31.08.2014.

5.2 Internally Managed Cash Balance

In the first quarter of the year the interest rates achieved were in line with those assumed when setting the budget at 0.69%. The net average internal investment balance has been higher than the assumptions in the original budget and the net internal investment returns are forecast to be £9,000 above the original budget target for the year.

5.3 Performance of External Fund Manager

During the first quarter of the year, Investec did not take advantage of rising prices to trade in the gilt market, taking the view that trading in a volatile market, especially one which is heavily influenced by unpredictable geopolitical factors, can leave the Fund vulnerable to mistiming and the potential for negative returns.

The Fund's strategy of keeping a significant proportion of the portfolio invested in short dated CDs remains unchanged. The benefits of this approach are security, in that issuers of CDs have strong credit ratings, and liquidity, through the use of three month maturity dates.

The manager's passive approach to money market instruments will provide a stable, but unspectacular performance, with any material deviation coming from fixed income holdings.

Performance was on a par with the industry average. Considering the market conditions, it is unsurprising that the Fund has stuck to its strategy of mostly dealing in short dated products. CDs are likely to prove a reliable but modest source of income over the next quarter given their high security and fixed interest rate terms.

It is likely that performance of the gilt in the portfolio will determine the future success or otherwise of the Fund's performance.

The gross return achieved to the end of August was 0.37%, compared to the pro-rata budget target for the period of 0.28%. The target for the full year is 0.67%.

5.4 No new long term borrowing has been undertaken in the year to date.

5.5 Repayments of principal of £427k have been made during the year.

5.6 No debt rescheduling was undertaken to date.

5.7 Compliance with Treasury & Prudential Limits

In the first part of the financial year the Council has operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices.

The main Prudential Indicators relating to borrowing are:

- Authorised Borrowing Limit – the limit for the year was set at £155.5m, the limit has not been breached.
- Operational Boundary – this was set at £144.8m for the year, again the limit has not been breached.

6. INVESTMENT FUND OPTIONS

6.1 Officers have consulted with our Treasury Advisors, Capita, about the investment options available to the Council. Capita have undertaken a similar exercise with a number of their local authority clients. In the current market conditions, with very low investment returns, many external fund managers including Investec are finding it difficult to add value. The external managers, however, do provide a degree of security given their professional expertise and their access to highly rated financial instruments and institutions.

Nevertheless, it is felt that the Council should be able to secure equivalent or higher returns whilst maintaining a satisfactory level of security, by managing more funds in-house. This will require additional staffing resources and increased flexibility for the in-house operation.

The staffing issue is currently being addressed as part of a restructuring of the Accountancy Team, which should be formally reported and approved during the next few weeks.

The in-house team will also require increased flexibility in terms of amounts that they can invest and the range of financial instruments they can use. In anticipation of this change, authority is sought within this report to:

- a) Increase the counterparty limits for the UK part nationalised banks as follows:
 - Individual counterparty limit to £7.5m (previously £5m)
 - Banking Group Limit to £10m (previously £7.5m)

Counterparty selection will continue to be based on the Council's Treasury Adviser's model and taking other market intelligence in to account.

- b) Permit the in-house team to use all of the Specified and Non-Specified Investments currently shown in the Treasury Management Strategy Statement as being available only to the External Fund Manager. This will involve the use of specialist brokers and Custodian facilities for certain instruments.

Given the need to first establish an in-house team it is proposed that the transfer of funds from the External Fund Manager to the in-house team will take place on a phased basis as individual investments in the external fund reach maturity. Keeping a relationship open with the external fund manager will also allow some flexibility to increase their involvement if market conditions change sufficiently for them to be able to undertake some tactical trading and add value to the potential investment returns.

- 6.2 A further investment option currently being explored is the use of Property Funds. Property Fund investments should be seen as a medium to long term investment (i.e. greater than 5 years) to take advantage of the capital growth potential and to avoid the liquidity risk i.e need to avoid having to call the money back during a property slump. The potential returns, however, over the longer term can be attractive. Capita will undertake a review of the various funds available. A report will then be prepared recommending a fund or range of funds to be included in the list of Approved Non-Specified Investments.

7. BANKING CONTRACT

- 7.1 The current banking contract is with the Co-op Bank and ends on March 31st, 2016. As previously reported, The Co-op has announced its decision to withdraw from the local authority market.

- 7.2 To attain a more competitive price and to reduce the burden of tendering this service, the Council took part in a joint procurement exercise for banking services with 4 other Derbyshire authorities. The contract is for 7 years with an option to extend for up to 10 years.
- 7.3 Three tenders were received on 15th August 2014. These tenders have been evaluated and a decision has been made to award the contract to Bank A(tbc). It is anticipated that the change of bankers will commence in Summer 2015.
- 7.4 The tender price is in line with the current budget provision.

8. RECOMMENDATIONS

- 8.1 That the **Council** is recommended to:
- (i) Note the outturn Prudential Indicators for 2013/14;
 - (ii) Note the treasury management stewardship report for 2013/14;
 - (iii) Note the treasury management position for the first five months of 2014/15;
 - (iv) Approve the proposed changes to the investment arrangements and limits (Section 6);
 - (v) Note the new contract for provision of banking services.
- 8.2 That the **Cabinet** considers the report and recommends it, with any proposed changes, to the full Council for approval.
- 8.3 That **Standards and Audit Committee** scrutinizes the report and proposes any changes to the full Council.

9. REASON FOR RECOMMENDATION

- 8.1 To comply with the Council's Treasury Management Policy and Practices, the CIPFA Code of Practice on Treasury Management (2009) and the CIPFA Prudential Code for Capital Finance in Local Authorities (2009).

**B DAWSON
HEAD OF FINANCE**

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

J. F. Kelly

Signed:

Executive Member

Date: 16.09.14

Consultee Executive Member/Support Member comments (if applicable) /declaration of interests.

Further information on this matter can be obtained from Barry Dawson, Head of Finance Services (ext. 5451).

Annual Treasury Management Review 2013/14

Annual Treasury Management Review 2013/14

1. Purpose

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2013/14. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2013/14 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 28/02/2013)
- a mid-year (minimum) treasury update report (Council 16/10/2013)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Standards & Audit Committee before they were reported to the full Council.

2. The Economy and Interest Rates

The financial year 2013/14 continued the challenging investment environment of previous years, namely low investment returns, although levels of counterparty risk had subsided somewhat. The original expectation for 2013/14 was that Bank Rate would not rise during the year and for it only to start gently rising from quarter 1 2015. This forecast rise has now been pushed back to a start in quarter 3 2015. Economic growth (GDP) in the UK was virtually flat during 2012/13 but surged strongly during the year. Consequently there was no additional quantitative easing during 2013/14 and Bank Rate ended the year unchanged at 0.5% for the fifth successive year. While CPI inflation had remained stubbornly high and substantially above the 2% target during 2012, by January 2014 it had, at last, fallen below the target rate to 1.9% and then fell further to 1.7% in February. It is also expected to remain slightly below the target rate for most of the two years ahead.

Gilt yields were on a sharply rising trend during 2013 but volatility returned in the first quarter of 2014 as various fears sparked a flight to quality (see paragraph 4.) The Funding for Lending Scheme, announced in July 2012, resulted in a flood of cheap credit being made available to banks which then resulted in money market investment rates falling drastically in the second half of that year and continuing

into 2013/14. That part of the Scheme which supported the provision of credit for mortgages was terminated in the first quarter of 2014 as concerns rose over resurging house prices.

The UK coalition Government maintained its tight fiscal policy stance but recent strong economic growth has led to a cumulative, (in the Autumn Statement and the March Budget), reduction in the forecasts for total borrowing, of £97bn over the next five years, culminating in a £5bn surplus in 2018-19.

The EU sovereign debt crisis subsided during the year and confidence in the ability of the Eurozone to remain intact increased substantially. Perceptions of counterparty risk improved after the ECB statement in July 2012 that it would do “whatever it takes” to support struggling Eurozone countries; this led to a return of confidence in its banking system which has continued into 2013/14 and led to a move away from only very short term investing. However, this is not to say that the problems of the Eurozone, or its banks, have ended as the zone faces the likelihood of weak growth over the next few years at a time when the total size of government debt for some nations is likely to continue rising. Upcoming stress tests of Eurozone banks could also reveal some areas of concern.

3. Overall Treasury Position as at 31 March 2014

The Council's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2013/14 the Council's treasury position was as follows:

TABLE 1	31 March 2013 Principal £000	Rate/ Return %	Average Life years	31 March 2014 Principal £000	Rate/ Return %	Average Life years
General Fund:						
Long term debt	4,638	6.39	10.3	4,298	6.21	10.1
CFR	8,357			10,660		
Over / (under) borrowing	(3,719)			(6,362)		
Short term debt	4,000	0.39		5,060	0.39	
HRA:						
Long term debt	138,104	3.99	24.4	135,609	3.92	23.8
CFR	142,680			140,540		
Over / (under) borrowing	(4,576)			(4,931)		
Total investments	24,219	1.18		23,122	0.34	
Net debt	122,523			121,845		

4. The Strategy for 2013/14

The Council's overall core borrowing strategy is as follows:-

- To reduce the revenue costs of debt
- To manage the Council's debt maturity profile, leaving no one future year with a high level of repayments that might cause problems in re-borrowing
- To secure funding at the cheapest cost commensurate with future risk
- To reschedule debt in order to take advantage of potential savings as interest rates change. Any reschedule exercise will be considered in terms of the premiums and discounts on the General Fund and HRA.
- To manage the day to day cash flow of the Authority in order to, where possible, negate the need for short term borrowing.

The Head of Finance will take the most appropriate form of borrowing depending on prevailing interest rates at the time. It is likely that short term fixed rates may provide lower cost opportunities in the short/medium term.

The option of postponing borrowing and running down investment balances will also be considered. This would reduce counterparty risk and offset the expected fall in investment returns.

5. The Borrowing Requirement and Debt

The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's debt position. The CFR results from the capital activity of the Council and what resources have been used to pay for the capital spend. It represents the 2013/14 and prior years' net or unfinanced capital expenditure that has not yet been charged to revenue or other resources.

Part of the Council's treasury activities is to address the funding requirement for this borrowing need. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board (PWLB) or the money markets), or utilising temporary cash resources within the Council.

The General Fund element of the CFR is reduced each year by a statutory revenue charge.

The total CFR can also be reduced by:

- The application of additional capital financing resources (such as capital receipts); or
- Charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP)

CFR: General Fund	31 March 2013 Actual £000	31 March 2014 Revised £000	31 March 2014 Actual £000
Opening balance	7,848	8,357	8,357
Add unfinanced capital expenditure	1,022	1,998	2,620
Less MRP/VRP	(513)	(318)	(317)
Closing balance	8,357	10,037	10,660

CFR: HRA	31 March 2013 Actual £000	31 March 2014 Revised £000	31 March 2014 Actual £000
Opening balance	142,680	142,680	142,680
Add unfinanced capital expenditure	-	-	-
Less MRP/VRP	-	(2,140)	(2,140)
Closing balance	142,680	140,540	140,540

6. Borrowing Outturn for 2013/14

Borrowing – There was no new long term borrowing during the year.

Rescheduling - No rescheduling was undertaken during the year.

Repayments – Repayments of £2m were made in the year.

	2012/13 Actual £000	2013/14 Revised £000	2013/14 Actual £000
Interest payable on borrowing			
General Fund	399	523	541
HRA	5,513	5,438	5,440

7. Investment Outturn for 2013/14

Investment Policy – the Council’s investment policy is governed by CLG guidance, which was been implemented in the annual investment strategy approved by the Council on 28th February 2013. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

Investments held by the Council - the Council maintained an average balance of £4.05m of internally managed funds. The internally managed funds earned an average rate of return of 0.94%. The comparable performance indicator is the average 7-day LIBID rate (uncompounded), which was 0.354%. This compares with a budget assumption of £3.7m investment balances earning an average rate of 0.97%.

Investments held by fund managers – the Council uses Investec Asset Management as external fund managers to invest part of its cash balances. The performance indicator is the average 7 day LIBID rate (compounded). The performance of the managers against the benchmark return was:

Fund Manager	Investments Held	Return	Benchmark*
Investec	£21.7m	0.226%	0.356%

This compares with a budget assumption of average investment balances of £21.7m at 0.32% investment return. Performance during the year has been disappointing compared to the benchmark and the rest of the industry. A review of the Council's investment arrangements is currently being undertaken by the Head of Finance.

Appendix 1: Prudential and treasury indicators

1. PRUDENTIAL INDICATORS	2012/13	2013/14	2013/14
	actual	revised	actual
	£'000	£'000	£'000
Capital Expenditure			
General fund	3,739	6,609	6,458
HRA	16,211	15,387	12,739
TOTAL	19,950	21,996	19,197
Ratio of financing costs to net revenue stream			
General Fund	3.23%	4.50%	4.65%
HRA	16.19%	15.43%	15.31%
Gross borrowing requirement General Fund			
brought forward 1 April	11,376	8,638	8,638
carried forward 31 March	8,638	8,176	9,358
in year borrowing requirement	(2,738)	(462)	720
Gross borrowing requirement HRA			
brought forward 1 April	139,467	138,104	138,104
carried forward 31 March	138,104	136,609	135,609
in year borrowing requirement	(1,363)	(1,495)	(2,495)
Gross debt	146,742	144,785	144,967
CFR			
General Fund	8,357	10,037	10,660
HRA	142,680	140,540	140,540
TOTAL	151,037	150,577	151,200
Annual change in Cap. Financing Requirement			
General Fund	509	1,680	2,303
HRA	-	(2,140)	(2,140)
TOTAL	509	(460)	163

2. TREASURY MANAGEMENT INDICATORS	2012/13	2013/14	2013/14
	actual	revised	actual
	£'000	£'000	£'000
Authorised Limit for external debt -			
borrowing	162,000	161,500	161,500
other long term liabilities	-	-	-
TOTAL	162,000	161,500	161,500
Operational Boundary for external debt -			
borrowing	150,850	150,250	150,250
other long term liabilities	-	-	-
TOTAL	150,850	150,250	150,250
Maximum external debt during year	150,843	-	150,241
Actual external debt as at 31st March	146,742	144,785	144,967
Maximum HRA debt limit	138,104	136,609	135,609
Upper limit for fixed interest rate exposure	50% - 100%	50% - 100%	50% - 100%
Upper limit for variable rate exposure	0% – 50%	0% – 50%	0% – 50%
Upper limit for total principal sums invested for over 364 days (per maturity date)	25%	25%	25%

Maturity structure of fixed rate borrowing during 2013/14	upper limit	lower limit
under 12 months	15%	0%
12 months and within 24 months	15%	0%
24 months and within 5 years	45%	0%
5 years and within 10 years	75%	5%
10 years and above	95%	25%

The maturity structure of the debt portfolio was as follows:

	31 March 2013 Actual £000	31 March 2014 Actual £000
Under 12 months	2,836	1,861
12 months and within 24 months	1,861	2,887
24 months and within 5 years	6,743	5,823
5 years and within 10 years	10,783	11,817
10 years and above	120,519	117,519

The maturity structure of the investment portfolio was as follows:

	2012/13 Actual £000	2013/14 Actual £000
Less than one year	24,219	19,962
Over 1 year	-	3,160
Total	24,219	23,122

FOR PUBLICATION

COMMUNITY ENGAGEMENT STRATEGY 2014-2017 (S320R)

MEETING:	1. COUNCIL 2. CABINET 3. EXECUTIVE MEMBER FOR CUSTOMERS AND COMMUNITIES AS CONSULTEE
DATE:	1. 15/10/2014 2. 23/09/2014 3. 09/09/2014
REPORT BY:	POLICY OFFICER
WARD:	ALL
COMMUNITY ASSEMBLIES:	ALL

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS: None

1.0 **PURPOSE OF REPORT**

1.1 To present for approval the Council's Community Engagement Strategy 2014-2017.

2.0 **RECOMMENDATIONS**

2.1 That the Community Engagement Strategy 2014-2017 be approved, and published.

3.0 **BACKGROUND**

3.1 Chesterfield Borough Council first produced a Community Engagement Strategy (formally known as the Public Participation Strategy) in 2000, the strategy has since been reviewed in 2003 and 2009. Over the years there have been considerable changes in legislative requirements and expectations on local authorities for community engagement and participation. The strategy has been updated for 2014-2017 in accordance with current community engagement legislation including: the Equalities Act (Public Sector Equality Duty, 2010), Best Value Guidance (Duty to Consult), and Consultation Principles Guidance (2013).

3.2 The Consultation Principles Guidance (2013) replaces the Code of Practice on Consultation issued in July 2008. The governing principle is proportionality of the type and scale of consultation to the potential impacts of the proposal or decision being taken, and on achieving real engagement rather than merely following bureaucratic process. Consultation forms part of wider engagement and decisions on whether and how to consult should in part depend on the wider scheme of engagement. Guidance on consultation subjects, timing, accessibility, transparency and practical considerations has been incorporated into the Strategy.

4.0 **COMMUNITY ENGAGEMENT STRATEGY**

4.1 The Community Engagement Strategy (Appendix A) aims to provide a framework for the Council's community engagement activity and policy, including a set of standards. It also aims to improve the quality and accessibility of engagement opportunities for residents and the business community in the borough along with visitors.

3.3 The Council's Community Engagement Group, which includes elected members and officers from a range of different services, will be responsible for overseeing the development and implementation of the strategy. The group will produce an annual review of Community Engagement activity.

3.4 As part of the service planning process community engagement needs and opportunities for 2014/15 will be identified by services. These will be reviewed by the Community Engagement Group to ensure that resources are used effectively and duplication avoided.

5.0 **CONSIDERATIONS**

5.1 Risk Management - This work concerns the implementation of statutory and good practice performance requirements. All relevant documents and reports have to be published and available for public scrutiny.

5.2 Equalities – a Preliminary Equality Impact Assessment has been undertaken and no negative impacts are identified in relation to this strategy. The strategy includes provisions for meeting the Equality Act (Public Sector Equality Duty), breaking down data for protected equality groups, and ensuring equal access to community engagement for all protected groups. It is not anticipated that there will be a disproportionate impact on any protected group.

6.0 **RECOMMENDATIONS**

6.1 That the Community Engagement Strategy 2014-2017 be approved, and published.

7.0 **REASON FOR RECOMMENDATIONS**

7.1 To respond to relevant legislation and provide a corporate framework for community engagement activity across the Council.

K.MARSHALL
POLICY OFFICER

Further information on this matter can be obtained from Katy Marshall (Extension 5247).

Officer recommendation supported.

S.L. Blank.

Signed

Lead Member

Date 08.09.2014

Consultee Lead Member/Support Member comments (if applicable)

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Chesterfield Borough Council
**Community Engagement
Strategy**
2014 - 2017



Putting our communities first



ARE WE ACCESSIBLE TO YOU?

If not, ask us

- ✓ We want everyone to be able to understand us.
- ✓ We want everyone to be able to read our written materials.
- ✓ We aim to provide what you need for you to read, talk, and write to us.

On request we will provide free:

- ✓ Language interpreters, including for British Sign Language.
- ✓ Translations of written materials into other languages.
- ✓ Materials in braille, large print, on tape, in Easy Read.

Please contact us:

Telephone: 01246 345247

Fax: 01246 345252

Text: 07960 910264

Email: enquiries@chesterfield.gov.uk

INTRODUCTION FROM COUNCILLOR SHARON BLANK, EXECUTIVE MEMBER FOR CUSTOMERS AND COMMUNITIES

Welcome to Chesterfield Borough Council's Community Engagement Strategy 2014-2017. This Strategy brings together Chesterfield Borough Council's community engagement activities into one overarching framework for the Borough to better coordinate how we engage with our customers and communities.

The Strategy incorporates our community engagement standards including guidance on consultation subjects, timing, accessibility, transparency, and other practical considerations such as choosing the appropriate type of engagement and tools.

The Community Engagement Strategy recognises the diversity of our communities and the need to provide appropriate opportunities for customers and communities to participate and influence service delivery, decision making and policy development.

OUR AIM

The aim of the Community Engagement Strategy is to coordinate how we engage with our customers and communities based on our belief that:

- All communities should be given the opportunity to be involved in the decisions that affect them
- All communities deserve good quality services, shaped around their needs.
- Borough Council policies and strategies should reflect local priorities, requirements and aspirations.

WHY IS COMMUNITY ENGAGEMENT ESSENTIAL?

Community engagement is essential to support strong, active and inclusive communities. We need to understand the needs and aspirations of our local communities and listen and respond to local people. By developing and sustaining working relationships between public bodies, community groups and the wider community we can address the needs and issues experienced by particular communities. Community engagement is both the process and the result of working together to ensure the whole population influences the decision-making processes that affect their lives. Although the process is resource intensive (particularly in officer time) the benefits are innumerable.

Community engagement contributes to:

- Empowering local people to have control over their lives and help shape policies and services affecting them.
- Reducing inequalities and closing the gap between the most and least deprived areas of the Borough.
- Ensuring that services meet the needs of service users and that resources are used both efficiently and along agreed priorities.

- Ensuring that people understand the conflicting demands made on resources and priority setting and to help them develop their role in contributing to community well being.
- The promotion of engagement in local democracy not just electorally but also participatory
- Meeting statutory duties including those laid down by central Government such as the Equalities Act (Public Sector Equality Duty), Best Value Guidance (Duty to Consult), and Consultation Principles.

OUR COMMUNITY ENGAGEMENT STANDARDS

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

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

1. Our approach to consultation

Where specific standards are not in place, we will:

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

2. When we will consult

We will:

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

3. How we will consult

We will:

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

4. How we will feed back and be transparent

We will:

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

WHAT WE UNDERSTAND TO BE A COMMUNITY

A community is a group of people who share something in common. They can be:

- People living or working within a defined geographical area (for example a ward, neighbourhood or street) and/or
- People who share a particular identity or interest (for example people of a similar age, who have a disability, practice the same faith or are students) or are linked by a common issue (for example housing needs or specific project such as a park)

WHAT WE UNDERSTAND TO BE A STAKEHOLDER

Stakeholders are:

- The people or organisations that are affected by our policies and proposals
- The people or organisations that have an interest in its successful or unsuccessful conclusion.
- The people or organisations that have influence or power over our policies and proposals

The Council facilitates a number of established stakeholder groups, for example, Community Assemblies and the Equality and Diversity Forum.

PLANNING COMMUNITY ENGAGEMENT

Before any community engagement activity is undertaken within the Borough all those responsible for conducting the engagement must plan their activities, and complete a 'proposal to engage'. This is to reduce the amount of over consultation and engagement fatigue. The minimum level of research that should be undertaken covers:

1. Has this activity been undertaken before? Who with? What was the purpose of the original activity? Are the results of the activity available? Are the results of the original activity still relevant and recent? Can these results be used rather than repeating the engagement exercise? Look at findings from previous engagement and research. We can access data and community engagement methodologies from a range of organisations.
2. Is anyone else planning an engagement event that could be combined? Review the calendar of engagement events and activities which highlights all the Council's consultation and engagement events with employees and the community.
3. If a new engagement exercise is needed then who should be included? Have all the potential communities affected by the service or decision been considered?
4. Have all the types of engagement described in the next pages been fully considered and a full range of engagement tools explored to maximise inclusion?

5. Is there a legal duty to engage, and if so, are particular methods, timescales and stakeholders identified?
6. What resources are available?

TYPES OF ENGAGEMENT

In order to improve the quality of community engagement within the Borough, we recognise different ways by which people can influence decision making. There are a number of types of community engagement, including:

Information giving: Communities are provided with information on public services, including how to access them, their performance, future changes, and progress on issues affecting them. Input from the community only occurs if an individual chooses to contact the organisation.







Community consultation: A process of dialogue that leads to a decision where the views of a community should be taken into account. Decision makers ensure they have taken into account all views and information before reaching a decision.

Community involvement: People are involved in the design and development of community activities and services in cooperation with organisations. People who use services have a say in decisions about the purchasing, provision and monitoring of services. This requires more input from the community as people will need to play an active role within the decision-making process.

Devolved responsibility: Like community involvement but also includes a responsibility for the community to deliver the activities, actions and services agreed by the decision-makers. This requires the greatest amount of community input.

CBC COMMUNITY ENGAGEMENT TOOLS

The following community engagement tools and methodologies are used:

<p>1. Opinion Meter</p> 	<p>The opinion meter is a free-standing touch screen electronic device for simple, short questionnaires and polls. It can be used in a variety of public locations but is particularly successful in reception areas, and for younger audiences.</p>
<p>2. Activote</p> 	<p>Activote is an electronic voting system. There are a number of ways in which we use this voting software including Community Assemblies voting, team meetings, away days, staff training, public meetings, focus groups, budget and priority setting meetings etc.</p> <p>When Activote is used, attendees are asked questions via an electronic presentation. Each attendee is given a hand-held voting device to respond to the questions, and feedback is given instantly. Responses can be anonymous.</p>
<p>3. Electronic Surveys</p> 	<p>In 2012/13 we invested in the highly efficient survey data, data capture and analysis tool, SNAP. This software can be used to produce online questionnaires suitable for a variety of stakeholders. Web surveys are hosted on an external server and can be developed for use with PCs, laptops, tablets and Smart phones.</p>
<p>4. Paper Surveys</p> 	<p>SNAP is also used to create paper surveys which can then be scanned for automatic data capture. The same survey can be produced in a number of different formats (eg, paper, web) with all of the responses collated together for analysis.</p>
<p>5. Focus Group and Informal Meetings</p> 	<p>Representatives from a range of services are trained in focus group facilitation. Focus groups, workshops and informal meetings are used with employees, partners and the wider public where qualitative information is gathered in an interactive session.</p>
<p>6. Mobile Housing Office</p> 	<p>The mobile office is used to engage with tenants and residents locally. The mobile office enables us to consult flexibly and can be quickly deployed to speak to people about current issues on estates.</p>

7. Other 2 way communications



There are a range of other ways that the public can take part in two-way communication and engagement with the Council, including: the CBC website, online petitions, using the Council's CCCs system (Comments, Complaints, Compliments and Enquiries), via social media and other apps.

COMMUNITY ASSEMBLIES

The Community Assemblies were launched in 2013/14 as a new community development and engagement programme. The Community Assembly approach is a move away from a traditional meeting-focused forum to a year round engagement and development programme linked to existing and emerging structures. There are four Community Assemblies in Chesterfield Borough: North, South, East and West.

Each Community Assembly area is allocated funds to support small local projects through its 'Minor Grant' scheme. In addition, the Community Chest funds projects that contribute to the Community Assembly Action Plan priorities that have been developed by participants.

ENGAGEMENT WITH SCRUTINY AND THE DECISION MAKING PROCESS

The Council has three Overview and Scrutiny Committees made up of the Council's Elected Councillors. The Overview and Scrutiny function has a strong community leadership role to act in the interests of the Chesterfield community. Through their scrutiny role, Scrutiny Committee Councillors will help ensure the Council makes the best decisions it can for local people. The role involves scrutiny councillors engaging with our communities to help ensure views and concerns can be represented as part of the decision making process.

Our Overview and Scrutiny Committees develop and work to adopted work programmes and where possible try to involve communities directly to provide local people with the opportunity to influence the Council's scrutiny work.

CUSTOMER INVOLVEMENT AGREEMENT FOR TENANTS

Chesterfield Borough Council's Housing Service is committed to customer involvement. Customers are at the heart of all services and integral to decision making. It is only through customers' input, views, challenge and support that we can continue to develop and improve services.

Where appropriate, tenants are consulted on:

- Any decision we make which will affect homes or neighbourhoods
- How we monitor services and improvement plans
- How our services can be improved
- Estate improvement projects

There are a range of ways for all of our customers to get involved at a level that is comfortable and convenient to them. Our Customer Involvement Agreement describes the ways that customers can influence, shape and scrutinise Housing Services and how we will support customers to get involved.

WHO IS RESPONSIBLE FOR THE COMMUNITY ENGAGEMENT STRATEGY?

The Council's Community Engagement Group which includes elected members and officers from a range of different services will be responsible for overseeing the development and implementation of the strategy. The group will produce an annual review of Community Engagement activity.

OUTCOMES AND MONITORING

It is important for us to know whether we are achieving our aims for this Community Engagement Strategy and we will use a variety of methods to measure this, including:

- Reporting on the following measures (via Are You Being Served questionnaire) and setting appropriate targets:
 1. Overall satisfaction with the local area as a place to live
 2. % of people who feel that they belong to their local area
 3. % of people who feel they can influence decisions in their local area
 4. % of people that would like to be more involved in the decisions that affect their local area
 5. % of people who feel local public services act on the concerns of local residents
 6. % of people who feel CBC and partners promote the interests of local residents
 7. % of people who think Chesterfield Borough Council keeps residents well informed about the services and benefits it provides
 8. % of people that agree that people in the local area pull together to improve the local area?
 9. Satisfaction with the way CBC runs things
 10. Perception of value for money CBC provides
- Monitoring, managing and reporting on the performance of this strategy and action plan in the Council and to elected members, partners and the public.
- Breaking down data (where possible and appropriate) for protected equality groups including gender, ethnicity, age and disability.
- Sharing experience and progress through local and regional networks e.g. the Derbyshire Community Engagement Group.
- Acting on feedback from our inspections and external assessments of performance.

FOR PUBLICATION

ANNUAL EVALUATION OF OVERVIEW AND SCRUTINY ARRANGEMENTS (B000R)

MEETING:	<ol style="list-style-type: none">1. OVERVIEW AND PERFORMANCE SCRUTINY FORUM2. EXECUTIVE MEMBER - GOVERNANCE AND ORGANISATIONAL DEVELOPMENT3. CABINET4. COUNCIL
DATE:	<ol style="list-style-type: none">1. 10TH SEPTEMBER 20142. 11TH SEPTEMBER 20143. 23RD SEPTEMBER 20144. 15TH OCTOBER 2014
REPORT BY:	POLICY MANAGER AND POLICY AND SCRUTINY OFFICER
WARD:	ALL
KEY DECISION REFERENCE (IF APPLICABLE):	FORWARD PLAN ENTRY REF : NON KEY DECISION NO 28

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS:	<ol style="list-style-type: none">1. Report to Cabinet on 29 November 2011 and to Council on 14 December 2011.2. Report to Cabinet on 9 July 2013 and to Council on 24 July 2013.
TITLE:	<ol style="list-style-type: none">1. Independent review of scrutiny proposed new scrutiny arrangements.2. Review of revised overview and scrutiny arrangements 2012/13.
LOCATION:	Scrutiny Office (Room 3.33).

1.0 PURPOSE OF REPORT

- 1.1 To respond to the Cabinet decision of 9 July 2013 and Council decision of 24 July 2013 to evaluate and report on the implementation of the Council's overview and scrutiny arrangements after a further 12 months of operation.
- 1.2 To make recommendations to Cabinet and Council to help ensure continuous improvement of the delivery of the Council's overview and scrutiny function.

2.0 RECOMMENDATIONS

- 2.1 That an extended internal review of overview and scrutiny arrangements takes place during 2014/15.
- 2.2 That the current overview and scrutiny committees and arrangements be retained until the 2014/15 review is completed.

3.0 BACKGROUND

- 3.1 In July 2010 Cabinet agreed that an external review of the overview and scrutiny function be undertaken and an independent review was then commissioned. The findings and recommendations of the independent review were considered by Cabinet on 29 November and Council on 14 December 2011 where new arrangements for scrutiny were agreed and put in place subject to an evaluation after 12 months.
- 3.2 The new arrangements were evaluated in 2012/13 and reported to Cabinet on 9 July 2013 and Council on 24 July 2013. A further annual evaluation was also agreed.
- 3.3 The current scrutiny arrangements have now been in operation for more than 2 years. Scrutiny committees, with all scrutiny stakeholders, continue to work pro-actively to undertake and support scrutiny work. Scrutiny's achievements for the year are detailed fully within the Scrutiny Annual Report 2013/14 received by Council on 30 July 2014.
- 3.4 Annual evaluations are recommended to ensure continuous improvement of the scrutiny function and its delivery. This report details the 2013/14 evaluation. The 2013/14 evaluation headline report is attached at Appendix 1 and the 2012/13 to 2013/14 trend analysis is attached at Appendix 2.

4.0 METHODOLOGY

4.1 The evaluation took place between April and June 2014. The primary method of research comprised of a self-completion survey. The same questionnaire was used in 2013/14 as in the previous year to enable benchmarking. The questions were designed around each of the key findings of the independent review as detailed in the report of the Head of Governance to Cabinet on 29 November 2011. The questions are therefore intended to cover the following key issues raised in that independent report:

- (1) Overview and Scrutiny Structure
- (2) Scrutiny link officers
- (3) Scrutiny pre-agenda meetings
- (4) Scoping of reviews
- (5) Resources
- (6) Scrutiny protocols / procedure notes
- (7) Induction/follow-up sessions for Members and Officers
- (8) Executive inviting Scrutiny to look at certain issues
- (9) Scrutiny reviews to full Council
- (10) Importance of Forward Plan
- (11) Possible bi-monthly informal meetings between Chair, Vice-Chair and Portfolio Cabinet Member(s).

4.2 Questions were also designed to ensure a balance of quantitative and qualitative data providing both statistical measures of improvement together with contextual data to provide suggestions and ideas for further improvement actions.

5.0 EVALUATION RESULTS

5.1 The survey sample included Council Members (48) Chief / Senior Officers, and Service Managers/Scrutiny Link Officers (79) a total of 127 persons surveyed. Of the 127, a total of 44 responses were received giving a response rate of 34% an improvement of 16% on last year's return.

5.2 Of those 44 respondents, 7 (16%) were Scrutiny Members, 10 (23%) were other Members, 24 (54%) were Officers and 3 (7%) not indicated. Appendix 2 also provides a breakdown of responses into the three respondent groups of (i) Scrutiny Member (ii) Other Member and (iii) Officer.

5.3 Appendices 1 and 2 attached provide all the survey response data received. It should be noted that for many of the measures almost 50% of respondents chose the "don't know" option.

5.4 The following measures improved significantly between 2012/13 and 2013/14:

- Overall experience of scrutiny under the new arrangements
- Resources and support for scrutiny
- Improved procedure rules and informal protocols

5.5 The following measures marginally improved:

- Effective overview and scrutiny committee structure
- Scrutiny link officers
- Scoping of scrutiny reviews

5.6 The following measures saw a dip in performance for 2013/14:

- Effective scrutiny committee pre-agenda meetings
- Learning sessions for members and officers
- Awareness of Forward Plan and key decisions
- Awareness of scrutiny project groups
- Scrutiny and executive effective working relationship
- Informal meetings between Scrutiny Chairs, Vice Chairs and Executive Members

6.0 PROGRESS AND CHALLENGES

6.1 When benchmarking against the 2012/13 evaluation 50% of the measures showed some improvement and 50% declined in performance.

6.2 Concerns have been raised by overview and scrutiny members about the large number of respondents choosing the “don’t know” option for the questions. This could indicate a lack of awareness and engagement in overview and scrutiny activities. Engagement levels in some of meetings and processes including Scrutiny Link Officers and pre-agenda meetings would support this assertion.

6.3 Due to the issues raised at 6.1 and 6.2 the results of the 2013/14 evaluation are considered to be inconclusive.

6.4 Since the 2011 external review and subsequent annual evaluations there have been a number of key changes influencing the overview and scrutiny functions including:

- New functions for example Health and Wellbeing responsibilities and the Sheffield City Region Combined Authority
- Re-focused Corporate Planning and associated resource alignment

- Major restructures impacting on Scrutiny including the Corporate Management Team, Governance Service and Policy Service.

7.0 PROPOSED EXTENDED REVIEW

- 7.1 Due to the issues raised in section 6, particularly that the 2013/14 evaluation is considered to be inconclusive, it is felt that the time is right to revisit the findings of the 2011 external review and subsequent recommendations taken forward to assess whether or not these arrangements are still appropriate and working as envisaged.
- 7.2 The proposed scope of the review is:
- Overview and scrutiny structure
 - Policies, procedures and documents
 - Overview and scrutiny work programme
 - Officer resource
 - Awareness and engagement
- 7.3 The review should be completed by February 2015 to enable any changes to be implemented early in the 2015/16 financial year.
- 7.4 A draft Project Brief is attached at Appendix 3.

8.0 RISK CONSIDERATIONS

- 8.1 There are no risk implications arising from the contents of this report. Risk Assessment will form a key part of the 2014/15 review.

9.0 FINANCIAL CONSIDERATIONS

- 9.1 Overview and Scrutiny had previously been recognised as under-resourced. The 2013/14 Governance restructure increased the level of employee resource significantly by introducing the Scrutiny and Committee Co-ordinator roles. Due to current and future financial challenges additional financial and employee resources are unlikely to be available. Review recommendations must be achievable via existing resource allocations.

10.0 EQUALITIES CONSIDERATIONS

- 10.1 There are no equalities implications arising from the contents of this report. The appropriate level of equality analysis will take place for any proposed changes emerging from the review.

11.0 RECOMMENDATIONS

- 11.1 That an extended internal review of overview and scrutiny arrangements takes place during 2014/15.
- 11.2 That the current overview and scrutiny committees and arrangements be retained until the 2014/15 review is completed.

12.0 REASON FOR RECOMMENDATIONS

- 12.1 To ensure continuous improvement and the effective and efficient delivery of the Council's overview and scrutiny function.

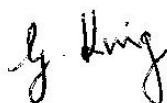
DONNA REDDISH
POLICY MANAGER

ANITA CUNNINGHAM
POLICY AND SCRUTINY OFFICER

Further information on this matter can be obtained from Anita Cunningham
(Tel. 01246 345273).

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

Signed:



Executive Member: Councillor Graham King

Date: 11/09/14

Consultee Lead Member/Support Member comments (if applicable)

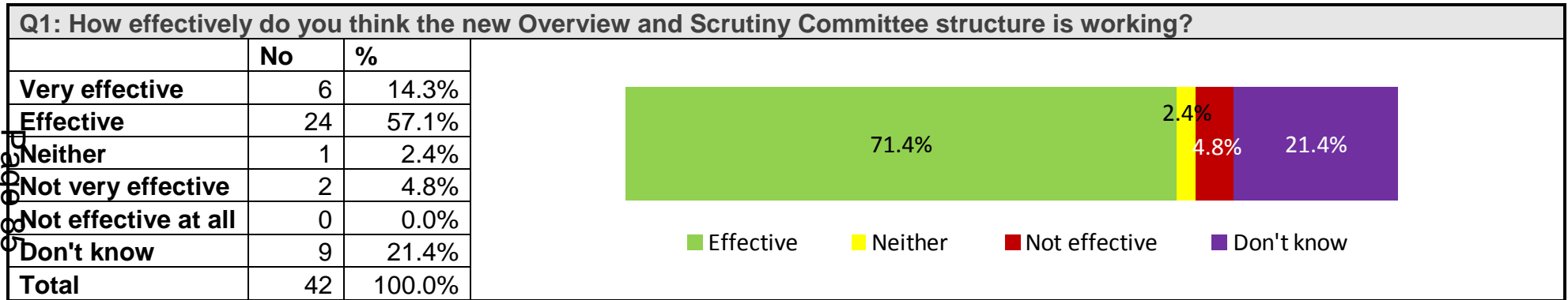
Scrutiny Survey Report 2014

Format **Web – a link to the survey was emailed to members and officers**

Date range: **28th April 2014 to 16th May 2014**

Total responses: **44 (web)**

1. How effectively do you think the new Overview and Scrutiny Committee structure is working?



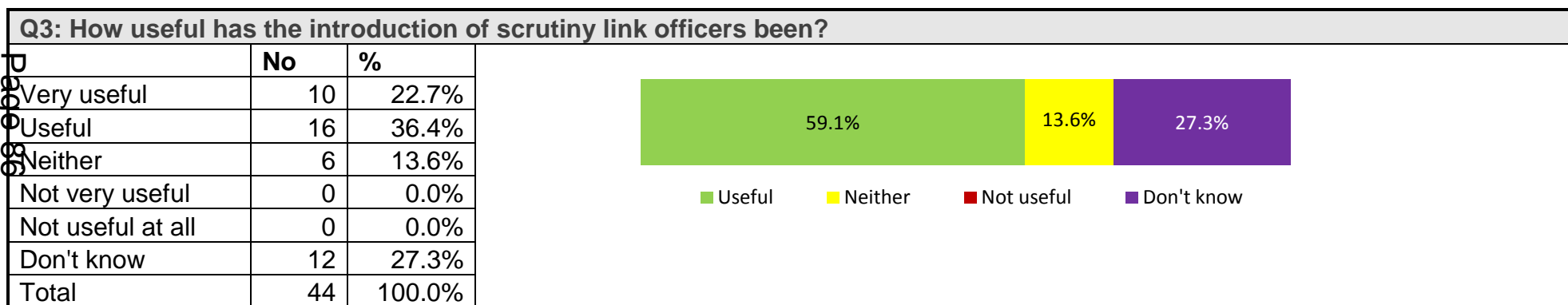
2. How could we improve the Overview and Scrutiny Committee Structure further?

- The very close relationship between Executive and Scrutiny undermines the scrutiny process. Some members of scrutiny do not say anything in the presence of members of the executive. They don't even ask questions and yet they are expected to take part in scrutiny.
- Tell people about it and what you do
- This comment is not really about the structure as such but I feel it would improve the whole scrutiny experience. By encouraging all members to take a more positive and pro-active role in the scrutiny process. There are still complaints now and again that back bench members aren't informed about things etc - if they became more involved with scrutiny they would not only be informed but also be able to have some input into policies, strategies and courses of action before the final decision is made.
- Whilst there will always be fresh items of business, e.g. dealing with call-in requests, I still feel the Committee is trying to do too much; and, at times, diverts its attention away from its agreed work programme on to single issue items of business. Just as the Council has

narrowed its priorities to better align with the financial and officer resources available, the Committee might wish to consider doing likewise.

- Better communication
- Can think of no improvements at the moment but, as always, we will seek to improve.
- Support for admin needs to be firmed up especially as there have been changes in Democratic Services. Also more Councillors need to be involved in the Groups. I think that a cabinet member not attached to the issue under Scrutiny could take part as we have Asst Execs as well as excess so reducing available pool.
- Not sure I have enough knowledge to say how to improve it.
- Understand what the role is and what decisions are made by the committee
- Many staff are not aware of the important role that Scrutiny undertake and have little contact with members of the Committee.

3. How useful has the introduction of scrutiny link officers been?

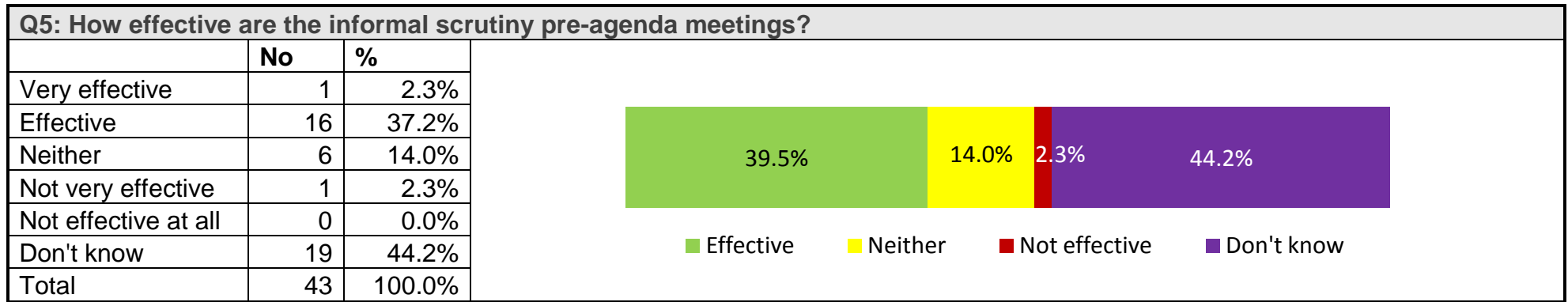


4. How could the scrutiny link officer role be improved?

- More involvement at team meetings etc
- Tell people what you do
- Seems to be little enthusiasm from some of the officers but this is improving meeting by meeting. Meetings are now to be held less often so may improve the quality of the ones we do hold.
- I haven't encountered the function so difficult to make suggestions.
- Who are the scrutiny link officers?

- If i am very honest I probably don't pay enough attention to scrutiny , having a number of other interests to juggle (chair of planning committee ,ward member -where my two colleagues are currently indisposed on medical grounds (so I am doing all the casework),Member of County council for another area ,vice chair of Audit at the county and member of the fire authority .Unless scrutiny directly impacts on these areas if i am honest I cant see me taking an active role in the near future.

5. How effective are the informal scrutiny pre-agenda meetings?



6. How could we improve pre-agenda meetings?

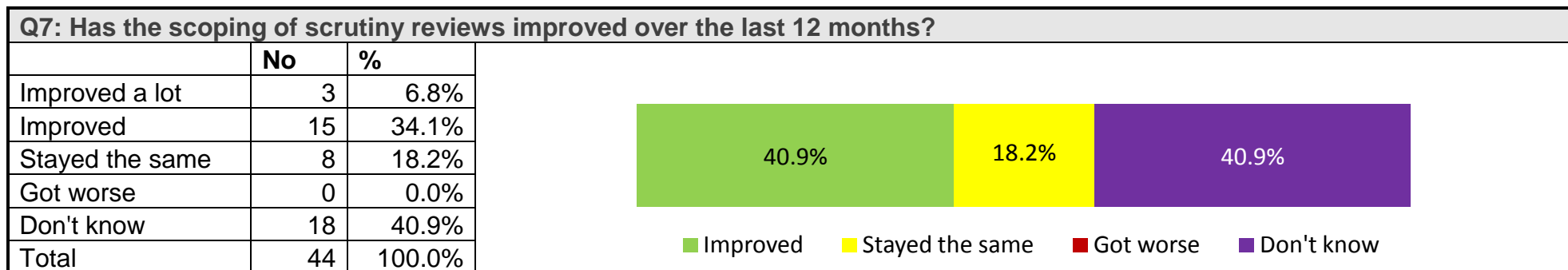
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Without detracting from the informality sometimes they could do with a bit more focus.

This is a difficult one. Feel that pre agenda meetings are a great idea, but I am never sure when they take place. Perhaps if the meetings better flagged up it would be useful.

- I haven't attended one personally but I believe they are effective at least from what officers have said. Scrutiny members and those attending to address the committee all appear to be more at ease and working from the same hymn sheet!
- Not attended any meetings, so difficult to comment. But, I understand that they're effective.
- Could be better used / attended by officers / members bringing reports forward. Perhaps better promotion would help.
- Not always necessary to have one, but we have had very good meetings when they have taken place. Up to date information not always available as early as needed, but this is because officers want scrutiny to have the most relevant data at the meeting.
- I'm not aware of the scrutiny process, so unsure of the benefits of the pre agenda meetings
- not involved
- Effective but time consuming

7. Has the scoping of scrutiny reviews improved over the last 12 months?



8. What could we do to improve the scoping of scrutiny review further?

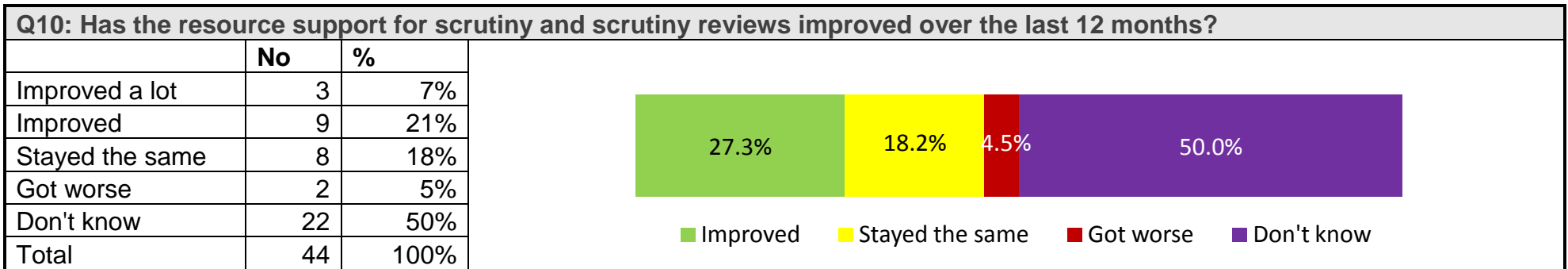
- Page 89
- Panel chairs do not always have the skills to undertake the scoping and yet there are no resources they can draw on. This is a deterrent for people who want to volunteer to chair panels.
 - I think this activity has improved. But, I would encourage the Committee to draw more on the officer resources of the Council to help scope future reviews. There are occasions where a particular path has been followed, which could have been closed down earlier if advice from officers had been sought.
 - Consult relevant service head / manager and relevant portfolio holder for comment.
 - The tools we use for the report are a bit difficult to get ones head round especially if one has used other project planning and reporting tools
 - I don't have access to the reviews

9. What else could we do to improve the operation and outcomes of scrutiny reviews?

- Publish reviews
- Encourage proper discussions rather than party political charade. I think some members of scrutiny do not seem to know the difference between scrutiny and political jousting. Each member of scrutiny should be afforded even when you don't agree with their view. Having two chairs is not at all effective as their different styles of chairing increase inconsistencies. I have every respect for one even when I disagree but have no consideration to the other who seems to think all members of scrutiny from other parties are enemies just because they don't tow the line.
- I think care needs to be taken in capturing contributions and ensuring they are timely in terms of policy development.

- I believe a number of scrutiny members find scrutiny confusing, I think some 'inset' sessions would help to remove some of confusion in our attempts to scrutinise council policy.
 - Involve relevant (cabinet) members and officers from the beginning and also keep them informed etc. Of the 2 scrutiny reviews I can think of that had some involvement with my portfolio, the first I wasn't even aware of until being asked to attend scrutiny committee where it was getting a final reading, the 2nd I knew little about even when I attended one of the review meetings!
 - We need to make the right appointments to the new roles that have been created within Democratic services to help support the scrutiny review panels with their research, report writing etc.
 - More pre planning with key Officers involved in the review
 - Consult relevant manager / portfolio holder on final draft scrutiny project report so comments can be considered by the Project Group before they finalise the report. Ensure there is a written report back from Cabinet with a decision on scrutiny recommendations so it is clear when recommendations have been approved or refused and the impact of scrutiny can be clearly measured.
 - I am not aware of what goes on in scrutiny as I am not on the committee and never have been
 - Better sharing of findings
 - Ensure they are carried out to the agreed date where possible and also ensure the scoping is agreed before ANY action is taken
 - I think it needs a bit more time for us to see the groups work under the new scheme as it is early days yet. I think Officers still need to understand the new way of working as some still appear to think we are being critical after the event
- tell me where the information is stored so I can read it and keep up to date - provide me with a simple process flow outlining the scrutiny process - make information available on the intranet
- Secretarial assistance

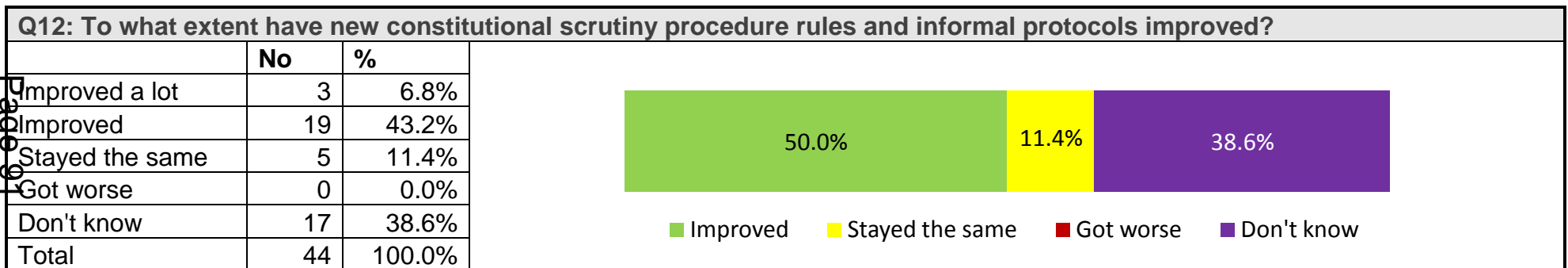
10. Has the resource support for scrutiny and scrutiny reviews improved over the last 12 months?



11. How could we improve the resourcing for scrutiny and scrutiny reviews?

- If anything it has decreased at a time when scrutiny is taking on more and more work. The resources identified in the review that lead to the new structure have not materialised. Panels have no resources to support them and it seems that the scrutiny officer feels her support is to the forum chairs.
- As above again
- Still no admin support.
- See previous answer ...
- Ensure Scrutiny Project Group Leads complete and submit the relevant Resource Request Form to the Policy and Scrutiny Officer / Scrutiny Chair
- What are the current arrangements for scrutiny support

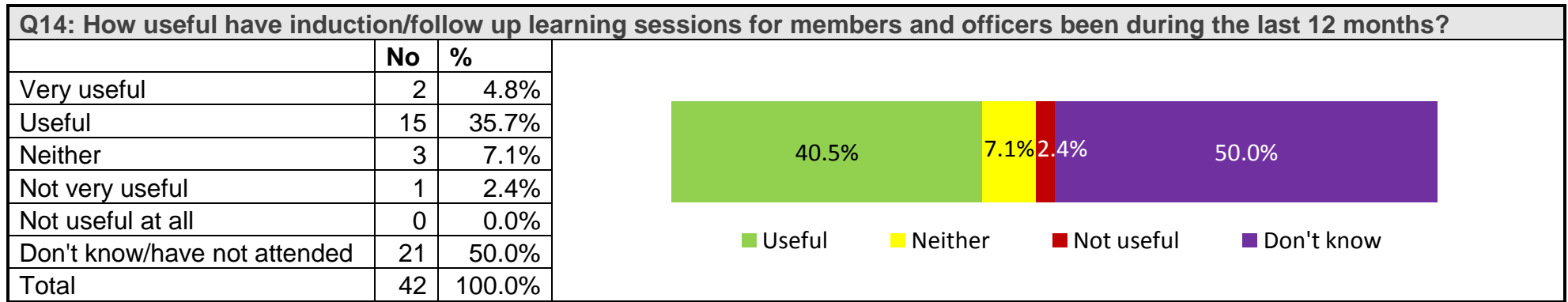
12. To what extent have new constitutional scrutiny procedure rules and informal protocols improved?



13. How could we improve the procedures and protocols further?

- It has been useful to have the communications but as i haven't been through the process for a while its hard to say how to improve.
- Scrutiny seems to have upped its profile and was impressed by the public consultation at assemblies

14. How useful have induction/follow up learning sessions for members and officers been during the last 12 months?



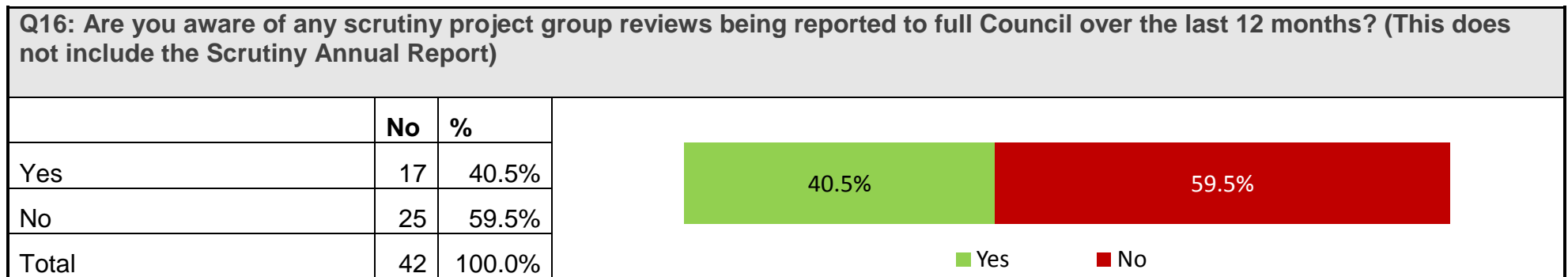
15. How could we improve the procedures and protocols further?

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More inset required

The members who attend seem happy, but not very well attended. It has been suggested that we have them later, but this would mean a special meeting held separately from the forum. This may not be popular either.

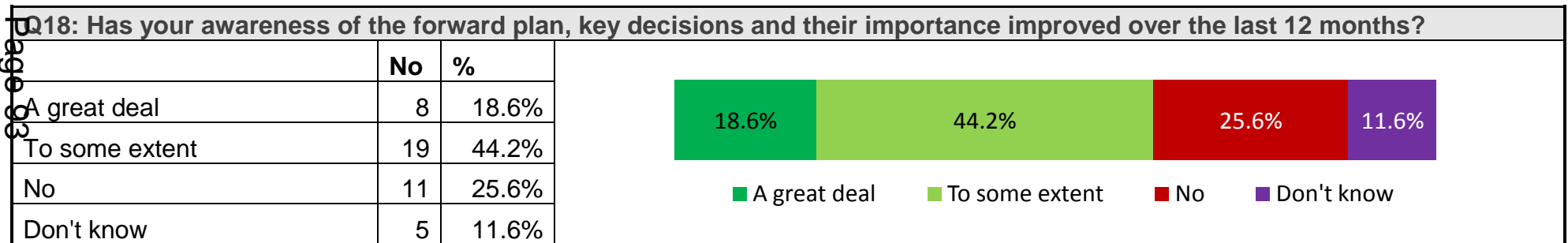
16. Are you aware of any scrutiny project group reviews being reported to full Council over the last 12 months? (This does not include the Scrutiny Annual Report)



17. What scrutiny project group reviews do you think should have been reported to full council during the last 12 months?

- New proposed leisure centre at Queen's Park
- All scrutiny project reviews report to Cabinet and the minutes of all Cabinet meetings are considered by full Council. Therefore full Council is aware of all scrutiny project reviews that have reported to Cabinet
- I could be wrong but I think all the scrutiny reviews were reported to cabinet. Perhaps it would be a good idea to report all scrutiny reviews to full council first, if the recommendations are something that cabinet has to make the decision about full council can always refer it to cabinet. By reporting to council first, all members will hear the details etc & would get an opportunity to ask questions - whether to the scrutiny lead or a cabinet member, perhaps both - & discuss etc
- The outcomes of a number of reviews have been reported at Cabinet, on the basis that this is the appropriate decision-making body pertaining to the subject matter(s) under review. I can't think of any reviews that should have been reported to full Council during the past 12 months.
- New QPSC

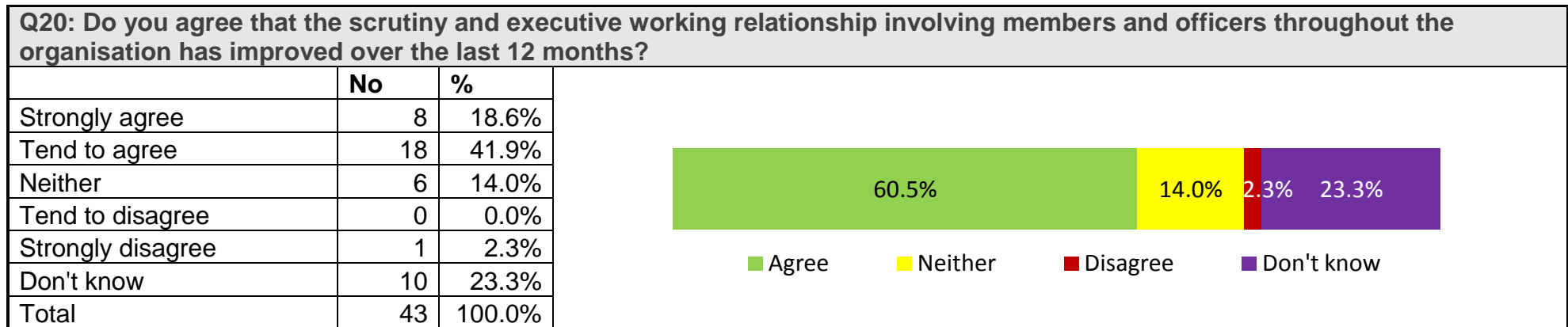
18. Has your awareness of the forward plan, key decisions and their importance improved over the last 12 months?



19. How could we further raise the profile of the forward plan and its importance?

- I have always used forward plan effectively in the last 5 years.
- By encouraging members, particularly, members of Scrutiny Committees to read it. Maybe whenever the forward plan is updated all Members could automatically be sent an e mail that includes a link to the updated forward plan.
- As I'm working with the Forward Plan every week, I'm very much aware of it. It might be worth publishing through social media (Facebook, Twitter) advance notice of up and coming key decisions.
- Given my position I was fully aware of them before An article in Borough Bulletin, info on intranet
- Ensure each entry in the Forward Plan clearly outlines what the matter is about.
- Discussion at assemblies - I attend 3 of the 4.

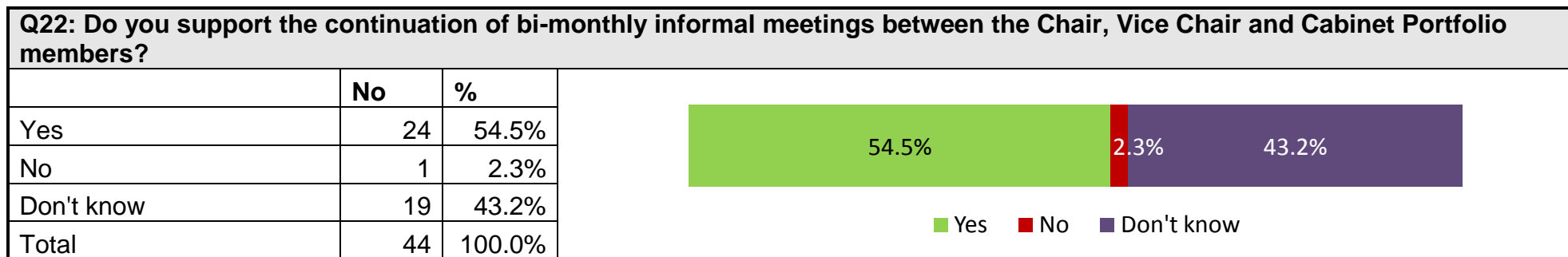
20. Do you agree that the scrutiny and executive working relationship involving members and officers throughout the organisation has improved over the last 12 months?



21. Please give reasons for your answer:

- Closer relationship leading to worse outcomes in my opinion.
- As a member of cabinet I have benefitted from invites to and information from scrutiny.
- The periodic informal discussions between the Scrutiny Chairs and Executive Members have started and seem to be working satisfactorily. In addition, Executive Members are now attending brief sessions with Scrutiny Members before the start of Scrutiny Forum meetings to update them on progress with Great Place Great Service.
- I am a Cabinet member rather than a scrutiny member - from my perspective (as a former scrutiny member & now a cabinet member) the scrutiny / executive relationship is improving constantly. 3 years ago I don't think there was a relationship between the two - it was frustrating as a scrutiny member to be presented with a document, make valid comments & suggestions that meant nothing as the document had already been signed off - scrutiny had no input! As far as I can I always ask for things to go to scrutiny before sign off. Scrutiny members may have a different view to this!
- I can't really talk from personal experience, as I've only been on a couple of occasions. But, I sense from talking to Executive members and officer colleagues that relationships are much improved.
- The Link Officers meeting has been instrumental in this
- Much more pro-active working and informal communication taking place between officers and members around scrutiny and scrutiny work.
- Higher profile

22. Do you support the continuation of bi-monthly informal meetings between the Chair, Vice Chair and Cabinet Portfolio members?

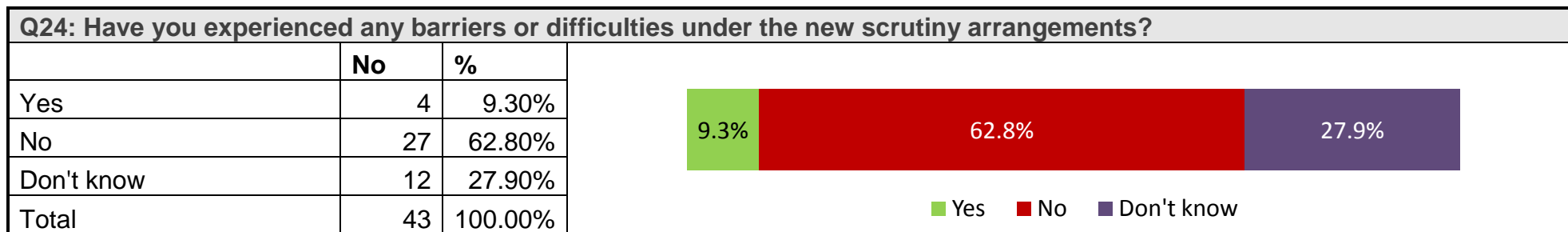


23. Please give reasons for your answer:

- Did not know that happened
- We live in challenging times where difficult decisions have to be made. Scrutiny becomes very important in these circumstances. How else can the Chair and Vice Chair be kept informed about current developments and what will be coming up over the horizon in relation to the portfolio holder's portfolio. Nothing beats regular face to face discussions.
- Not aware of such meetings
- I haven't been to one as yet, I haven't felt the need to. However, if there was something I wanted to discuss with the scrutiny chairs I would contact them anyway. In addition, I do try to ensure all new projects etc in my portfolio are taken to scrutiny in one form or another - for example, the relevant officer may just have an informal meeting with the chairs, who can then decide whether a committee should get involved etc.
- Ensure joined up thinking between Scrutiny chairs and Exec members
- Provides opportunity for informal conversations about scrutiny outside of the public arena.
- Too often once a month should be sufficient
- What are the benefits of these meetings?
- Scrutiny should be careful about seeking to collude with Lead Members. This is hierarchical and not democratic.

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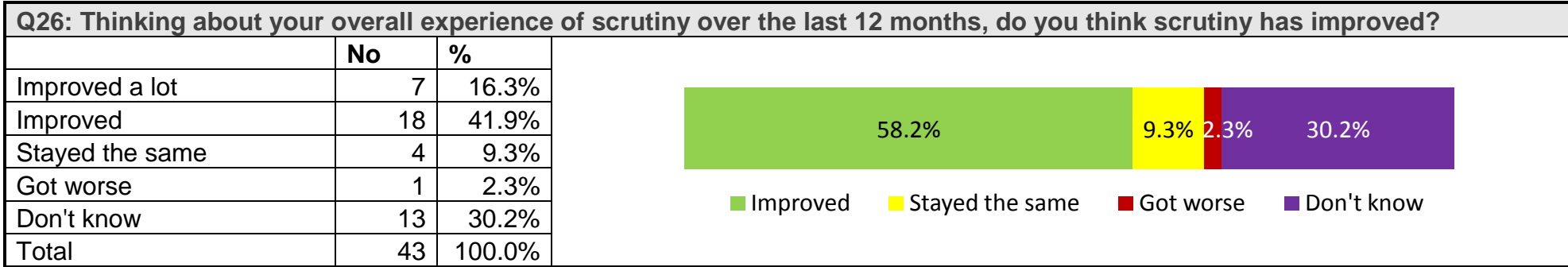
24. Have you experienced any barriers or difficulties under the new scrutiny arrangements?



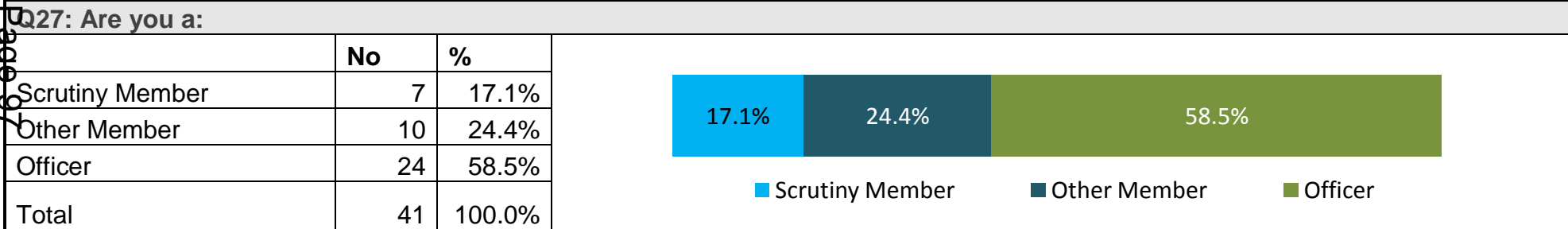
25. If yes, what are the barriers and how could we reduce them?

- Page 196
- There is a lot of antagonism towards members of the main opposition and this has 2 effects: - their views are quickly disregarded if they are not shouted down - some opposition members no longer contribute as they see the process as a waste of time.
 - Sometimes lack of notice. Once a lack of invite to a relevant scrutiny meeting.
 - I believe that Scrutiny needs to become more flexible in terms of arranging dates, times and venues for both committee meetings and informal meetings with Executive Members, to make more use of the telephone for ascertaining availabilities and to make more use of the Microsoft Calendar system for issuing invitations to meetings.
 - The issue of cutting across other formal processes such as planning

26. Thinking about your overall experience of scrutiny over the last 12 months, do you think scrutiny has improved?



27. Are you a:



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Scrutiny Survey Report 2014 – Appendix 2: Trend and respondent analysis

Format **Web – a link to the survey was emailed to members and officers**

Date range: **28th April 2014 to 16th May 2014**

Total responses: **44 (web)**

Q1: How effectively do you think the new Overview and Scrutiny Committee structure is working?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Very effective	6	14.3%	14.3%	33.3%	8.3%	8.7%
Effective	24	57.1%	57.1%	66.7%	50.0%	60.9%
Neither	1	2.4%	14.3%	0.0%	0.0%	13.0%
Not very effective	2	4.8%	14.3%	0.0%	4.2%	4.3%
Not effective at all	0	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	9	21.4%	0.0%	0.0%	37.5%	13.0%
Trend (Total of 'effective' responses 2013/14 compared with 2012/13)						+1.8

Q2: How could we improve the Overview and Scrutiny Committee Structure further?	
Tell people about it and what you do	Officer
Whilst there will always be fresh items of business, e.g. dealing with call-in requests, I still feel the Committee is trying to do too much; and, at times, diverts its attention away from its agreed work programme on to single issue items of business. Just as the Council has narrowed its priorities to better align with the financial and officer resources available, the Committee might wish to consider doing likewise.	Officer
Not sure I have enough knowledge to say how to improve it.	Officer
Understand what the role is and what decisions are made by the committee	Officer
Many staff are not aware of the important role that Scrutiny undertake and have little contact with members of the Committee.	Officer
This comment is not really about the structure as such but I feel it would improve the whole scrutiny experience. By encouraging all members to take a more positive and pro-active role in the scrutiny process. There are still complaints now and again that back bench members aren't informed about things etc - if they became more involved with scrutiny they would not only be informed but also be able to have some input into policies, strategies and courses of action before the final decision is made.	Other Member
I have been on scrutiny so don't know	Other Member
Better communication	Other Member
The very close relationship between Executive and Scrutiny undermines the scrutiny process. Some members of scrutiny do not say anything in the presence of members of the executive. They don't even ask questions and yet they are expected to take part in scrutiny.	Scrutiny Member

Can think of no improvements at the moment but, as always, we will seek to improve.	Scrutiny Member
Support for admin needs to be firmed up especially as there have been changes in Democratic Services. Also more Councillors need to be involved in the Groups. I think that a cabinet member not attached to the issue under Scrutiny could take part as we have Asst Execs as well as excess so reducing available pool.	Scrutiny Member

Q3: How useful has the introduction of scrutiny link officers been?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Very useful	10	22.7%	14.3%	33.3%	8.3%	21.7%
Useful	16	36.4%	57.1%	66.7%	50.0%	30.4%
Neither	6	13.6%	14.3%	0.0%	0.0%	4.3%
Not very useful	0	0.0%	14.3%	0.0%	4.2%	4.3%
Not useful at all	0	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	12	27.3%	0.0%	0.0%	37.5%	39.1%
Trend (Total of 'useful' responses 2013/14 compared with 2012/13)						+7%

Q4: How could we improve the Overview and Scrutiny Committee Structure further?	
More involvement at team meetings etc	Officer
Tell people what you do	Officer
I haven't encountered the function so difficult to make suggestions.	Officer
Who are the scrutiny link officers?	Officer
If I am very honest I probably don't pay enough attention to scrutiny, having a number of other interests to juggle (chair of planning committee, ward member - where my two colleagues are currently indisposed on medical grounds (so I am doing all the casework), Member of County council for another area, vice chair of Audit at the county and member of the fire authority. Unless scrutiny directly impacts on these areas if I am honest I can't see me taking an active role in the near future.	Other Member
Seems to be little enthusiasm from some of the officers but this is improving meeting by meeting. Meetings are now to be held less often so may improve the quality of the ones we do hold.	Scrutiny Member

Q5: How effective are the informal scrutiny pre-agenda meetings?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Very effective	1	2.3%	14.3%	0.0%	0.0%	4.5%
Effective	16	37.2%	28.6%	50.0%	37.5%	40.9%
Neither	6	14.0%	28.6%	0.0%	16.7%	13.6%
Not very effective	1	2.3%	14.3%	0.0%	0.0%	4.5%
Not effective at all	0	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	19	44.2%	14.3%	50.0%	45.8%	36.4%
Trend (Total of 'effective' responses 2013/14 compared with 2012/13)						-5.9%

Q6: How could we improve pre-agenda meetings?	
Not attended any meetings, so difficult to comment. But, I understand that they're effective.	Officer
Could be better used / attended by officers / members bringing reports forward. Perhaps better promotion would help.	Officer
I'm not aware of the scrutiny process, so unsure of the benefits of the pre agenda meetings	Officer
Effective but time consuming	Officer
Without detracting from the informality sometimes they could do with a bit more focus.	Other Member
I haven't attended one personally but I believe they are effective at least from what officers have said. Scrutiny members and those attending to address the committee all appear to be more at ease and working from the same hymn sheet!	Other Member
This is a difficult one. Feel that pre agenda meetings are a great idea, but I am never sure when they take place. Perhaps if the meetings better flagged up it would be useful.	Scrutiny Member
Not always necessary to have one, but we have had very good meetings when they have taken place. Up to date information not always available as early as needed, but this is because officers want scrutiny to have the most relevant data at the meeting.	Scrutiny Member

Q7: Has the scoping of scrutiny reviews improved over the last 12 months?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Improved a lot	3	6.8%	14.3%	20.0%	0.0%	4.3%
Improved	15	34.1%	42.9%	40.0%	29.2%	30.4%
Stayed the same	8	18.2%	42.9%	0.0%	16.7%	26.1%
Got worse	0	0.0%	0.0%	0.0%	0.0%	4.3%
Don't know	18	40.9%	0.0%	40.0%	54.2%	34.8
Trend (Total of 'improved' responses 2013/14 compared with 2012/13)						+6.2%

Q8: What could we do to improve the scoping of scrutiny review further?	
I think this activity has improved. But, I would encourage the Committee to draw more on the officer resources of the Council to help scope future reviews. There are occasions where a particular path has been followed, which could have been closed down earlier if advice from officers had been sought.	Officer
Consult relevant service head / manager and relevant portfolio holder for comment.	Officer
I don't have access to the reviews	Officer
Panel chairs do not always have the skills to undertake the scoping and yet there are no resources they can draw on. This is a deterrent for people who want to volunteer to chair panels.	Scrutiny Member
The tools we use for the report are a bit difficult to get ones head round especially if one has used other project planning and reporting tools	Scrutiny Member

Q9: What else could we do to improve the operation and outcomes of scrutiny reviews?	
Publish reviews	Officer
We need to make the right appointments to the new roles that have been created within Democratic services to help support the scrutiny review panels with their research, report writing etc.	Officer
More pre planning with key Officers involved in the review	Officer
Consult relevant manager / portfolio holder on final draft scrutiny project report so comments can be considered by the Project Group before they finalise the report. Ensure there is a written report back from Cabinet with a decision on scrutiny recommendations so it is clear when recommendations have been approved or refused and the impact of scrutiny can be clearly measured.	Officer
Don't know sorry!	Officer
Not sure	Officer
I think care needs to be taken in capturing contributions and ensuring they are timely in terms of policy development.	Other Member
Involve relevant (cabinet) members and officers from the beginning and also keep them informed etc. Of the 2 scrutiny reviews I can think of that had some involvement with my portfolio, the first I wasn't even aware of until being asked to attend scrutiny committee where it was getting a final reading, the 2nd I knew little about even when I attended one of the review meetings!	Other Member
I am not aware of what goes on in scrutiny as I am not on the committee and never have been	Other Member
Better sharing of findings	Other Member
Don't know	Other Member
Encourage proper discussions rather than party political charade. I think some members of scrutiny do not seem to know the difference between scrutiny and political jousting. Each member of scrutiny should be afforded even when you don't agree with their view. Having two chairs is not at all effective as their different styles of chairing increase inconsistencies. I have every respect for one even when I disagree but have no consideration to the other who seems to think all members of scrutiny from other parties are enemies just because they don't tow the line.	Scrutiny Member
I believe a number of scrutiny members find scrutiny confusing, I think some 'inset' sessions would help to remove some of confusion in our attempts to scrutinise council policy.	Scrutiny Member
Ensure they are carried out to the agreed date where possible and also ensure the scoping is agreed before ANY action is taken	Scrutiny Member
I think it needs a bit more time for us to see the groups work under the new scheme as it is early days yet. I think Officers still need to understand the new way of working as some still appear to think we are being critical after the event	Scrutiny Member
Secretarial assistance	Scrutiny Member

Q10: Has the resource support for scrutiny and scrutiny reviews improved over the last 12 months?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Improved a lot	3	7%	14.3%	20.0%	0.0%	0.0%
Improved	9	21%	42.9%	10.0%	16.7%	17.4%
Stayed the same	8	18%	14.3%	10.0%	20.8%	43.5%
Got worse	2	5%	28.6%	0.0%	0.0%	4.3%
Don't know	22	50%	0.0%	60.0%	62.5%	34.8%
Trend (Total of 'improved' responses 2013/14 compared with 2012/13)						+10.6%

Q11: How could we improve the resourcing for scrutiny and scrutiny reviews?	
Ensure Scrutiny Project Group Leads complete and submit the relevant Resource Request Form to the Policy and Scrutiny Officer / Scrutiny Chair	Officer
what are the current arrangements for scrutiny support	Officer
Still no admin support.	Scrutiny Member
If anything it has decreased at a time when scrutiny is taking on more and more work. The resources identified in the review that lead to the new structure have not materialised. Panels have no resources to support them and it seems that the scrutiny officer feels her support is to the forum chairs.	Scrutiny Member

Q12: To what extent have new constitutional scrutiny procedure rules and informal protocols improved?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Improved a lot	3	6.8%	0.0%	10.0%	4.2%	13.0%
Improved	19	43.2%	71.4%	60.0%	29.2%	26.1%
Stayed the same	5	11.4%	14.3%	0.0%	16.7%	13.0%
Got worse	0	0.0%	0.0%	0.0%	0.0%	4.3%
Don't know	17	38.6%	14.3%	30.0%	50.0%	43.5%
Trend (Total of 'improved' responses 2013/14 compared with 2012/13)						+10.9

Q13: How could we improve the procedures and protocols further?	
It has been useful to have the communications but as i haven't been through the process for a while it's hard to say how to improve.	Officer
Scrutiny seems to have upped its profile and was impressed by the public consultation at assemblies	Other Member

Q14: How useful have induction/follow up learning sessions for members and officers been during the last 12 months?

	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Very useful	2	4.8%	0.0%	22.2%	0.0%	4.5%
Useful	15	35.7%	71.4%	33.3%	25.0%	50%
Neither	3	7.1%	14.3%	0.0%	8.3%	9.1%
Not very useful	1	2.4%	0.0%	0.0%	4.2%	0.0%
Not useful at all	0	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know/have not attended	21	50.0%	14.3%	44.4%	62.5%	36.4%
Trend (Total of 'useful' responses 2013/14 compared with 2012/13)						-14%

Q15: How could we improve the procedures and protocols further?

More inset required	Scrutiny Member
The members who attend seem happy, but not very well attended. It has been suggested that we have them later, but this would mean a special meeting held separately from the forum. This may not be popular either.	Scrutiny Member

Q16: Are you aware of any scrutiny project group reviews being reported to full Council over the last 12 months? (This does not include the Scrutiny Annual Report)

	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Yes	17	40.5%	28.6%	66.7%	37.5%	61.1%
No	25	59.5%	71.4%	33.3%	62.5%	38.9%
Trend ('yes' responses 2013/14 compared with 2012/13)						-20.6%

Q17: What scrutiny project group reviews do you think should have been reported to full council during the last 12 months?

New proposed leisure centre at Queen's Park	Officer
The outcomes of a number of reviews have been reported at Cabinet, on the basis that this is the appropriate decision-making body pertaining to the subject matter(s) under review. I can't think of any reviews that should have been reported to full Council during the past 12 months.	Officer
New QPSC	Officer
All scrutiny project reviews report to Cabinet and the minutes of all Cabinet meetings are considered by full Council. Therefore full Council is aware of all scrutiny project reviews that have reported to Cabinet	Other Member
I could be wrong but I think all the scrutiny reviews were reported to cabinet. Perhaps it would be a good idea to report all scrutiny reviews to full council first, if the recommendations are something that cabinet has to make the decision about full council can always refer it to cabinet. By reporting to council first, all members will hear the details etc and would get an opportunity to ask questions - whether to the scrutiny lead or a cabinet member, perhaps both - and discuss etc	Other Member

Q18: Has your awareness of the forward plan, key decisions and their importance improved over the last 12 months?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
A great deal	8	18.6%	14.3%	22.2%	16.7%	31.8%
To some extent	19	44.2%	57.1%	44.4%	45.8%	54.5%
No	11	25.6%	28.6%	11.1%	29.2%	9.1%
Don't know	5	11.6%	0.0%	22.2%	8.3%	4.5%
Trend (Total 'yes' responses 2013/14 compared with 2012/13)						-23.5%

Q19: How could we further raise the profile of the forward plan and its importance?	
As I'm working with the Forward Plan every week, I'm very much aware of it. It might be worth publishing through social media (Facebook, Twitter) advance notice of up and coming key decisions.	Officer
Given my position I was fully aware of them before An article in Borough Bulletin, info on intranet	Officer
Ensure each entry in the Forward Plan clearly outlines what the matter is about.	Officer
By encouraging members, particularly, members of Scrutiny Committees to read it. Maybe whenever the forward plan is updated all Members could automatically be sent an e mail that includes a link to the updated forward plan.	Other Member
Discussion at assemblies - I attend 3 of the 4.	Other Member
I have always used forward plan effectively in the last 5 years.	Scrutiny Member

Q20: Do you agree that the scrutiny and executive working relationship involving members and officers throughout the organisation has improved over the last 12 months?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Strongly agree	8	18.6%	14.3%	33.3%	16.7%	28.6%
Tend to agree	18	41.9%	42.9%	66.7%	29.2%	38.1%
Neither	6	14.0%	28.6%	0.0%	16.7%	19%
Tend to disagree	0	0.0%	0.0%	0.0%	0.0%	0
Strongly disagree	1	2.3%	14.3%	0.0%	0.0%	0
Don't know	10	23.3%	0.0%	0.0%	37.5%	14.3%
Trend (Total 'agree' responses 2013/14 compared with 2012/13)						-6.2%

Q21: Please give reasons for your answer:	
I can't really talk from personal experience, as I've only been on a couple of occasions. But, I sense from talking to Executive members and officer colleagues that relationships are much improved.	Officer
The Link Officers meeting has been instrumental in this	Officer
Much more pro-active working and informal communication taking place between officers and members around scrutiny and scrutiny work.	Officer
As a member of cabinet I have benefitted from invites to and information from	Other

scrutiny.	Member
The periodic informal discussions between the Scrutiny Chairs and Executive Members have started and seem to be working satisfactorily. In addition, Executive Members are now attending brief sessions with Scrutiny Members before the start of Scrutiny Forum meetings to update them on progress with Great Place Great Service.	Other Member
I am a Cabinet member rather than a scrutiny member - from my perspective (as a former scrutiny member and now a cabinet member) the scrutiny / executive relationship is improving constantly. 3 years ago I don't think there was a relationship between the two - it was frustrating as a scrutiny member to be presented with a document, make valid comments and suggestions that meant nothing as the document had already been signed off - scrutiny had no input! As far as I can I always ask for things to go to scrutiny before sign off. Scrutiny members may have a different view to this!	Other Member
higher profile	Other Member
Refer to previous remarks. Closer relationship leading to worse outcomes in my opinion.	Scrutiny Member

Q22: Do you support the continuation of bi-monthly informal meetings between the Chair, Vice Chair and Cabinet Portfolio members?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Yes	24	54.5%	57.1%	60.0%	50.0%	59.1%
No	1	2.3%	14.3%	0.0%	0.0%	9.1%
Don't know	19	43.2%	28.6%	40.0%	50.0%	31.8%
Trend ('Yes' responses 2013/14 compared with 2012/13)						-4.6

Q23: Please give reasons for your answer:	
Did not know that happened	Officer
Ensure joined up thinking between Scrutiny chairs and Exec members	Officer
Provides opportunity for informal conversations about scrutiny outside of the public arena.	Officer
what are the benefits of these meetings?	Officer
We live in challenging times where difficult decisions have to be made. Scrutiny becomes very important in these circumstances.	Other Member
How else can the Chair and Vice Chair be kept informed about current developments and what will be coming up over the horizon in relation to the portfolio holder's portfolio. Nothing beats regular face to face discussions.	Other Member
I haven't been to one as yet, I haven't felt the need to. However, if there was something I wanted to discuss with the scrutiny chairs I would contact them anyway. In addition, I do try to ensure all new projects etc in my portfolio are taken to scrutiny in one form or another - for example, the relevant officer may just have an informal meeting with the chairs, who can then decide whether a committee should get involved etc.	Other Member
Too often once a month should be sufficient	Other Member
Not aware of such meetings	Scrutiny Member

Scrutiny should be careful about seeing to collude with Lead Members. This is hierarchical and not democratic	Scrutiny Member
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Q24: Have you experienced any barriers or difficulties under the new scrutiny arrangements?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Yes	4	9.30%	28.6%	20.0%	0.0%	N/A
No	27	62.80%	57.1%	50.0%	70.8%	N/A
Don't know	12	27.90%	14.3%	30.0%	29.2%	N/A

Q25: If yes, what are the barriers and how could we reduce them?	
I believe that Scrutiny needs to become more flexible in terms of arranging dates, times and venues for both committee meetings and informal meetings with Executive Members, to make more use of the telephone for ascertaining availabilities and to make more use of the Microsoft Calendar system for issuing invitations to meetings.	Other Member
Sometimes lack of notice. Once a lack of invite to a relevant scrutiny meeting.	Other Member
The issue of cutting across other formal processes such as planning	Scrutiny Member
There is a lot of antagonism towards members of the main opposition and this has 2 effects: - their views are quickly disregarded if they are not shouted down - some opposition members no longer contribute as they see the process as a waste of time.	Scrutiny Member

Q26: Thinking about your overall experience of scrutiny over the last 12 months, do you think scrutiny has improved?						
	2013/2014					2012/13
	All Respondents		Scrutiny Member	Other Member	Officer	All Respondents
	No	%				
Improved a lot	7	16.3%	14.3%	20.0%	12.5%	26.1%
Improved	18	41.9%	57.1%	70.0%	29.2%	21.7%
Stayed the same	4	9.3%	14.3%	0.0%	12.5%	26.1%
Got worse	1	2.3%	14.3%	0.0%	0.0%	0.0%
Don't know	13	30.2%	0.0%	10.0%	45.8%	26.1%
Trend (Total 'improved' responses 2013/14 compared with 2012/13)						+10.4

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Project Name:	Overview and Scrutiny Review
Date of report:	1 st September 2014
Author:	Donna Reddish – Policy Manager
Sponsor:	Huw Bowen – Chief Executive

1.0 Background

- 1.1 During 2011 an external review by the Institute of Local Government Studies (INLOGOV) was completed on the Overview and Scrutiny function at Chesterfield Borough Council.
- 1.2 Since the 2011 review there have also been significant changes in the officer resource and direction due to major restructures in the Governance and Policy Services.
- 1.3 Members and Officers would now like to revisit the findings of the review and subsequent recommendations taken forward to assess whether or not these arrangements are still appropriate and working as envisaged. This will include a light touch review of officer resources available.

2.0 Project Objectives

- 2.1 To complete an internal review of the Overview and Scrutiny function and resources by January 2015.
- 2.2 That the review is used to develop proposals to further improve the Overview and Scrutiny function and to take account of any new and emerging responsibilities.
- 2.3 That the Overview and Scrutiny function is able to utilise an adaptable and flexible officer resource in order to meet its mandatory functions and priority areas.

3.0 Desired Outcome

- 3.1 A fit for purpose Overview and Scrutiny function, able to adapt to changing priorities and responsibilities.

4.0 Scope

4.1 In scope –

- Overview and Scrutiny Structure
- Policies, Procedures and documents
- Overview and Scrutiny Work Programme
- Officer resource
- Awareness and engagement

5.0 Constraints and Assumptions

5.1 Overview and Scrutiny had previously been recognised as under-resourced. The 2013/14 Governance restructure increased the level of employee resource significantly by introducing the Scrutiny and Committee Co-ordinator roles. Due to current and future financial challenges additional financial and employee resources are unlikely to be available. Review recommendations must be achievable via existing resource allocations.

6.0 Consequences

- 6.1 The review will potentially make recommendations for changes to the way the function is delivered; this could affect existing post holders as job roles may change.
- 6.2 The review may highlight that the function has an upper capacity limit on its ability to deliver an effective Overview and Scrutiny function this may require a realignment of priorities.

7.0 Tolerance

7.1 The review should be completed in February 2015 to enable any changes to be implemented early in the 2015/16 financial year.

8.0 Stakeholders

8.1 Current *Stakeholders for this project include:-*

- Overview and Scrutiny Chairs
- Overview and Scrutiny Elected Members
- Executive Members
- The Corporate Management Team and key officers
- The Officer Resource including Policy and Scrutiny Officer and Committee and Scrutiny Co-ordinators

9.0 Interfaces

- 9.1 This project is linked to all Council functions, services and governance structures.

10.0 Project Approach

- 10.1 This project will be delivered by means of a light touch internal review focusing on the in-scope areas listed at 4.1. The review will be followed by a report with improvements proposals to Overview and Performance Scrutiny Committee and Cabinet (possibly Joint Cabinet and Employment Committee).
- 10.2 The key stages of the review will be as follows:

Baseline and Vision

1. To engage with appropriate stakeholders to identify Chesterfield Borough Council's vision for a fit for purpose Overview and Scrutiny function.
2. To engage with appropriate stakeholders to identify opinions/views on current Overview and Scrutiny arrangements.
3. To identify any significant changes that have occurred to functions, responsibilities and resources since the 2011 review which now need to be considered in future arrangements.

Challenge

To use the data gathered in the baseline stage to challenge current Overview and Scrutiny arrangements and work programme. This will include gap analysis of the Council's vision for Overview and Scrutiny against the current position.

Develop Options/Recommendations

To develop options and/or recommendations to ensure that the Overview and Scrutiny is fit for purpose and able to adapt and respond to emerging challenges.

This step may include some external challenge from an appropriate critical friend for example the Centre for Public Scrutiny or the Institute of Local Government Studies.

11.0 Next Steps

- 11.1 To hold and project Commissioning meeting with key stakeholders including the Chairs and Vice Chairs of Overview and Scrutiny, The Executive Member for Governance and Organisational Behaviour, the Chief Executive, Policy Manager and Policy and Scrutiny Officer. This meeting will confirm the project brief, the governance arrangements and review timescales.
- 11.2 To develop a work programme and timetable for stage 1(Baseline and Vision) of the review.

FOR PUBLICATION

GREAT PLACE : GREAT SERVICE UPDATE (B000)

MEETING: 1. CABINET

DATE: 1. 23 SEPTEMBER 2014

REPORT BY: GPGS PROGRAMME MANAGER

WARD: ALL

COMMUNITY ASSEMBLY: ALL

KEY DECISION REFERENCE (IF APPLICABLE): 439

BACKGROUND PAPERS FOR PUBLIC REPORTS:

TITLE: LOCATION:

1.0 PURPOSE OF REPORT

1.1 To update Members on the progress of the GPGS Transformation Programme from Jan 2014 to Jul 2014.

2.0 RECOMMENDATIONS

2.1 That Members note and comment on the performance of the GPGS Programme for the period Jan 2014 to Jul 2014.

3.0 BACKGROUND

3.1 Cabinet agreed the GPGS Transformation Programme on the 3 Dec 2013.

3.2 Chesterfield Borough Council (CBC) 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%.

3.3 At the same time as having to deal with the financial challenges, the Council acknowledges the growing expectations from stakeholders (public, businesses, visitors etc) in terms of the quality of both service delivery and access to services.

3.4 The GPGS transformation programme is a fundamental part of our response to the above. The programme 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.

3.5 And its objectives include:

- 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.

4.0 DELIVERABLES IN THE 1ST 6 MONTHS

Much has been achieved in the first 6 months:

- The merger of two operational depots. This has seen the SpirePride employees at East Lodge move in with the Housing OSD team at Stonegravels. This is a great example of GPGS in action. Not only are we seeing the benefits of two formally disparate operational teams now working more closely together, but through part investment of the capital receipt achieved through the sale of East Lodge depot site, we have been able to substantially upgrade the quality of staff accommodation and facilities at the Stonegravels depot.
- The cashiering service at Staveley area office has been moved to the Healthy Living Centre providing a self-service facility for citizens to pay their council tax and housing rent at a specially designed unit integrated into the HLC café area. This had also provided the opportunity for the Council to make a capital receipt from the sale of the Staveley area office.
- A new process for recording employee time has been successfully introduced which removes the need for staff at the Town Hall to 'clock in and out.'
- WiFi has been installed at the Town Hall in Committee Rooms 1 and 2.
- Four voluntary sector organisations (VSOs) have taken up space in the lower ground floor of the Town Hall. This has contributed to the future sustainability of these VSOs through securing their longer term space needs whilst also providing the Council with an annual rental income stream.
- The Executive Board has agreed to procure a self-serve and Customer Relationship Management system that will provide the opportunity to make it easier for our citizens to transact with the Council at a time and place suitable to them.
- Over 10 volunteering groups have been established to give employees the opportunity to shape the GPGS programme and make appropriate recommendations to the Executive Board on key issues around Customer Services, property, ICT and transformation.

- The GPGS project team have, for the first time, mapped every ICT system the Council has and also pulled together the costs for providing these systems.
- The Project Academy has seen a further two recruits. James Wild is seconded from his role as Environmental Enforcement Officer. He is currently working on the Visitor Information Centre Hub, Community Rooms and PPE projects. Joe Tomlinson is seconded from his role as Community Safety Officer. He is currently working on the CCTV, fuel efficiency and PAT testing projects.
- The Council have now invested in the development of its own in-house lean capacity and capability with 10 employees now trained to the Master Belt level.
- A Council wide approach to training and development (Corporate and Leadership development) has been designed around the whole GPGS programme. This seeks to equip all employees with the right tools and techniques to support the Council with the delivery of the GPGS programme and to face the challenges ahead. Around 130 employees have already been through this programme. All employees will have completed their own training programme by 2016.
- A real early success story has been the positive movement in the Capital Receipts Programme. In addition to the previously mentioned successes (East Lodge and Staveley area office), the GPGS programme has also been successful in securing the sale, subject to contract, of the former Derbyshire Unemployed Workers Centre site on Saltergate. Also, by disposing of East Lodge the Council have avoided the need spend £78,000 for asbestos removal.
- The Council challenged the Valuation Office on the amount it pays in Business Rates. Until July 2014, the Council has received a one off payment of £195,000 and also an annual saving of £55,000. Included in this figure is the Crematorium receiving a backdated one off payment of £86,000 and an annual business rate saving of £30,000. Due to the Crematorium being a joint venture, Chesterfield Borough Council receives 55% of this saving. Also included in the figures is the Boythorpe Road car park which received a one off payment of £40,000 with an annual business rate saving of £11,000 pa.

- The project team have also developed a new Business Optimisation Tool that, once populated with key financial, operational and employee data, will prioritise the service areas with the greatest opportunity to deliver further efficiencies whilst sustaining and improving service performance and customer experience.
- Analysis of staff role profiles has been completed to identify those able to work flexibly in the future, their technology needs and what reasonable adjustments might be required.
- The GPGS programme team have consulted with staff on the proposed model office layout, colour scheme, materials and general look and feel. Mood boards were displayed in the proposed area and feedback was sought from staff. In total 77 responses were received with a general feeling of positivity about the proposal. In conjunction with the consultation the Council have also procured a Conservation Management Plan to understand the impact of GPGS on the Town Halls historic value.

5.0 PLANNED DELIVERABLES FROM AUGUST 14 TO JAN 15

- Over the next 6 months of the GPGS programme it is envisaged that The Council will have procured its self-service, CRM and document management software technology.
- A conservation/ heritage assessment of the Town Hall will be completed
- The model office for Council staff will have been implemented and the members' environment will have been relocated to the first floor.
- We will have populated the Business Optimisation Tool for all key service areas and will have begun to map existing service processes with a view to utilising the self-service, CRM and document management tools to support forward Lean activity.
- Heads of Terms and an agreement in principle will have been agreed with the Register Office to allow them to lease space at commercial rates within the Town Hall.

- A decision will have been made on the future sale of the land at Ashgate Road.
- The future space plan for the Town Hall will be agreed and a contractor procured to begin the capital works and reorganisation of the Town Hall.
- A flexible working solution will have been procured and plans for a full roll out agreed.
- Further work will have been progressed with the Valuation Office to challenge the business rates paid by the Council for its operational assets.

6.0 FINANCE

6.1 A financial statement has been prepared at Appendix 1.

6.2 The headlines are:

Capital

The combined capital receipts for the sale of the DUWC site, Staveley area office and East amount to £706,000. This is £108,000 more than originally anticipated.

The total net GPGS programme benefit to the council after planned capital expenditure (Customer Services self-service and CRM, Town Hall reorganisation and the new super depot at Stonegravels) therefore currently stands at £143,000.

Revenue

GPGS expenditure is slightly ahead of planned spend due to an increase in project management costs.

Actual GPGS costs upto July 14 are £60,400.

The actual revenue savings achieved so far by the GPGS programme for 14/15 stands at £230,000.

The GPGS programme is looking to spend £593k in this financial year. Of this amount £212k will come out of existing budgets which brings the net amount of spend to £381k. The revised planned revenue savings currently stands at £503k providing a year 1 surplus of £122k.

7.0 RISK MANAGEMENT

RISK	LIKELIHOOD	IMPACT	MITIGATING ACTION	RESIDUAL RISK
1. Achieving and maintaining momentum	Low	High	The Exec Board provide the direction and pace required to meet the demands of GPGS	Low
2. Delivering and measuring progress against outcomes	Medium	High	Priority status is given to GPGS	Low
3. Delivering and realising the benefits provided by Lean reviews	Medium	High	Increase the pace around the introduction of the Business Optimisation	Low
4. Programme not embedded or achieving organisational support	Medium	Medium	<ul style="list-style-type: none"> • Clear communication • Visible changes • Staff involvement • Strong leadership 	Low
5. An effective collaboration reached with arvato/Kier about their role	Med	High	<ul style="list-style-type: none"> • High level strategic discussion with arvato/Kier • Council to be open to discussing a range of options 	Low

8.0 EQUALITIES CONSIDERATIONS

- 8.1 The appropriate level of equality impact analysis and associated mitigating actions has taken place for all the deliverables so far. Equalities consideration form a key part of this project and volunteering groups are actively engaged in equality impact analysis and options appraisals.

9.0 SUMMARY

- 9.1 A positive and solid start has been made on the delivery of the GPGS programme. The key highlights being:

The successful merger of two operational depots has seen a substantial upgrade in the quality of accommodation and facilities at the Stonegravels depot.

The capital receipts programme has seen sales amount to £706,000 which is £108,000 more than what the Council anticipated.

Challenging the Valuation Office on the business rates the Council pays on its operational assets have brought in a one off payment of £195,000 and an annual business rate saving of £55,000. The total amount is expected to increase once all the appeals have been heard by the Valuation Office.

The GPGS programme team supporting the move of four voluntary sector organisations to the lower ground floor of the Town Hall. Not only has this contributed to the future sustainability of these VSO's through securing their longer term space needs it is also providing the Council with an annual rental income stream of £38,000.

10.0 RECOMMENDATION

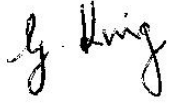
- 10.1 That Members note and comment on the performance of the GPGS programme for the period Jan 2014 to July 2014.

11.0 REASONS FOR RECOMMENDATION

- 11.1 To raise awareness of GPGS performance

Further information on this matter can be obtained from John Moran
(Extension 5389)

Officer recommendation supported.



Signed

Lead Member

Date

Consultee Lead Member/Support Member comments (if applicable)/
declaration of interests

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GP:GS PROGRAMME REVENUE FORECAST AND BUDGETS

	Original Plan					Revised (July 2014)					Budget Monitoring	Notes
	Yr1 2013/14 Estimate £'000	Yr2 2014/15 Estimate £'000	Yr3 2015/16 Estimate £'000	Yr4 2016/17 Estimate £'000	4-yr Total Estimate £'000	Yr1 2013/14 Actual £'000	Yr2 2014/15 Rev Est £'000	Yr3 2015/16 Rev Est £'000	Yr4 2016/17 Rev Est £'000	4-yr Total Rev Est £'000	Yr2 2014/15 Actual £'000	
Rev Expenditure:												
ICT - ant-virus	16.5				16.5					0.0		
ICT - remote access	13.0				13.0					0.0		
ICT - mobile devices	7.0				7.0					0.0		
ICT - Mod Gov	16.0				16.0					0.0		
ICT - security patch	12.0				12.0					0.0		
ICT - intranet	15.0				15.0					0.0		
ICT -wi-fi		30.0			30.0		30.0			30.0		
ICT -wi-fi - T Hall					0.0					0.0		
ICT -wi-fi - Winding Wheel					0.0					0.0		
ICT -wi-fi - Assembly Rooms					0.0					0.0		
ICT - mobile devices/Pc replacement		50.0			50.0		150.0	100.0	100.0	350.0	0.7	
ICT - other projects		146.0	146.0	146.0	438.0		0.0	0.0	0.0	0.0		
ICT - projects - GIS					0.0					0.0		
ICT - projects - Thin Client					0.0					0.0		
ICT - proj - Electronic Mail Room					0.0					0.0		
ICT - projects - Windows XP					0.0					0.0		
ICT - projects - Mentor					0.0					0.0		
ICT - projects- digitise land terrier					0.0					0.0		
ICT - projects					0.0					0.0		
Cust - CRM	7.0				7.0		7.0			7.0		
Cust - card payments	5.0				5.0		5.0			5.0		
Cust - web/intranet		20.0			20.0		20.0			20.0		
Cust - self serv (revenue)		25.0			25.0		25.0			25.0		
Cust - mtn costs of new sys		45.0	45.0	45.0	135.0		45.0	45.0	45.0	135.0		
Workforce - Lean Foundation		20.0			20.0	18.0	2.0			20.0	1.8	
AMP - Town Hall (rev expd)		110.0	110.0		220.0		110.0	110.0		220.0		
AMP - T Hall - Heritage Plan					0.0					0.0		
AMP - T Hall - model office					0.0					0.0		
AMP - T Hall - Members Suite					0.0					0.0		
AMP - T Hall - spring clean					0.0					0.0		

GP:GS PROGRAMME REVENUE FORECAST AND BUDGETS

	Original Plan					Revised (July 2014)					Budget Monitoring	Notes
	Yr1 2013/14 Estimate £'000	Yr2 2014/15 Estimate £'000	Yr3 2015/16 Estimate £'000	Yr4 2016/17 Estimate £'000	4-yr Total Estimate £'000	Yr1 2013/14 Actual £'000	Yr2 2014/15 Rev Est £'000	Yr3 2015/16 Rev Est £'000	Yr4 2016/17 Rev Est £'000	4-yr Total Rev Est £'000	Yr2 2014/15 Actual £'000	
AMP - T Hall - Kier Project Mgt					0.0					0.0		
AMP - vandalism		5.0	10.0		15.0		5.0	10.0		15.0		
Back scanning Planning?					0.0					0.0		
Scanning - Housing (from HRA)					0.0					0.0		
					0.0					0.0		
Other:					0.0					0.0		
Project Mgt - staffing		110.0	110.0	110.0	330.0	45.7	164.0	166.0	167.0	542.7	52.0	
Communication		20.0			20.0		20.0			20.0	1.6	
Project Mgt - expenses					0.0	0.6	10.0	10.0	10.0	30.6	4.3	
Programme Rev Expd	91.5	581.0	421.0	301.0	1,394.5	64.3	593.0	441.0	322.0	1,420.3	60.4	
Rev Savings:												
ICT - mobile devices	(5.0)	(5.0)	(5.0)	(5.0)	(20.0)		(5.0)	(5.0)	(5.0)	(15.0)		
Additional ICT - doc mgt - Supp Servs NB +£80k pa Appd 1A savings		(45.0)	(90.0)	(90.0)	(225.0)		(45.0)	(90.0)	(90.0)	(225.0)		
Additional ICT - document mgt - Goverance NB +£34k pa Appd1A savings		(25.0)	(50.0)	(50.0)	(125.0)		(25.0)	(50.0)	(50.0)	(125.0)		
Cust - CRM	(31.8)	(63.5)	(63.5)	(63.5)	(222.3)		(15.9)	(63.5)	(63.5)	(142.9)		
Cust Serve strat savings		(25.0)			(25.0)		(25.0)			(25.0)		
Cust Serve strat savings		(45.0)	(45.0)	(45.0)	(135.0)		(45.0)	(45.0)	(45.0)	(135.0)		
Workforce - Lean NB +£88k pa cctv Appd 1A savings		(97.5)	(110.0)	(110.0)	(317.5)		(37.5)	(110.0)	(110.0)	(257.5)		£60k car parking review removed 8/8 Exec board
Workforce - Lean - Homelessness					0.0					0.0		
AMP - Town Hall rents - DCC/Reg		(20.5)	(41.0)	(41.0)	(102.5)		0.0	(75.0)	(75.0)	(150.0)		
AMP - Town Hall VSO's		(19.0)	(38.0)	(38.0)	(95.0)		(38.0)	(38.0)	(38.0)	(114.0)		

GP:GS PROGRAMME REVENUE FORECAST AND BUDGETS

	Original Plan					Revised (July 2014)					Budget Monitoring	Notes
	Yr1 2013/14 Estimate £'000	Yr2 2014/15 Estimate £'000	Yr3 2015/16 Estimate £'000	Yr4 2016/17 Estimate £'000	4-yr Total Estimate £'000	Yr1 2013/14 Actual £'000	Yr2 2014/15 Rev Est £'000	Yr3 2015/16 Rev Est £'000	Yr4 2016/17 Rev Est £'000	4-yr Total Rev Est £'000	Yr2 2014/15 Actual £'000	
Town Hall NNDR relief due to VSO's							(10.0)	(10.0)	(10.0)	(30.0)		Awaiting confirmation from NNDR for actuals
AMP - Town Hall events		(5.0)	(10.0)	(10.0)	(25.0)		(5.0)	(10.0)	(10.0)	(25.0)		
AMP - Town Hall rents					0.0					0.0		
AMP - Saltergate loss of rent		2.7	5.5	5.5	13.7		2.7	5.5	5.5	13.7		
AMP - HRA rent SHLC		(2.5)	(5.0)	(5.0)	(12.5)		(5.0)	(5.0)	(5.0)	(15.0)	(5.0)	
AMP - Ash Rd loss of rent/CP inc			10.3	10.3	20.6			10.3	10.3	20.6		
AMP - Ash Rd op cost savings			(18.0)	(18.0)	(36.0)			(18.0)	(18.0)	(36.0)		
AMP-Ash Rd mtn costs avoided			(85.0)		(85.0)			(85.0)		(85.0)		
AMP - Depot costs avoided		(78.0)	(10.2)		(88.2)		(78.0)	(10.2)		(88.2)	(78.0)	
AMP - Depot savings to SpireP NB +£150k pa target in Appd 1A		(26.3)	(26.3)	(31.3)	(83.9)		(26.3)	(26.3)	(31.3)	(83.9)	(26.3)	
AMP - from SP reserve		(20.0)			(20.0)		(20.0)			(20.0)		
AMP - NNDR appeals					0.0	(43.6)	(151.2)	(55.0)	(55.0)	(304.8)	(151.2)	up to 14/8
AMP - NNDR appeals - car parks	(5.0)	(4.0)	(8.0)		(17.0)		(4.0)	(8.0)		(12.0)		
AMP - NNDR appeals					0.0					0.0		
AMP - NNDR appeals					0.0					0.0		
AMP - NNDR appeals less CBC loss of retained rates after levy 20%					0.0	8.7	30.2	11.0	11.0	61.0	30.2	
Sale of old equip etc					0.0					0.0		
Other BT budget savings					0.0	(29.4)				(29.4)		
Programme Rev Savings	(41.8)	(478.6)	(589.2)	(491.0)	(1,600.6)	(64.3)	(503.0)	(677.2)	(579.0)	(1,823.4)	(230.3)	

GP:GS PROGRAMME REVENUE FORECAST AND BUDGETS

	Original Plan					Revised (July 2014)					Budget Monitoring	Notes
	Yr1 2013/14 Estimate £'000	Yr2 2014/15 Estimate £'000	Yr3 2015/16 Estimate £'000	Yr4 2016/17 Estimate £'000	4-yr Total Estimate £'000	Yr1 2013/14 Actual £'000	Yr2 2014/15 Rev Est £'000	Yr3 2015/16 Rev Est £'000	Yr4 2016/17 Rev Est £'000	4-yr Total Rev Est £'000	Yr2 2014/15 Actual £'000	
Programme Net Rev Expd/(inc)	49.7	102.4	(168.2)	(190.0)	(206.1)	0.0	90.0	(236.2)	(257.0)	(403.1)	(169.9)	
Financed By:												
ICT - Reserve	(53.5)	(146.0)	(146.0)	(146.0)	(491.5)					0.0		
ICT - PC replacement		(50.0)			(50.0)		(150.0)	(100.0)	(100.0)	(350.0)		
Cust - CRM	(7.0)				(7.0)		(7.0)			(7.0)		
HRA - contrib to project mgt (1/3rd)		(37.0)	(37.0)	(37.0)	(111.0)		(55.0)	(55.0)	(55.0)	(165.0)		
					0.0					0.0		
					0.0					0.0		
Prog Cost & Effic Savings	(10.8)	(130.6)	(351.2)	(373.0)	(865.6)	0.0	(122.0)	(391.2)	(412.0)	(925.1)	(169.9)	

GP:GS INCOME EXPENDITURE

CAPITAL											
	Original Plan					Revised (July 2014)					Budget Monitoring
	Yr1 2013/14 Estimate £'000	Yr2 2014/15 Estimate £'000	Yr3 2015/16 Estimate £'000	Yr4 2016/17 Estimate £'000	4-yr Total Estimate £'000	Yr1 2013/14 Actual £'000	Yr2 2014/15 Rev Est £'000	Yr3 2015/16 Rev Est £'000	Yr4 2016/17 Rev Est £'000	4-yr Total Rev Est £'000	Yr2 2014/15 £'000
Expenditure:											
ICT Core Infrastructure	110.0				110.0	112.2				112.2	
CS Strategy: self-serve		75.0			75.0		75.0			75.0	
Town Hall		290.0	290.0		580.0		290.0	290.0		580.0	
Depot		272.5			272.5	99.0	173.5			272.5	
Ashgate Rd -reloc costs			20.0		20.0			20.0		20.0	
					0.0					0.0	
Programme Cap Expd	110.0	637.5	310.0	0.0	1,057.5	211.2	538.5	310.0	0.0	1,059.7	0.0
Cap Income:					0.0					0.0	
- Saltergate DUWC		(125.0)			(125.0)	(135.0)				(135.0)	
- Stav Office		(220.0)			(220.0)		(243.0)			(243.0)	(243)
- East Lodge		(252.5)			(252.5)		(328.0)			(328.0)	(328)
- Ashgate Rd site			(800.0)		(800.0)			(800.0)		(800.0)	
					0.0					0.0	
Programme Cap Income	0.0	(597.5)	(800.0)	0.0	(1,397.5)	(135.0)	(571.0)	(800.0)	0.0	(1,506.0)	(570.8)
Prog Net Cap (Inc)/Expd	110.0	40.0	(490.0)	0.0	(340.0)	76.2	(32.5)	(490.0)	0.0	(446.3)	(570.8)
Financed by:											
Reserves - CSS		(75.0)			(75.0)		(75.0)			(75.0)	
Reserves - Service Improv't	(73.0)				(73.0)	(74.8)				(74.8)	
HRA contribs	(37.0)				(37.0)	(37.4)				(37.4)	
Other cap prog resources					0.0	(99.0)	99.0			0.0	
Prog Cost & Effic Savings	0.0	(35.0)	(490.0)	0.0	(525.0)	(135.0)	(8.5)	(490.0)	0.0	(633.5)	(570.8)

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Agenda Item 12

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