

BOROUGH OF CHESTERFIELD

You are summoned to attend a Meeting of the **Council** of the **Borough of Chesterfield** to be held in the **Council Chamber, Town Hall, Rose Hill, Chesterfield S40 1LP** on **Wednesday, 16 December 2015** at **5.00 pm** for the purpose of transacting the following business:-

1. To approve as a correct record the Minutes of the meeting of Council held on 14 October, 2015 (Pages 5 - 12)
2. Mayor's Communications.
3. Apologies for Absence
4. Declarations of Members' and Officers' Interests relating to items on the Agenda.
5. Public Questions to the Council

To receive questions from members of the public in accordance with Standing Order No. 12.

6. Petitions to Council

To receive Petitions submitted under Standing Order No.13

- (i) To receive petitions without discussion.
- (ii) To debate the following petition received from the Chesterfield Liberal Democrats on 20 November, 2015: -

The Chesterfield Liberal Democrats petition Chesterfield Borough Council not to sell the Ashgate Road car park.

The petition contains in excess of 1,000 signatures; therefore it is referred to Council to be debated in accordance with the Council's petition scheme and Standing Order No. 13

A representative, of the Chesterfield Liberal Democrats will attend Council to present the petition and answer questions.

7. Questions to the Leader

To receive questions submitted to the Leader under Standing Order No.14

8. Annual Audit Letter, 2014/15 (Pages 13 - 20)
Tony Crawley, District Auditor, will attend for this item.
9. Independent Remuneration Panel Report on Member Allowances (Pages 21 - 40)
10. Review of the Statement of Licensing Policy (Pages 41 - 46)
11. General Fund Revenue and Capital Budget Monitoring Report and Updated Medium Term Financial Forecast – Second Quarter 2015/16 (Pages 47 - 60)
12. Local Council Tax Support Scheme 2016/17 (Pages 61 - 72)
13. Great Place: Great Service Update (Pages 73 - 190)
14. Minutes of Committee Meetings (Pages 191 - 192)

To receive for information the Minutes of the following meetings:-

- Appeals and Regulatory Committee
 - Licensing Committee
 - Planning Committee
 - Standards and Audit Committee
15. To receive the Minutes of the meetings of Cabinet of 6 October, 3 and 17 November and 1 December, 2015 (Pages 193 - 218)
 16. To receive the Minutes the of the meetings of Joint Cabinet and Employment and General Committee of 3 November and 1 December, 2015 (Pages 219 - 232)
 17. To receive and adopt the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 15 September, 2015 (Pages 233 - 240)
 18. To receive and adopt the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 6 October, 2015 (Pages 241 - 250)
 19. Questions under Standing Order No. 19

To receive questions from Councillors in accordance with Standing Order No.19.

By order of the Council,



Chief Executive

Chief Executive's Unit,
Town Hall,
Chesterfield

8 December 2015

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COUNCIL

Wednesday, 14th October, 2015

Present:-

The Mayor

Councillors	Bagley	Councillors	T Gilby
	J Barr		Hill
	P Barr		Hitchin
	Bellamy		Hollingworth
	Blank		Huckle
	Borrell		J Innes
	Brady		P Innes
	Brittain		Ludlow
	Burrows		Miles
	Callan		A Murphy
	Catt		T Murphy
	D Collins		Niblock
	L Collins		Parsons
	Davenport		Perkins
	Derbyshire		Redihough
	Dickinson		Sarvent
	A Diouf		Serjeant
	V Diouf		Simmons
	Dyke		Slack
	Flood		Wall
	P Gilby		

30 MINUTES

RESOLVED -

That the Minutes of the meetings of the Council held on 22 July and 28 September, 2015 be approved as a correct record and be signed by the Chair.

31 MAYOR'S COMMUNICATIONS

The Mayor referred to the following Mayoral engagements:

- Hosting a visit to the Mayoral Parlour for children from Chernobyl.
- Starting the Chesterfield and Derbyshire Marathon and awarding the prizes to the winners.

The Mayor also referred to recent and upcoming fundraising events for the Mayor's appeal.

32 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Brown, Brunt Caulfield, Elliott and Rayner.

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

No declarations of interest were received.

34 PUBLIC QUESTIONS TO THE COUNCIL

There were no questions.

35 PETITIONS TO COUNCIL

In accordance with Standing Order No.13 Council debated the following petition received from the Chesterfield College National Citizen Service group on 24 August, 2015: -

The National Citizen Service Group from Chesterfield College would like to raise our concerns about legal highs being used in public places to Chesterfield and petition the Council to ban the use of legal highs in public places in Chesterfield.

The petition contained in excess of 1,000 signatures; therefore it was referred to Council to be debated in accordance with the Council's petition scheme and Standing Order No.13.

Ms Laura Ratcliffe, representing the Chesterfield College National Citizen Service group attended Council to present the petition and answer Member's questions.

RESOLVED -

1. That the Council receives and notes the petition to ban the use of legal highs in Chesterfield.
2. That the petition and tonight's debate at Full Council be taken into account by the Chesterfield Community Safety Partnership when implementing the Psychoactive Substances Act post April 2016.
3. That the inclusion of psychoactive substances as a potential ground for prohibition within future public space protection orders applicable to Chesterfield is actively investigated.
4. That the Chesterfield Community Safety Partnership actively engages the local national citizens' service group in developing an educational campaign to highlight the dangers and impact of psychoactive substances on the quality of life of our communities.

36 QUESTIONS TO THE LEADER

Under Standing Order No.14 Members asked the Leader the following questions and received verbal responses to their questions.

- Councillor Dickenson asked about the proposed sale of the Ashgate Road Car Park.
- Councillor A Diouf asked about the impact on the town centre of shops closing and relocating to out of town premises.

37 BUDGET MONITORING FOR 2015/16 AND UPDATED MEDIUM TERM FINANCIAL PLAN

Pursuant to Cabinet Minute No.73 the Chief Finance Officer submitted a report outlining budget variances in the current financial year, highlighting 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 the four months to the end of July 2015 be noted.
2. That short term prudential borrowing be approved in principle at this stage to cover any capital funding deficit caused by the delays in generating capital receipts.
3. That the proposed use of reserves as set out in the report be approved.
4. That the updated medium term forecast, risks and savings targets be noted.
5. That the 2016/17 budget preparation guidelines be approved.
6. That the proposed approach to budget consultation be approved.
7. That the proposed short and medium term actions to address the forecast revenue budget deficits in 2015/16, 2016/17 and 2017/18 be supported.

38 TREASURY MANAGEMENT REPORT 2014/15 AND MONITORING REPORT 2015/16

Pursuant to Cabinet Minute No. 74 the Chief Finance Officer submitted a report on the Annual Treasury Management Report for 2014/15 and Treasury Management activities for the first five months of 2015/16.

RESOLVED -

1. That the outturn Prudential Indicators for 2014/15, the treasury management stewardship report for 2014/15 and the treasury management position for the first five months of 2015/16 be noted.
2. That the changes to the investment arrangements and limits set out in the report be approved.

39 COMMUNITY INFRASTRUCTURE LEVY

Pursuant to Cabinet Minute No.88 the Development and Growth Manager submitted a report informing Members of the outcome of the Community Infrastructure Levy (CIL) public examination and requesting approval for the proposed CIL Charging Schedule, Infrastructure List and Instalments Policy.

RESOLVED -

1. That the introduction of the proposed CIL Charging Schedule be approved, and that collection commences from 1 April, 2016.
2. That the proposed CIL Infrastructure List and the proposed CIL Instalments policy be adopted.
3. That the Development and Growth Manager, in consultation with the Deputy Leader and Cabinet Member for Planning, be delegated authority to develop and implement the processes necessary to manage and monitor the collection and spending of CIL receipts.

40 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC**RESOLVED -**

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

41 APPOINTMENT OF INDEPENDENT PERSONS FOR STANDARDS MATTERS

The Monitoring Officer submitted a report to inform members about the recruitment process for an Independent Person, to be consulted as part of the councillor complaints process and to seek approval for an appointment to be made. This recommended appointment was in addition to the two Independent Persons appointed in October 2014.

RESOLVED –

That the applicant recommended by the Chair of the Standards and Audit Committee and by the Monitoring Officer be appointed as an Independent Person for the purpose of giving views on complaints about councillors.

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

That the public be readmitted to the meeting.

43 MINUTES OF COMMITTEE MEETINGS**RESOLVED -**

That the Minutes of the meetings of the following Committees be noted:-

Appeals and Regulatory Committee of 15, 22 and 29 July, 5 and 19 August and 2, 16, 23 and 30 September, 2015.

Licensing Committee of 16 and 28 September and 2 October, 2015.

Planning Committee of 13 July, 17 August and 3 and 14 September, 2015.

Planning Sub-Committee of 4 September, 2015.

Standards and Audit Committee of 24 June, 22 July and 23 and 25 September, 2015.

44 MINUTES OF CABINET**RESOLVED -**

That the Minutes of the meetings of the Cabinet of 21 July and 8 and 22 September, 2015 be noted.

45 **MINUTES OF JOINT CABINET AND EMPLOYMENT AND GENERAL COMMITTEE**

RESOLVED -

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 14 July, 2015 be noted.

46 **MINUTES OF THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM**

RESOLVED -

That the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 8 September, 2015 be approved.

47 **MINUTES OF THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE**

RESOLVED -

That the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 7 July, 2015 be approved.

48 **MINUTES OF THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**

RESOLVED -

That the Minutes for the meeting of the Enterprise and Wellbeing Scrutiny Committee of 28 July, 2015 be approved.

49 **QUESTIONS UNDER STANDING ORDER NO. 19**

There were no questions.

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Annual Audit Letter 2014/15

Chesterfield Borough Council

October 2015

Agenda Item 8

The contacts at KPMG in connection with this report are:

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Report sections

- Headlines

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Appendices

1. Summary of reports issued
2. Audit fees

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This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. The Audit Commission issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies* summarising where the responsibilities of auditors begin and end and what is expected from audited bodies. We draw your attention to this document which is available on Public Sector Audit Appointment's website (www.psa.co.uk).

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

We are committed to providing you with a high quality service. If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact **Sue Sunderland**, the engagement lead to the Authority, who will try to resolve your complaint. If you are dissatisfied with your response please contact the national lead partner for all of KPMG's work under our contract with Public Sector Audit Appointments Limited, Trevor Rees (on 0161 246 4000, or by email to trevor.rees@kpmg.co.uk). After this, if you are still dissatisfied with how your complaint has been handled you can access PSAA's complaints procedure by emailing generalenquiries@psaa.co.uk, by telephoning 020 7072 7445 or by writing to Public Sector Audit Appointments Limited, 3rd Floor, Local Government House, Smith Square, London, SW1P 3HZ.

This report summarises the key findings from our 2014/15 audit of Chesterfield Borough Council (the Authority).

Although this letter is addressed to the Members of the Authority, it is also intended to communicate these issues to key external stakeholders, including members of the public.

Our audit covers the audit of the Authority's 2014/15 financial statements and the 2014/15 VFM conclusion.

<p>VFM conclusion</p>	<p>We issued an unqualified conclusion on the Authority's arrangements to secure value for money (VFM conclusion) for 2014/15 on 28 September 2015. This means we are satisfied that that Authority had proper arrangements for securing financial resilience and challenging how it secures economy, efficiency and effectiveness.</p> <p>To arrive at our conclusion we looked at the Authority's financial governance, financial planning and financial control processes, as well as the arrangements for prioritising resources.</p>
<p>VFM risk areas</p>	<p>We undertook a risk assessment as part of our VFM audit work to identify the key areas impacting on our VFM conclusion and considered the arrangements you have put in place to mitigate these risks.</p> <p>Our initial risk assessment work at the planning stage of the audit identified the following significant matter:</p> <ul style="list-style-type: none"> ■ Challenges linked to the ongoing need to deliver savings and cost reductions to maintain financial resilience. <p>We critically assessed the controls the Authority has in place to ensure a sound financial standing and reviewed how the Authority is planning and managing its savings plans. We concluded that we did not need to carry out additional work for this risk as there was sufficient relevant work that had been completed by the Authority in relation to this risk area.</p> <p>We concluded that adequate arrangements are in place to manage the Authority's finances, however, we noted that the Authority faces on-going financial challenges including:</p> <ul style="list-style-type: none"> ■ the need to make substantial financial savings every year for the foreseeable future. The position is becoming more challenging for the Authority and regular monitoring and reporting of the financial position will remain necessary to ensure savings are being delivered and budgets are being controlled. ■ the need to adjust housing business plans to reflect the impact of the annual 1% rent reduction over the next 4 years.
<p>Audit opinion</p>	<p>We issued an unqualified opinion on the Authority's financial statements on 28 September 2015. This means that we believe the financial statements give a true and fair view of the financial position of the Authority and of its expenditure and income for the year.</p> <p>The original audit committee set for 23 September was not quorate, fortunately the Authority was able to quickly arrange an additional meeting on Friday 25 September and so we were able to issue our opinion before the 30 September deadline.</p>
<p>Financial statements audit</p>	<p>We identified no issues in the course of the audit that are considered to be material.</p> <p>The Authority has good processes in place for the production of the accounts and good quality supporting working papers. Officers dealt efficiently with audit queries and the audit process has been completed within the planned timescales.</p> <p>We have had regular meetings with Officers throughout the year which has facilitated delivery of the audit.</p>

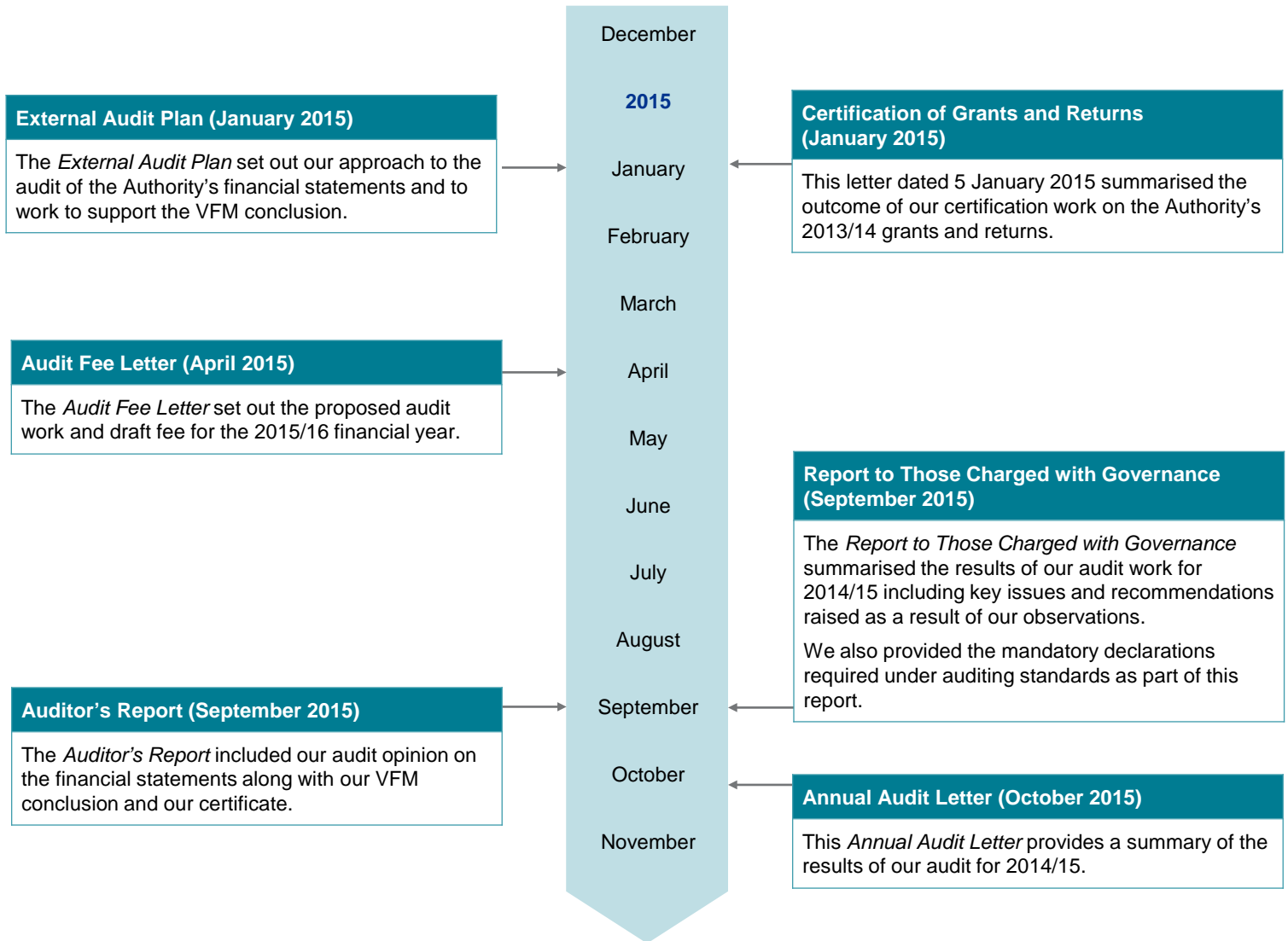
All the issues in this Annual Audit Letter have been previously reported. The detailed findings are contained in the reports we have listed in Appendix 1.

Annual Governance Statement	We reviewed your <i>Annual Governance Statement</i> and concluded that it was consistent with our understanding.
Whole of Government Accounts	The Authority prepares a consolidation pack to support the production of Whole of Government Accounts by HM Treasury. We are not required to review your pack in detail as the Authority falls below the threshold where an audit is required. As required by the guidance we have confirmed this with the National Audit Office.
High priority recommendations	We raised no recommendations as a result of our 2014/15 audit work.
Certificate	We issued our certificate on 28 September 2015. The certificate confirms that we have concluded the audit for 2014/15 in accordance with the requirements of the <i>Audit Commission Act 1998</i> and the <i>Audit Commission's Code of Audit Practice</i> .
Audit fee	Our fee for 2014/15 was £69,927, excluding VAT. Further detail is contained in Appendix 2.

Appendix 1: Summary of reports issued

This appendix summarises the reports we issued since our last *Annual Audit Letter*.

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This appendix provides information on our final fees for the 2014/15 audit.

To ensure transparency about the extent of our fee relationship with the Authority we have summarised below the outturn against the 2014/15 planned audit fee.

External audit

Our final fee for the 2014/15 audit was £69,927, which includes the additional £900 incorporated into the scale fee by the Audit Commission linked to the increased audit requirements around NNDR since the removal of the external audit of the NNDR3 grant.

Certification of grants and returns

Under our terms of engagement with Public Sector Audit Appointments (PSAA Ltd) we undertake prescribed work in order to certify the Authority's housing benefit grant claim. This certification work is still ongoing. The final fee will be confirmed through our reporting on the outcome of that work in January 2016.

Other services

We did not charge any additional fees for other services.



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FOR PUBLICATION

INDEPENDENT REMUNERATION PANEL **ON MEMBERS' ALLOWANCES**

MEETING: FULL COUNCIL

DATE: 16 DECEMBER 2015

REPORT BY: MONITORING OFFICER

WARD: ALL

BACKGROUND PAPERS FOR PUBLIC REPORTS: The Local Authorities (Members' Allowances) (England) Regulations 2003
Independent Remuneration Panel Protocol for Arrangements for Consulting Members
Report of the Independent Remuneration Panel - October 2015

1.0 **PURPOSE OF REPORT**

1.1 To enable Full Council to consider the recommendations of the Independent Remuneration Panel (IR Panel) following its recent review of the Members' Allowances Scheme.

2.0 **RECOMMENDATIONS**

2.1 That Full Council considers the report of the IR Panel and determines whether or not to approve some or all of the Panel's recommendations.

2.2 That the IR Panel's report be published as set out at paragraph 7.

2.3 That Full Council expresses both its appreciation and thanks to the Members of the IR Panel for the thorough and efficient way in which they carried out the review.

2.4 That the application of the average level of change in the NJC staff pay award for spinal column points 35-40 as the basis for the annual increase in members allowances shall not be valid after 31st December 2019, unless

the Council has before then sought a further recommendation from its IR Panel on their application in this scheme.

3.0 **BACKGROUND**

3.1 The Council has appointed an IR Panel to consider Members' allowances. This is a statutory requirement of the Local Government Act 2000 (the 2000 Act).

3.2 The Panel comprises Professor Stephen Leach (De Montfort University, who chairs the Panel, Andy Watterson (East Midlands Chamber of Commerce) and Tim Nye (former police officer in the Derbyshire Constabulary).

3.3 In accordance with the 2000 Act all Local Authorities are required to consult with their Panel and to have regard to its recommendations before amending any existing Scheme of Allowances or introducing a new Scheme. Only Full Council can approve a new or amended scheme of allowances.

3.4 2011 IR Panel Review

3.4.1 The Panel last carried out a comprehensive review in 2011 and advised that the allowances be changed annually in line with an index related adjustment linked to the staff pay award with a further comprehensive review in 2015.

3.4.2 In its 2011 report the IR Panel reviewed the level of members allowances taking into account the views expressed to it during the consultation that in the prevailing financial climate there should be no net increase in the overall budget. The Panel framed its recommendations accordingly, accepting that it was not timely to recommend an increase in allowances. However, in considering the basic allowance the Panel concluded that it was on the low side for an authority of the size and status of Chesterfield and advised that an increase in the allowance of at least 15- 20% was appropriate. The Panel wished to place on record its view that when the financial climate improved it would wish to see an increase of this level in the allowance as a priority.

3.4.3 In the context of the Council's desire to see no net increase in allowances in 2011 the IR Panel also considered the level of SRAs for the new posts of Assistant Cabinet Members. The Panel considered a number of funding options and recommended that the new positions be funded through a reduction in the Cabinet Member SRA and savings from other allowances. The Panel's recommendation for a two thirds /one third split of the Cabinet Member SRA was accepted by the Council reducing the Cabinet Member SRA from £8600 to £6041 and introducing a new allowance for Assistant Cabinet Member SRA of £3020.

3.4.4 Other minor changes recommended by the Panel in its 2011 review related to the SRAs for Scrutiny Chairs and Vice Chairs following the Council's review of its Scrutiny Committee roles and function and an adjustment to the SRAs for the Chair of Planning and Appeals and Regulatory Committees to create equivalence between the two roles. These changes were funded by a redistribution of savings and increases whilst remaining within the existing budget.

3.5 At a meeting of Council on 28 September 2011 members approved a written protocol for the IR Panel to consider member representations to the Panel at times of future reviews of the Members Allowances Scheme. A copy of the Protocol is attached at Appendix A.

3.5 In summary the Protocol provides that:

- Consultees can make written representations, and if appropriate oral representations, to the IR Panel about any aspects of the Council's Members' Allowances Scheme;
- Any comments made to it will be considered by the IR Panel before finalising its report;
- The Chair of the IR Panel may discuss matters further with the Leader of the Council, the Leader of the Minority Group and the Monitoring Officer if appropriate.

3.7 A meeting of the Panel was held on 15 September 2015. Under the provisions of the Protocol all councillors were invited to be interviewed by the IR Panel at their review meeting. Members were also invited to submit written representations to the IR Panel before the September meeting date. Some members took the opportunity to be interviewed and/or to submit written representations.

3.8 In accordance with the Protocol a copy of the IR Panel's draft report was sent to all councillors and any comments subsequently received have been conveyed to the Panel. The Chair of the Panel also met with the Leader of the Majority Group and the Chief Executive on 26 November to discuss the draft report.

3.9 This report and its recommendations are due to be considered by Cabinet at its meeting on 15 December, 2015.

4.0 **RECOMMENDATIONS OF THE PANEL**

4.1 The full report of the Panel is attached at Appendix B. The Panel's recommendations can be summarised as follows:-

1. The **Basic Allowance** should increase from £4421 to £5880 per annum.
2. The following **Special Responsibility Allowances (SRAs)** should be increased:

	Current	Proposed
Cabinet member with portfolio	6101	7626
Assistant Cabinet member	3050	3812
Chair of Scrutiny Committee	4654	4660
Chair of Planning Committee	4629	4660
Chair of Appeals and Regulatory Committee	4629	4660
Vice Chair of Scrutiny Committee	2327	2330
Chair of Standards & Audit Committee	2277	2330
Chair of Employment & General Committee	3491	3495

3. The following **Special Responsibility Allowances (SRAs)** should be retained at their current levels:

Leader of the Council	27785
Deputy Leader of the Council	15285
Leader of the Opposition	8686

4. The following new **Special Responsibility Allowances (SRAs)** should be introduced:

Vice Chair of Appeals and Regulatory Committee	2330
Vice Chair of Planning Committee	2330

5. The following **Special Responsibility Allowances (SRAs)** should be discontinued:

Deputy Leader of the Opposition	4342
Cabinet member without portfolio ⁺	4342

⁺Discontinue whilst this position is held by the Leader of the main opposition party.

6. Further Members Allowances Recommendations

- 6.1 No change to Mayor's allowance but that the adequacy of the allowance is kept under review.
- 6.2 No change to telecommunications allowances.
- 6.3 No change to dependent carers allowance, but that the allowance should continue to equate to the minimum wage (or living wage when introduced) with flexibility to pay above the maximum hourly rate in appropriate circumstances.
- 6.4 That the Council carry out a review of the overnight London allowance but maintain member/ officer parity for this and all other travel and subsistence allowances.
- 6.5 That the allowances be changed annually in line with the average level of change in the NJC staff award as provided for in the members allowances scheme.

5.0 COMMENTS ON RECOMMENDATIONS

5.1 Basic Allowance (paragraphs 1.6;1.7;2.1-2.3)

The Panel have restated their position in 2011 that the basic allowance is inadequate and a potential deterrent to seeking elected office. The Panel comments that the allowance continues to fall behind authorities of a comparable size and status and has recommended that there should be a substantial increase. The Panel's proposal would increase the current allowance from £4421 to £5880.

5.2 Special Responsibility Allowances (SRAs) and the Executive (paragraphs 3.1- 3.4)

Leader and Deputy Leader of the Majority Group

The Panel recognised the major contribution made to the authority by the Leader and Deputy Leader, especially in relation to the developing responsibilities attached to local enterprise partnership and combined authority initiatives. However, building on the Panel's original comments in their 2011 Report regarding the historic "top heavy" nature of Chesterfield's allowances system, it felt that it was inappropriate to recommend an increase in the SRA for these two roles on this occasion.

Leader and Deputy Leader of Opposition

The Panel recommended no change to the SRA of the Opposition Leader. The Panel felt, however, that as a result of the significant decrease in size of the main opposition group it could now no longer be justified to allocate a SRA to the position of Opposition Deputy Leader. The Panel further recommended that if the size of the principal minority group were to increase significantly in future, the case for re-instating the SRA for the Deputy Leader should be a matter for Panel re-consideration.

Cabinet members

The Panel felt that the level of SRA for Cabinet Members is inadequate for the current level of responsibilities and workload and it has recommended an increase to a level approaching that which prevailed prior to 2011. At that time the Panel supported a cut by one third of the Cabinet Members SRA to enable the newly created roles of Assistant Cabinet Members to be funded within the overall financial allocation. The Panel's proposal would increase the current allowance from £6101 to £7626.

Assistant Cabinet Members

The Panel were pleased to note the success of the Assistant Cabinet Member role. It recommended that the current differential between these posts and those of Cabinet Members, Scrutiny and Regulatory Committee Chairs should be maintained. Therefore the Panel recommended that the Assistant Cabinet Member SRA be increased from £3050 to £3812.

Committee Chairs: Regulatory Committees and Scrutiny (paragraphs 4.1-4.4)

The Panel does not recommend any change to SRAs for Committee Chairs beyond some minor adjustments to those made to the Chairs of Planning Committee and Appeals and Regulatory Committee respectively to bring them into line with the SRAs for Scrutiny Chairs.

The Panel also recommends that the allowance for the Chair of Standards and Audit Committee is slightly increased to bring it into line with the Committee Vice Chairs SRA but that the changing role of the Chair be kept under review and the Panel informed of any significant increase in responsibilities which might justify a re-assessment.

Committee Vice Chairs: Regulatory Committees and Scrutiny (paragraphs 4.1- 4.4)

The Panel considered that the Vice Chair allowance for the Scrutiny Committees should remain so long as the Vice Chairs continue to play a dominant role in chairing review panels.

The Panel also considered the case for introducing Vice Chair allowances for the Regulatory Committees. It concluded that there is a case for introducing a Vice Chairs allowance for the Planning and Appeals and Regulatory Committees and has recommended an allowance equivalent to half the rate of the Chair.

5.3 **Other Allowances** (paragraphs 5.1 –5.3)

Mayoral Allowance – the Panel was asked to comment on the adequacy of the Mayoral allowance. It reiterated the view expressed in 2011 that no councillor should be out of pocket as a result of carrying out Council responsibilities (including that of Mayor). The Panel did not feel it was in a position to make a recommendation for changing the current mayoral allowance in Chesterfield and recommended that the Council continue to record expenditure to monitor the adequacy of the allowance.

Telecommunications Allowance – the Panel noted that its previous recommendation to the council to carry out a review of the telecommunications allowance paid to councillors had been implemented.

Dependant Carers Allowance - the Panel has recommended that the carers allowance should continue to equate with the minimum wage (or living wage, when introduced). The current maximum of £10 per hour should be retained, but that a degree of flexibility should be exercised in circumstances where this rate is demonstrably inadequate to cover the real costs involved.

Subsistence allowance -The Panel has commented on the adequacy of the level of subsistence allowance for visits to London involving an overnight stay and has recommended that this rate be reviewed by the Council. However, the Panel acknowledges that the parity between member and officer rates for this and other travel and subsistence allowances should be maintained.

5.4 **General** (paragraph 5.4)

The Panel recommends that the Basic Allowance and all SRAs should continue to be updated in line with the average level of change in the NJC staff pay award for spinal column points 35-40, unless in exceptional circumstances the Council resolves to forgo such increases. This is provided for in the current scheme.

Indeed, it has been the case that such increases were forgone in 2008 and 2015. In 2010, 2011, 2012, and 2014 there was no increase as there was no staff pay award, whilst in 2009 and 2013 the members allowances were uplifted by 1% in line with the staff pay award.

The Panel has commented that if, in the light of the continuing climate of austerity in local government, the Council decided that it wished to implement the recommended increases in the basic allowance and SRAs allowances on a phased basis, over a three-year period, then the Panel would regard this as an acceptable alternative to an immediate full implementation of its proposals.

6.0 **FINANCIAL CONSIDERATIONS**

6.1 The cost of meeting the Panel's recommendations in full in a full year is set out below.

Basic allowance 48 no. x 1459	£70,032
Cabinet member with portfolio SRA 5 no. x1525	£7,625
Assistant cabinet member SRA 5 no. x762	£3,810
Chair of Scrutiny Committee x2	£12
Chair of Planning Committee	£31
Chair of Appeals and Regulatory Committee	£31
Vice Chair of Scrutiny Committee x2	£6
Chair of Standards & Audit Committee	£53
Vice Chair of Appeals and Regulatory Committee	£2,330
Vice Chair of Planning Committee	£2,330
Total cost	£86,260

6.2 The savings to the current Members Allowances Scheme from the Panel's recommendations are:

Discontinuation of SRA for Deputy Leader of the Minority Group	£4,342
Discontinuation of SRA for cabinet member without portfolio	£4,342
Total saving	£8,684

6.3 The Panel has offset the total costs against the savings realised by the discontinuation of Community Forum Chair SRAs in 2013 following the last IRP review. In addition, the current review has identified the two further savings at paragraph 6.2. This represents savings totalling of £36,612 over the period since the 2011 review. The Panel, however, acknowledge that the Community Forum Chair SRAs have been removed from the Council's budget since 2013. Similarly there is no budget for the SRA for the Cabinet Member without Portfolio as this position is currently held by the Leader of the Opposition. The overall cost of implementing the Panel's recommendations is therefore £81,918.

6.4 More than One Allowance

The current scheme provides that a Councillor can only receive one SRA at any given time and that if a Councillor is entitled to more than one SRA the higher allowance shall be paid.

7.0 **PUBLICATION OF RECOMMENDATIONS**

7.1 In accordance with the 2000 Act and enabling Regulations, a summary of the recommendations of the Panel needs to be published in at least one local newspaper as soon as reasonably practical after the report has been received. This publicity should also state that the report is available for public inspection. The report and recommendations will also be published on the Council's website.

8.0 **MEMBERS' INTERESTS (CODE OF CONDUCT)**

8.1 Members may speak and vote on matters to do with their allowances. This is because under the Code of Conduct Council business is not a form of employment, office, trade, profession or vocation carried on for "profit or gain".

9.0 **RECOMMENDATIONS**

9.1 That Full Council considers the report of the IR Panel and determines whether or not to approve some or all of the Panel's recommendations.

9.2 That the IR Panel's report be published as set out at paragraph 7.

9.3 That Full Council expresses both its appreciation and thanks to the members of the IR Panel for the thorough and efficient way in which they carried out the review.

9.4 That the application of the average level of change in the NJC staff pay award for spinal column points 35-40 as the basis for the annual increase in

members allowances shall not be valid after 31st December 2019, unless the Council has before then sought a further recommendation from its IR Panel on their application in this scheme.

10.0 **REASON FOR RECOMMENDATIONS**

10.1 To enable the Council's Members' Allowances Scheme to be reviewed as required by the Local Government Act 2000 and The Local Authorities (Members' Allowances) (England) Regulations 2003.

Gerard Rogers
Monitoring Officer

Further information on this matter can be obtained from Gerard Rogers,
Monitoring Officer (Extension 5310).

Protocol For
Independent Remuneration Panel
Arrangements for Consulting Members

1. The Independent Remuneration Panel (IRP) will produce a draft report and a final report.
2. At least three weeks before the date of the IRP's first meeting, the Democratic Services Manager, or a Committee and Scrutiny Co-ordinator nominated by the Democratic Services Manager (DSM) will (by email if possible) notify the following people (the Consultees) of the date of that meeting, and of Consultees' right to have the IRP consider their written or oral comments on any aspect of the Council's Scheme of Members' Allowances:

Consultees:

- a. each elected member of Chesterfield Borough Council
- b. the Council's Monitoring Officer

The DSM will also prepare a report for consideration by Cabinet in this period to enable any relevant issues to be raised.

3. Any written consultation response must be received by the DSM at least one week before the IRP's first meeting.
4. Any Consultee wishing to make an oral comment to the IRP must tell the DSM of their wish to do so at least one week before the IRP's first meeting.
5. The DSM will arrange for the IRP at the IRP's first meeting to consider all Consultees' written comments that are received in accordance with this protocol.
6. The DSM will arrange for the IRP at the IRP's first meeting to consider all Consultees' oral comments that have been requested in accordance with this protocol, subject to the IRP's rulings as to procedure and as to time and content of Consultees' oral comments.
7. The DSM will send the IRP's draft report to all Consultees, by email where possible.

8. Any comments from any Consultee on the IRP's draft report, which are received within one week of that draft being sent to all Consultees, will be considered by the IRP.
9. The DSM will send the IRP's final report to all Consultees, as soon as practicable after the DSM has received that final report.
10. Once the full Council has considered the IRP's final report, the DSM will notify all Consultees and the IRP of the outcome of Council's consideration of that report, and of the outcome of the full Council's review of its Scheme of Members' Allowances.
11. At the request of:
 - the Chair of the Panel or
 - the Leader of the Council or
 - the Leader of the Council's Minority Group or
 - the Council's Monitoring Officer

those persons will meet to discuss any item of concern, following any review of the Scheme of Members' Allowances

12. The content of any Consultee's written or oral comment to the IRP including the name of the Consultee, may be made publicly available. The IRP will consider keeping the identity of any Consultee or the content of any comment confidential only if requested in advance by that Consultee and only if the IRP considers that there are legitimate grounds for such confidentiality.

CHESTERFIELD BOROUGH COUNCIL

REPORT OF THE INDEPENDENT REVIEW PANEL ON MEMBERS ALLOWANCES

Introduction

- 1.1. The panel was convened at the request of Chesterfield Borough Council and met on two occasions: 15th September and 1st October 2015. Its membership now comprises Professor Steve Leach (De Montfort University) who chairs the panel, Tim Nye (a former police officer in the Derbyshire Constabulary) and Andrew Watterson (a Chesterfield Chamber of Commerce nominee)
- 1.2. All councillors were invited to make representations to the Panel, and 15 did so. The Panel also benefitted from a discussion with Huw Bowen, the chief executive. The Panel is grateful to all those who provided evidence, and to Donna Cairns for organising its meetings so effectively.
- 1.3. As in its 2011 report, the panel was impressed by what it learned of the way in which the council was conducting its business. It noted with approval the proactive nature of the political leadership, the strengthening of the scrutiny function, the involvement in the South Yorkshire and D2/N2 'combined authority' initiatives, the effective contribution made by the assistant executive members, the switch from community forums to community assemblies chaired by local people, and the progress made in income generation and financial self-sufficiency. In the Panel's view, Chesterfield is a good example of a proactive 'can do' council.
- 1.4. In 2011, the attitude of the council was that no overall net increase in the councillors' allowances budget could be justified, in the difficult financial circumstances then facing the council, a practice which the council intended to continue. The Panel understood and supported that intention, and worked within these constraints in framing its recommendations. It now notes that in six of the years since 2008, there has been no increase in members' allowances, either as a consequence of a public sector pay freeze, or, on two occasions, a political decision not to award the staff increase to members.

- 1.5. But more recently, there has been a change of attitude, which the Panel fully supports. Having operated for seven years on a virtual 'no growth' basis with regard to members allowances, during which the real value of all allowances has decreased significantly, it is time to take a less restrictive view of members allowances, and to address the anomalies which are apparent in the current system.
- 1.6. One of the key principles underpinning the Panel's previous reports was that the system of members' allowances should not restrict the possibility of any group in society from becoming a councillor, and ideally have the effect of encouraging groups currently under-represented to do so. The Panel was made aware in evidence submitted to it that for various groups, including younger people in full-time work and those reliant on benefits, the current allowances system was indeed a disincentive to becoming (or remaining) a councillor, and required an exceptionally high level of commitment to disregard the costs involved.
- 1.7. The Panel was clear that for various reasons- the decrease over a seven-year period in the real value of members allowances, the increased demands on all councillor roles in a time of austerity, increased partnership-working, and regulatory responsibilities, and the increases sanctioned in relation to other comparable measures such as the minimum wage- it was at this time right to consider increases in the allowances budget. There was also an opportunity, in these circumstances to deal with the anomalies which currently exist within the pattern of allocation of Special Responsibility Allowances (SRAs).

The Basic Allowance

2.1. All the councillors we interviewed felt strongly that there was a case for a significant increase in the basic allowance, to respond to the various changes and concerns noted in 1.6 and 1.7 above. The Panel, which had noted in its 2011 report that the basic allowance in Chesterfield was on the low side for an authority of its size and status, and that there was an 'in principle' case for an increase, fully supported this view.

2.2. Furthermore, the Panel was of the view that, in the light of the circumstances set out in 1.6, 1.7 and 2.1 above, the increase should be a

substantial one. It recommends that the Basic Allowance should be increased by one third (or 33%) from its current level of £4,421 to £ 5,880, an increase of £1,460.

2.3. This increase would bring Chesterfield's Basic Allowance very close to the average for all Derbyshire authorities, and in line with some of the more urban authorities in its family group of comparator authorities (e.g. Mansfield, Gloucester and Cannock Chase).

Special Responsibility Allowances

3.1. The Panel recognised the major contributions made to the authority by the leader and the deputy leader, especially in relation to the developing responsibilities attached to the South Yorkshire and N2/D2 Combined Authorities initiatives. However in the light of its comments in the 2011 Report regarding the 'top heavy' nature of Chesterfield's allowances system, it felt that it was inappropriate to recommend an increase on this occasion. They should remain at £27,785 and £15,285 respectively. Both positions would of course benefit from the recommended increase in the Basic Allowance.

3.2 By the same token, the Panel felt that the SRA of the Opposition leader should remain at its current level (£8,686). The Panel felt, however, that as a result of the significant decrease in size of the main opposition group (now nine, which is less than 20% of the total number of councillors), it could now no longer be justified to allocate an SRA to the position of deputy leader (this is of course no reflection on the abilities of the incumbent). If the size of the principal minority group were to increase significantly in future, the case for re-instating the SRA for deputy leader would need to be reconsidered by the panel.

3.3 Executive members experienced a substantial reduction in their SRAs in 2011, which were cut by one-third to enable the newly-created roles of 'assistant executive members' to be funded, within the cabinet's overall financial allocation. This change was accepted by the Panel (and the council) to be appropriate at that point in time. But given that the formal responsibilities of executive members have not been diminished by the introduction of executive assistants, and that their responsibilities and

workload have on balance increased since 2011, the Panel felt that it was now appropriate to increase the SRAs of executive members to a level which approached that which prevailed prior to 2011. It recommends a 25% increase in their SRAs, which would result in an increase of £1,525, taking their SRAs to £7,626. This is still £1,500 less than was the case before executive assistants were introduced, but executive members would of course also benefit from the recommended increase in the Basic Allowance.

3.4 The introduction of assistant executive members has, the Panel was told, worked well, both in terms of providing support for executive members (progress chasing, research, deputising where appropriate (e.g. at scrutiny committees)) and in terms of the personal development of the individuals concerned (with a potential benefit to the council in relation to succession planning). Although there were views expressed that the SRAs allocated for these positions should be equivalent to those allocated to the chairs of the scrutiny and regulatory committees, the Panel felt that the formal responsibilities attached to the latter meant that the current differential should be maintained. SRAs for assistant executive members should however be increased by half of the increase proposed for executive members, which would result in their increasing by £762 to £3,812.

Committee Chairs and Vice Chairs.

4.1. The Panel were not made aware of any dissatisfaction amongst members regarding the level of SRAs paid to the chairs of the various council committees, and hence sees no reason to make any changes, beyond some minor adjustments to clarify the relative value of the three bands involved to 4:3:2. However it was made aware that the workload and responsibilities of the audit role of the Standards and Audit Committee was increasing due to the development of the two 'Combined Authorities' initiatives. The Panel felt that the SRA for the chair of this Committee should be kept under review, and the panel kept informed of any significant increase in responsibilities which might justify a re-assessment.

4.2. Arguments were presented to the Panel that there was an inconsistency in the fact that some vice-chairs of committees received an SRA, but that others did not. In the current scheme, the vice-chairs of the two Scrutiny committees receive SRAs which are half of those allocated to

committee chairs, whereas those of the Planning, Appeals and Regulatory, Employment and General, and Standards and Audit Committees did not. The Panel accepts that these anomalies should either be rectified or justified. In the case of the Appeals and Regulatory Committee, it was felt that there was a strong case for acknowledging the significance of the vice-chair role with an SRA, particularly given that both chair and vice-chair of this Committee currently double up as chair and vice-chair of the Licensing Committee. Both these Committees make decisions which could have significant financial consequences for the council, and as the vice-chair frequently acts as chair of smaller panels which make such decisions, an SRA of £2,330 (half that of the chair) was felt to be appropriate. In the case of two of the three other Committees involved, the Panel did not feel that the same arguments applied, and hence saw no reason to recommend a change in the status quo.

4.3 The Planning Committee is in the same regulatory position as the Licensing (and Appeals and Regulatory) Committee, and hence the SRA for the vice-chair is justified, and should be introduced. The vice-chairs of the two Scrutiny Committees should continue to receive SRAs, so long as they continue to play a dominant role in chairing review panels.

4.4 Recommended SRAs for Committee Chairs and Vice-Chairs are summarised below:

- *Chairs of Planning, Licensing (when held by Chair of Appeals and Regulatory) and the two Scrutiny Committees: £4,660.

- * Vice-chairs of the above Committees: £2,330.

- *Chair of Employment and General Committee: £3,495.

- *Chair of Standards and Audit Committee: £2,330.

Other issues

5.1. The Panel was asked to comment on the adequacy or otherwise of the Mayoral Allowance (comparative data for comparable authorities was helpfully provided by the council). No evidence was presented by the current incumbent, and so the Panel felt unable to recommend any changes. It reiterates the view expressed in the 2011 report that neither the mayor nor the deputy mayor should incur a financial loss as a result of carrying out their duties, and that the best way of avoiding this outcome is

to ask the mayor and deputy to record actual expenditure, so that the Council is able to keep under review the adequacy of these allowances, and to adjust them, if that is what the evidence implies.

5.2. In its 2011 report, the Panel recommended that an internal review of the adequacy and composition of the telecommunications allowance paid to councillors should be carried out. This review has been carried out, and its recommendations implemented. The Panel is happy to endorse this outcome.

5.3. One interviewee asked that the Panel reconsider the adequacy of the current Dependent Carers Allowance. The Panel recommend that the carers allowance should continue to equate with the minimum wage (or living wage, when introduced). The current maximum of £10 per hour should be retained, but the Panel recommends that a degree of flexibility should be exercised in circumstances where this rate is demonstrably inadequate to cover the real costs involved.

5.4. One interviewee argued that the allowance paid in relation to visits to London on council business involving an overnight stop (currently £ 102) was inadequate. In the absence of evidence from other councillors, the Panel suggests that the council should carry out its own review of this allowance. It would of course be important to maintain member/officer parity in relation to this and all other travel and subsistence allowances.

5.5. The Basic Allowance and all SRAs should continue to be updated annually in line with the average level of change in the NJC staff pay award for spinal columns 35-40, unless, in exceptional circumstances, the Council resolves to forego such increases.

5.6. The Panel's proposals are summarised below

- (1) Basic Allowance to be increased to £5,880
- (2) Leader's SRA to remain at £27,785
- (3) Deputy Leader's SRA to remain at £15,285
- (4) Opposition Leader's SRA to remain at £8,686
- (5) Deputy Opposition Leader's SRA to be discontinued, due to small group size.

- (6) Cabinet Members' SRA to be increased to £7,626
- (7) Cabinet Member (without portfolio)'s SRA to be discontinued, whilst the position is held by the leader of the main Opposition party.
- (8) Assistant Executive Members' SRA to be increased to £3,812.
- (9) Chairs of Planning, Licensing (when also held by Chair of Appeals and Regulatory Committee) and the two Scrutiny Committees to receive an SRA of £4,660.
- (10) Vice-Chairs of Planning, Licensing and the two Scrutiny Committees to receive an SRA of £2,330
- (11) SRA of Chair of Employment and General Committee to remain at £3,495
- (12) SRA of Standards and Audit Committee to remain at £2,330 (but workload to be kept under review)

Conclusions

6.1. The Panel estimates that the total cost of its recommendations would be as follows:

Increase in Basic Allowance: 48 @ £1,460 = £ 70,080.

Increase in cabinet members SRAs: 5 @ £1525 = £7,625.

Increase in executive assistants SRAs: 5 @ £762 = £ 3,810.

Allocation of SRAs to 2 vice-chairs: 2 @ £ 2,330 = £ 4,660.

TOTAL £86, 175

Against this can be set the following savings:

Discontinuation of SRAs for Community Forum Chairs: 8 @ £ 3,491
= £27, 928.

Discontinuation of SRA for Deputy Leader of Minority Group: £4,342.

Redundancy of SRA for cabinet member without portfolio: £ 4,342 (whilst position continues to be held by the minority group leader)

TOTAL £36,612.

6.2. Thus the additional net expenditure implied by the recommendations is £49,553 when compared with the total expenditure implied by the Panel's 2011-12 report. The changes to the current total allowances budget, however, need to take account of the fact that the Community Forum SRAs have already been discontinued.

On this basis, the Panel's recommendations represent a 22% increase on the 2013-14 members allowances budget of £ 347,628. The approximate cost per capita increases by 73p from £3.35 to a figure of £4.08. In the Panel's view, this level of increase is wholly justifiable for all the reasons set out in Sections 1 and 2 of this report, and represents value-for-money for the residents of Chesterfield.

6.3. If, in the light of the continuing climate of austerity in local government, the council decided that it wished to implement the recommended increases in the basic allowance and special responsibility allowances on a phased basis, over a three-year period, then the Panel would regard this as an acceptable alternative to an immediate full implementation of its proposals.

FOR PUBLICATION

LICENSING ACT 2003 – STATEMENT OF LICENSING POLICY

MEETING:	COUNCIL
DATE:	16 DECEMBER, 2015
REPORT BY:	LICENSING ASSISTANT
WARD:	ALL
COMMUNITY ASSEMBLY:	ALL

1.0 **PURPOSE OF REPORT**

- 1.1 The Council's Statement of Licensing Policy is concerned with the administration of the licensing functions required of the Council under the 2003 Act.
- 1.2 In accordance with the Licensing Act 2003 the Statement of Licensing Policy needs to be published every five years. The previous Policy was re-published in 2011. Therefore, the Policy needs to be approved by the Members via the Full Licensing Committee, Cabinet and Full Council and published by 7th January 2016.
- 1.3 The Draft Statement of Licensing Policy was approved by the Full Licensing Committee on 16th September 2015 and approved again on 11th November 2015 following consultation to members of the licensing trade. The Policy is now referred to Cabinet for their approval before being referred to the full Council on 16th December 2015.

2.0 **RECOMMENDATION**

- 2.1 That Cabinet recommend that the Statement of Licensing Policy be referred to Full Council on 16 December, 2015 for their approval.

3.0 BACKGROUND

- 3.1 The licensing statement sets out how the Council intend to administer and determine applications in accordance with Section 5 of the Licensing Act 2003.
- 3.2 The Council will ensure through their Policy and Guidance that the licensees will promote the four licensing objectives when operating their business.
- 3.3 The licensing objectives include; the prevention of crime and disorder, prevention of public nuisance, prevention of public safety and protection of children from harm.
- 3.4 Following the period of consultation the Licensing Committee resolved to support the Statement of Licensing Policy and refer it to Council via Cabinet for approval.
- 3.5 This report and its recommendations were considered by Cabinet at its meeting on 1 December, 2015, where it was resolved that the Statement of Licensing policy be supported. It was also resolved that in future years the Statement of Licensing Policy be referred straight to Full Council after being considered and supported by the Licensing Committee.

4.0 AMENDMENT TO POLICY

- 4.1 Since the Policy was published in 2011 there have been changes in legislation which have been included in this edition of the Statement of Licensing Policy:-
 - The review period for publicising the Licensing Policy has been extended from three to five years.
 - Revisions to the 182 Guidance, the latest revision was dated March 2015.
 - Public Health has been included as a Responsible Authority which allows them to be consulted on applications for New and full Variations and able to apply for a Review of the Premises Licence.
 - There is no longer any requirement to renew Personal Licences.

- Regulated entertainment (in particular amplified and unamplified live music, recorded music, plays, dance and indoor sport) have been relaxed so many of these provisions are no longer licensable depending on the premises involved, and the times that the activities are to be held.
- Applicants can now make minor changes to their Premises Licence, i.e. additions or removal of details to their current licence, or to make minor changes to the layout of their plans.
- Mandatory conditions now include issues relating to permitted price of alcohol, irresponsible promotions, age verification policy, availability of alcohol in specific measurements, availability of free potable water, dispensing alcohol directly into the mouth, conditions relating to exhibition of films and conditions relating to door supervision.
- Requirement to accompany plans with applications for new, minor or full variations.
- The Premises Licence or Club Premises Certificate is suspended by the Council if the annual fee is not paid before the due date.
- The Public Space Protection Order or closure of premises associated with nuisance or disorder was implemented by the Anti-Social Behaviour Crime and Policing Act 2014 and can be adopted by the Council within three years of that date.
- The implementation of LATE TEN (Temporary Event Notices) means that applicants can apply for a temporary event giving between 5-9 days' notice.
- From the 1st January 2016 the number of TEN (Temporary Event Notices) events held at one premises per calendar year will be extended from 12 to 15 events.

4.2 Whilst revising the Statement of Licensing Policy, the Council have taken this opportunity to include the following:-

- Remove historical wording and additional explanations in comment boxes from the previous Policy.

- Put more emphasis on the applicant stating how they will take steps to promote, adhere and comply with the four licensing objectives.
- Set out clear guidance notes on how applications need to be completed and submitted to the Council.
- To include Officer delegation for them to grant an application for a premises licence or club premises certificate (or variation application) when it is uncontested and any relevant representations have been withdrawn subject to conditions which are agreed between the applicant and the responsible authority.
- To include procedures which will be followed by the Licensing Committee when determining applications in accordance with the Licensing Act 2003.

4.3 The Draft Statement of Licensing Policy was approved by the Full Licensing Committee on 16th September 2015.

4.4 This document was then circulated to members of the trade, responsible authorities, representatives of local premises licence holders, club premises certificate holders, personal licence holders and businesses and residents in its area for comments to the Council by 23rd October 2015.

4.5 The only comment made was an acknowledgement from the Home Office stating that they had noted the changes set out in the Council's Draft Statement of Licensing Policy.

4.6 The Government widely consult with authorities and members of the Licensing trade with regard to any proposed changes in the licensing law before they are implemented. This may be the reason why no comments were made to the consultation document as parties already had prior knowledge of proposed changes.

5.0 RISK MANAGEMENT AND EQUALITIES

In writing this report Licensing have considered the following standard corporate issues:-

- *legal and human rights*
- *prevention of crime and disorder*

- *health and safety*
- *consultation with the public and with stakeholder groups*
- *public relations/media*
- *implications for other services inside and outside the council*
- *sustainability and bio-diversity*

- 5.1 At 14.1 on the Policy the Council recognises that the Equality Act 2010 places an obligation on all public authorities to have regard to the need to eliminate unlawful discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics (such as age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation). The Council will consider relevant legislation implemented during the period of this Policy.
- 5.2 At 15.1 The Council will implement the 2003 Act in a manner consistent with the Human Rights Act 1998 or any other relevant legislation implemented during the period of this Policy.
- 5.3 With the addition of Public Health being a Responsible Authority there is reference to this in the Policy under 3.3 Public Safety:-
The Director of Public Health is responsible for making objections and observations on applications on behalf of health bodies. Public health is not yet a licensing objective but is a responsible authority under the Licensing Act. The licensing authority believes that public health has much to add to licensing in relation to the local populations' alcohol related health needs and have unique access to data not available to other responsible authorities which may inform licensing decisions. Public Health is useful in providing evidence of alcohol related health harms particularly in relation to cumulative impact policies.
- 5.4 As the Council wish to consider the need to protect children from sexual exploitation there is reference to this in the Policy under 3.5 The Protection of Children from Harm:-
The Council will encourage Licensees to consider ways that children can be protected from moral, psychological and physical harm. This could include protecting children from harms associated directly with alcohol consumption but also wider harms

such as exposure to strong language and sexual expletives (i.e. exposure to certain films or adult entertainment). The Council will consider the need to protect children from sexual exploitation when undertaking licensing functions and it will aim to support the relevant agencies in this duty.

6.0 RECOMMENDATION

- 6.1 That Cabinet recommend that the Statement of Licensing Policy to Full Council on 16 December, 2015 for their approval.

7.0 REASONS FOR RECOMMENDATION

- 7.1 That in accordance with the Licensing Act 2003, the Statement of Licensing Policy is published every five years. The last edition was published in January 2011 so this edition needs to be approved and published by 7 January 2016.
- 7.2 It is recommended that Cabinet support the revised Statement of Licensing Policy and recommend it for referral to the full Council Meeting on 16 December 2015 for approval, and publication by 7 January 2016.

For more information on this report please contact the author, Kate Brookbank, Licensing Assistant on 01246 345230, email kate.brookbank@chesterfield.gov.uk

FOR PUBLICATION

AGENDA ITEM

REVENUE AND CAPITAL BUDGET MONITORING AND UPDATED MEDIUM TERM FINANCIAL FORECAST – J000

MEETING: COUNCIL
DATE: 16 DECEMBER 2015
REPORT BY: CHIEF FINANCE OFFICER
WARD: ALL
COMMUNITY FORUM: ALL
KEY DECISION REF: 566

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS:

TITLE: Working Papers LOCATION: Accountancy

1.0 PURPOSE OF REPORT

- 1.1 To provide the Council with an update on the budget position at the end of the second quarter, covering:
- General Fund Revenue
 - General Fund Capital
 - Housing Revenue Account
 - Housing Capital Programme
- 1.2 To meet the requirement in the Financial Procedure Rules to provide the Council with regular updates on the Council's financial position.

2.0 RECOMMENDATIONS

- 2.1 To note the financial performance in the first half of the financial year and the revised medium term forecast (Section 4).
- 2.2 To approve the changes to the General Fund Capital Programme (Section 5).
- 2.3 To approve the new proposed uses of reserves (Section 6).

2.4 To note the changes to the HRA budgets (Section 8).

3.0 BACKGROUND

3.1 The Council approved the original budget for 2015/16 on 26th February 2015. The Band 'D' Council Tax was frozen at £144.89. After allowing for planned savings of £586k, there was a forecast net budget deficit of £94k. Importantly, this position was only achieved after assuming that all the New Homes Bonus allocation (£616k) and the whole of the estimated gain from Business Rates Pooling (£404k) are used to support the budget.

3.2 All of the indications are that the medium term outlook will continue to be challenging. Provisional Government Grant allocations beyond 2015/16 were not announced as part of the 2015/16 settlement. Any announcement for 2016/17 and future years will follow the release of the 2015 Spending Review on 25th November 2015. The Medium Term forecast approved by the Full Council on 26th February 2015 showed deficits, before the savings targets are taken into account, of £1.4m in 2015/16 rising to £2.5m by 2019/20.

3.3 This report and its recommendations were considered by Cabinet at its meeting on 1 December, 2015 where it was resolved that the recommendations be supported.

4.0 CURRENT YEAR'S BUDGET

4.1 We started the year with a forecast deficit of £94k after allowing for £586k of savings. At the end of the second quarter adjustments to the savings target and other variances have produced a revised deficit forecast of **£393k**. A summary of the key variances is provided in the table below:

2015/16 UPDATED BUDGET DEFICIT FORECAST – QUARTER 2		
Deficit Forecast at the start of the year		94
<u>Budget Saving - increased income:</u>		
Sports Centres	(149)	
Building Control	(14)	
Planning (net of additional staffing costs)	(170)	
Reinstate THI grant written off in 2014/15	(70)	
Recovery of dangerous building costs	(24)	(427)
<u>Budget Saving - reduced expenditure:</u>		
Energy budgets (Sports Centres, Venues, Parks, Market Hall, Community Rooms)	(148)	
External Audit Fee	(20)	
Vacancy savings above profiled allowance	(90)	
Car Parking & CCTV merger	(26)	(284)
<u>Budget Increase - reduced income:</u>		
Property Rents	42	
SpirePride surplus	28	
Car Parking	27	
Open Market	54	
Market Hall	20	171
<u>Budget Increase - increased expenditure:</u>		
Card payment transaction costs	69	
Provision for Living Wage	60	
Back-dated income system maintenance	37	166
<u>Adjustments to savings Targets:</u>		
Reversal of original budget	586	
GPGS Team - prev to be met from savings	106	692
Net of all other variances		(19)
Updated Deficit Forecast		393

4.2 There are also two areas of ICT expenditure, PSN compliance and ICT project days, that are likely to produce significant budget overspends in the current financial year. The increases have not been included in the revised forecast above because the proposal is to fund them from the Budget Risk Reserve. A description of each overspend is provided below:

a) PSN compliance

The investment in the ICT network and hardware has been unexpectedly higher in 2015/16 because of the difficulty in achieving PSN compliance. The council should have achieved compliance in February 2015, but failure to tackle the most critical issues in time meant that most of the investment and work (project days) fell into the next financial year, 2015/16. The Cabinet Office granted some breathing space by allowing the council to address the replacement of its 2003 servers in time for the next submission in May 2016. Whilst this allowed us to receive our PSN certificate, it does mean that a significant programme of work continues throughout the remainder of 2015/16, creating, in effect, a double dose of PSN work within one financial year.

The picture is not entirely negative, however, and two things should be taken into account.

1. Much of the server and application replacement work was long overdue and would have to be done anyway – forming part of the total cost of ownership.
2. PSN compliance in previous years cost the council 25% more in terms of project days on a yearly comparison.

It is hoped that by 2016/17, the ICT network will be in a much more stable and managed position, and the council may even be in a position to achieve a two-year PSN certificate.

b) Project days

In addition to spend on hardware and software, a significant additional cost comes from spend on ICT project days. We are currently under the 500 days allocated as part of the contract. However, by the end of the financial year we will have exceeded the allocation by a significant amount. The volume of work required to achieve the double PSN compliance, replace the website, support the Town Hall and QPSC projects is likely

to take us over by about 300 days. Without this extra project work, the number of days would probably stay under 500.

Where possible, the number of project days is kept to a minimum. For example, rather than use arvato project days for the website migration, we will use cheaper, external freelance editors and a cost of £10k has been added in for this.

The table below provides details of how the combined over-spend of £246k has been calculated:

PSN and ICT Project Days Budget Requirement	
	<u>£'000</u>
PSN Compliance 2014/15 - expenditure and commitments to date in 2015/16	254
<u>Plus planned expenditure:</u>	
2003 Server Replacements	35
IT Health Check	15
Secure Certificate	10
Website	10
Project Days	61
QPSC Project Days	7
Total Expenditure	392
Less 2015/16 ICT Reserve budget	(146)
Overspend in 2015/16	246

- 4.3 The revised forecast includes an allowance of £60k for implementing the Living Wage for staff in 2015/16. The actual cost will, however, depend on what date it is effective from.
- 4.4 The updated deficit forecast must be reduced in the remaining months of the financial year to avoid or minimise any call on reserves to make up any residual shortfall. Failure to deliver the required savings in the current financial year will put even greater pressure on future years when the savings targets are already challenging and far greater than those for 2015/16. The actions being taken to reduce the forecast deficit include a freeze on non-essential expenditure and stricter vacancy control measures.
- 4.5 The first draft budget report for 2016/17, including revised estimates for 2015/16, will be presented to the Cabinet in December. The draft budget report will provide a more up-to-date and comprehensive budget forecasts.

5.0 GENERAL FUND CAPITAL PROGRAMME

5.1 Capital Receipts - To date, capital receipts of £256k have been received. The original forecast for the year was £5.6m but was revised down in the Quarter 1 budget monitoring report to just £2.9m. The £2.9m has now been revised down further to just £287k. This further reduction is due to having to move the four remaining high value sales (Newbold School, Whitebanks Sports Ground, 6 Ashgate Road and land at Winsick) into 2016/17.

5.2 General Fund Capital Spend –the original capital budget for 2015/16 was £14.7m. The revised forecast is £11.1m, the £3.6m reduction is due to:

- The removal of the Saltergate Offices acquisition - £1.7m;
- A reduction in expenditure funded from the Vehicle & Plant Reserve, ££0.6m;
- Re-profiling of expenditure on the new Queen’s Park Sports Centre £0.5m;
- Town Hall Alterations moving into 2016/17, £0.5m;
- The Car Parking Improvement scheme, which is to be financed from reserves, being moved into 2016/17, ££0.3m;

5.3 There is one further change to the Capital Programme to note. Due to continuing demand for Home Repairs Assistance the budget has been re-instated to its previous level of £275k per annum, from £200k currently. The increased budget will be financed by using grant monies repaid to the Council from previous grants.

5.4 Net Capital Financing – The original budget showed a surplus of £1.2m. The revised forecast shows that a break-even position could be achieved as follows:

	£ million
Original forecast surplus	1.2
Reduced capital receipts	(5.3)
Reduced use of reserves	(0.8)
Reduced borrowing	(0.6)
Reduced expenditure	3.6
Deferred debt repayment	1.1
Increased/re-profiled grants	0.8
Revised forecast	0

6.0 RESERVES

6.1 In addition to the General Working Balance, which is maintained at £1.5m, the Council operates a number of other reserves. Many of the reserves are earmarked and committed for specific purposes, such as property repairs and vehicle & plant replacements. There are three major reserves where the Council has wider discretion on how they are used – the Budget Risk Reserve, the Invest to Save Reserve and the Service Improvement Reserve.

6.2 **Budget Risk Reserve** – the Council maintains this reserve as a supplement to the Working Balance. It is also used to finance the severance costs arising from voluntary staffing reductions and the outcomes of service restructuring exercises. The table below shows the opening balance in the reserve at the start of the financial year and the currently approved or anticipated movements on the reserve. There will be other commitments to include as decisions on new VR/VER applications are determined. There are two new applications of the fund to note:

1. The buying-out of a lease for an IT system at a cost of £99k but this will produce an on-going revenue budget saving of £30k per annum. The revenue savings will be used initially to repay the funds allocated from the reserve.
2. The cost of implementing changes, including additional ICT project days from Arvato to achieve PSN compliance, as described in para. 4.2.

Table – Budget Risk Reserve		
	Updated Forecast £'000	
Balance b/fwd 1st April	781	
<u>Less Approved Commitments:</u>		
STWA tenants consultation exercise	(30)	
Land Charges claims - paid	(35)	
Land Charges claims – outstanding balance	(9)	
Land Charges claims – New Burdens grant	64	
Erin Road Pumping Station	(50)	
External legal advice re works in default	(3)	
Learning & Development - training	(6)	
15/16 Growth – private sector stock survey	(26)	
15/16 Growth – Data Custodian Officer	(17)	
14/15 carry forward – Local Plan	(14)	
14/15 carry forward – Env Services ICT system	(4)	

14/15 carry forward – Election expenses	(6)	
Alderman Celebrations	(5)	Cnl 22 July
Digital Content Officer post	(18)	Cnl 22 July
Contribution to group litigation claim for damages re incorrect VAT treatment	(14)	
Dilapidation costs Whitting Valley Road	(20)	
Buy-out ICT system lease to save £30k pa	(99)	Repay from 16/17
PSN compliance and ICT Project Days	(246)	
CMT restructure – severance costs	tbc	
Uncommitted Balance	243	

6.3 **Invest to Save Reserve** – The table below shows the opening balance in the reserve at the start of the financial year and the currently approved or anticipated movements on the reserve. The reserve is therefore almost fully committed so any future bids will have to be funded from one of the other usable reserves.

Table - Invest-to Save Reserve		
	Updated Forecast £'000	
Balance b/fwd 1st April	285	
<u>Less Approved Commitments:</u>		
Customer Service Strategy - capital	(105)	
Local Collective Agreement	(10)	
Car park improvements	(111)	
Venues refurbishment	(33)	
Community Infrastructure Levy	(5)	
Uncommitted Balance c/fwd	21	

6.4 **Service Improvement Reserve** – The table below shows the opening balance in the reserve at the start of the financial year and the currently approved or anticipated movements on the reserve:

Table - Service Improvement Reserve		
	Updated Forecast £'000	
Balance b/fwd 1st April	1,154	
Less Approved Commitments:		
Linacre Master Planning	(40)	
Linacre Master Planning – second tranche	(20)	Cnl 22 July GF 2/3 share
Project Academy (balance)	(52)	
Venues refurbishment	(20)	
Car parking improvements	(15)	
Innov Centres – telephony system	(204)	
Innov Centres – telephony system - repayments	25	
Northern Gateway	(100)	
Open Market reconfiguration	(23)	
Contribution towards GPGS costs in 2015/16	tbc	
Uncommitted Balance	705	

6.5 The uncommitted balances in these three major reserves have now reduced to £0.9m, from £2.2m at the start of the year. There will be significant demands on these reserves to fund budget deficits, investment in transformation projects and to pay for severance costs from staffing restructures. The Cabinet should, therefore, continually review the commitments against these finite financial resources to ensure that they are used in the most effective way.

6.6 The General Working Balance has been reduced from £1.75m to £1.5m when the budget was set in February 2015 reflecting the perceived reduced risk at that time of the Business Rates Retention and the Localisation of Council Tax Support schemes. The risks and amounts retained in this and all other reserves are reviewed each year as part of the budget setting process.

7.0 MEDIUM TERM OUTLOOK

7.1 The latest medium term forecast indicates significant deficits in all years. In 2016/17 the deficit has increased by £300k due to the Council's unfunded balance of the Business Rate Account deficit in 2014/15. The table below compares the latest forecast with the

original budget forecast (before savings targets) approved in February and the last monitoring report:

Budget Deficit Forecasts			
	2015/16 £'000	2016/17 £'000	2017/18 £'000
Latest Forecast*	393	1,560	1,702
At Quarter 1	490	1,793	1,875
Feb 2015 Budget	680	1,379	1,760

* NB: The “latest forecast” does not include any provision for an increase in Members Allowance costs that could be recommended by the Independent Remuneration Panel.

- 7.2 In the Summer Budget (July 2015) the Chancellor asked non-protected departments to exemplify savings of 25% and 40% in real terms by 2019/20. What this will mean for local government is difficult to predict. It is possible that ministers will want to ensure social care is protected which will then add further pressure to the remaining unprotected services. Ministers might also take the view that the level of reserves in local government suggest that authorities are not really feeling the pinch yet. Our medium term forecast assumes a 41% reduction in settlement funding by 2019/20 and this has contributed towards the large budget deficits we face in 2016/17 (£1.8m) and future years.
- 7.3 The cuts in Government funding might require more than just reducing Settlement Funding Assessments and could, for example, include changes to the New Homes Bonus (NHB) scheme. It is widely acknowledged that the NHB is too generous to authorities, particularly shire districts with housing growth, when they also benefit from the growth in council tax income. Some form of reduction in the incentive effect (e.g. to 50% rather than 100% of the national council tax used to calculate the payment) or a reduction in the shire district share (currently 80%) is possible. Our medium term forecast assumes that the scheme will continue unchanged, with the estimated NHB of £0.8m in 2016/17 being used to support the budget, rising to £1.1m by 2019/20. Any reduction in the grant could, therefore, have a serious impact on the Council’s finances.
- 7.4 The current medium term budget forecast also assumes that the Business Rates Pooling arrangement will continue into the future

and that the £0.4m gain will be used each year to support the budget. However, the Government approves pooling arrangements on an annual basis so there is a risk that the gain could be withdrawn at some point in the future.

7.5 It is also uncertain at this point in time to what extent our Business Rates income will be affected by the proposals in the Sheffield City Region Devolution Deal to allow any growth to be retained within the region and how this will compare with the £400k we currently get through the Derbyshire Pool.

7.6 The Spending Review which is due to be announced on 25th November 2015 will set out the departmental spending limits but what this means for individual local authorities will not be known until the Provisional Grant settlement is announced, perhaps some weeks later.

8.0 HOUSING REVENUE ACCOUNT (HRA)

8.1 **Housing Revenue** - At the half year all major income sources, including housing rents, were on target. However, expenditure showed an under spend of £740k in the following areas:

- £466k on Housing Repairs planned works.
- £274k on Supervision and Management, mainly due to vacant posts and underspends on supplies and services.

The repairs budget also showed an under-spend in 2014/15 (£636k), and possible revisions to this budget are being considered as part of the Business Plan review (see paragraph 8.3 below).

8.2 **Housing Capital Programme** - The original HRA capital budget for 2015/16 was £22,866,000. This has now increased following the addition of approved carry forwards (£1,446,590) in relation to schemes not completed in 2014/15, and an additional £400,000 for the RTB Social Mobility Scheme. This gives a total budget of £24,712,590 for the year. At the end of September spend was just below the budget profile, and the indications are that the budget will fully spend by the year-end.

8.3 **Future Pressures on the HRA** – In the July 2015 Summer Budget the Chancellor announced a number of changes that will have an impact on the delivery of housing services and the financial viability of the HRA Business Plan. The most significant change is the

requirement to reduce social housing rents in England by 1% a year for 4 years from 2016/17. It is estimated that this change will result in a loss of £10 million of rental income over the 4 year period. Officers are currently modelling various options for the Business Plan and a separate report will be presented to Members shortly.

9.0 RISK MANAGEMENT

9.1 Budget forecasting, particularly over the medium term, and in the current economic climate is not an exact science. Assumptions have to be made about possible changes where the final outcome could be very different e.g. government grants, pay awards, investment returns, etc. A full budget risk assessment will be included in the budget setting reports later in the process.

10.0 LEGAL CONSIDERATIONS

10.1 There is a legal requirement for the Council to set a balanced budget before the start of each financial year and for the Chief Finance Officer to report on the robustness of the estimates and the adequacy of the reserves. Clearly, there is lot of work to be done over the coming months to reduce the budget deficit forecast in the current financial year and to be in a position to set a balanced budget for 2016/17 in February 2016.

11.0 CONCLUSIONS

11.1 We are facing a potentially significant budget deficit in the current financial year and some major financial challenges in the years ahead. It is possible that the current years' deficit could be reduced through tight budgetary control through the remainder of the year, with any residual deficit being met from reserves. But we have to maintain our focus on the medium term where the scale of the forecast deficits is such that some significant budget savings are going to have to be implemented. At the same time there are a number of risks that could add further pressure to the forecast deficits in future years e.g. New Homes Bonus allocations and Business Rates income.

11.2 The sooner the savings are made the better, as any delay will add further pressure to the future. For example, the £1.6m deficit forecast for 2016/17 will require savings equivalent to £133k per

month to be found if implemented from the 1st April 2016 but the monthly target will double to £267k if implementation is delayed by six months. Achieving savings of this magnitude will require some fundamental changes to the range and quality of the services the Council provides.

- 11.3 Delivering the required budget savings has to be the number one corporate priority.

12.0 RECOMMENDATIONS

- 12.1 To note the financial performance in the first half of the financial year and the revised medium term forecast (Section 4).
- 12.2 To approve the changes to the General Fund Capital Programme (Section 5).
- 12.3 To approve the new proposed uses of reserves (Section 6).
- 12.4 To note the changes to the HRA budgets (Section 8).

13.0 REASON FOR RECOMMENDATIONS

- 13.1 To monitor the Council's finances.

**BARRY DAWSON,
CHIEF FINANCE OFFICER**

You can get more information about this report from Barry Dawson: Tel 01246 345451.

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FOR PUBLICATION

LOCAL COUNCIL TAX SUPPORT SCHEME 2015/16 - S000

MEETING: FULL COUNCIL

DATE: 16 DECEMBER 2015

REPORT BY: CHIEF FINANCE OFFICER

WARD: All

COMMUNITY FORUM: All

KEY DECISION No: 575

FOR PUBLICATION:

BACKGROUND PAPERS:

1. PURPOSE OF REPORT

- 1.1 To gain approval for the Council Tax Support (CTS) Scheme to apply in 2016/17.

2. RECOMMENDATIONS

- 2.1 That Council agrees to continue with the current Council Tax Support scheme for 2016/17. The scheme is based on The Council Tax Reduction Scheme England Regulations 2012 amended to reflect the following local decisions concerning the key principles of the scheme:
- For those of working age the maximum amount of Council Tax that will be eligible for reduction is 91.5% of their full Council Tax Liability.

- The Council continues its policy of disregarding war pensions for the purposes of calculating income in respect of Council Tax reduction scheme at a total estimated cost of £16k.
- The 'taper', i.e. the rate at which support is withdrawn as income increases be maintained at 20%.

- 2.2 That the Chief Finance Officer be granted delegated powers to update the scheme to reflect such up-ratings of premiums, allowances and non-dependent deductions as may be determined by the Department of Work and Pensions, and for other minor technical changes which may be required.
- 2.3 That the current local council tax discounts, which were originally implemented in 2013/14, be continued (para. 3.4).

3.0 BACKGROUND

- 3.1 Prior to April 2013 central government funded the actual cost of the Council Tax Benefit Scheme. In the 2010 Spending Review the Government announced its intention to introduce a Localised Council Tax Support Scheme (LCTSS) from April 2013 to replace the national Council Tax Benefit scheme.
- 3.2 As part of a wider package of public expenditure reductions and reforms to the welfare benefit system the proposals were required to deliver a 10% reduction in expenditure. The Council implemented a local scheme in 2013/14 which required a property occupier of working age to pay at least the first 8.5% of the Council Tax liability for their property. Those of pensionable age continued to receive up to 100% support.
- 3.3 Under the localised arrangements local councils were required to manage the 10% reduction in Government support and in future years will not receive any additional funding if caseloads and costs increase. The burden of the additional financial costs are shared between the precepting authorities through the mechanisms of the Collection Fund, which based on the 2015/16 precepts gives the following shares: Derbyshire County Council (73.7%), the Police Authority (11.4%), Fire and Civil Defence (4.6%), the Borough Council (9.5%) and the Parish Council's (0.8%).
- 3.4 To help mitigate the 10% funding reduction, the Council agreed a number of changes to other Council Tax discounts and exemptions from April 2013. The changes included:

- A local discount of 100% for vacant properties, which would previously have qualified for an exemption under class C, for periods of up to three months. A three month discount (reduced from six months) was agreed to avoid having to collect small amounts of debt which would arise as residents sold or moved property. In a situation where a property becomes occupied or furnished for a period of 6 weeks or less it will only be eligible to receive discount for any of the original three month period which remains.
- A local discount of 100% for properties which are uninhabitable due to them requiring or undergoing major structural repairs or alterations that would have previously qualified for exemption class A for a period of up to 12 months. While this exemption is unchanged it has now become a locally determined discount.
- Removal of the residual 10% discount for second homes.
- A 150% charge for property empty for more than 2 years.

3.5 This report and its recommendations are due to be considered by Cabinet at its meeting on 15 December, 2015.

4. PREVIOUS YEARS' SCHEMES

4.1 Some statistics on the support schemes that have operated in previous financial years are included in **Appendix A**. The key points to note include:

- The number of working age people receiving support has reduced from 6,438 on 1st April 2013 to 6,044 as at 30th November 2015; a reduction of 394 or 6%.
- The number of pensioners receiving support has reduced from 5,342 on 1st April 2013 to 4,659 as at 30th November 2015; a reduction of 683 or 13%.
- The number of households receiving support has reduced from 13,925 in 2013/14 to 12,406 in 2015/16 (to date); a reduction of 1,519 or 11%.
- The value of the support given has reduced from £8.24m in 2013/14 to £7.98m in 2015/16; a reduction of £256k or 3%.
- The collection rate for the element of tax that is payable by those who previously received 100% Council Tax Benefit was 71% for 2013/14, 80% for 2014/15 and 63% to date for 2015/16.

4.2 The collection rates achieved to date, whilst in excess of the 67% collection rate forecast originally assumed when the local scheme was

first introduced, is nevertheless well below the rate for the other Council Tax payers which is above 96%.

5. PROPOSED SCHEME FOR 2016/17

- 5.1 In the 2015 Summer Budget the Chancellor announced a number of proposed welfare reductions together with changes to tax thresholds and the living wage. Any change to the level of welfare benefits and earnings/income will impact on the number of residents that can claim CTS and the level of the award. A reduction in income due to welfare cuts could trigger eligibility for or an increased entitlement to Council Tax Support. The announcement, however, created a number of uncertainties, such as when and how the tax credit changes will be implemented and how people will react to them, for example they could then seek to increase their income by working additional hours. This made it difficult to forecast what the financial impact on the CTSS would be and what mitigating actions might be required.
- 5.2 If the Council planned to make any significant changes to the scheme there is a legal duty to consult stakeholders and to undertake an equalities impact assessment, an exercise that would take a few months to do properly. In view of these uncertainties and constraints the thinking at that time was that no changes to the scheme would be put forward for 2016/17. This approach was discussed and agreed at a meeting of the Derbyshire Finance Officers Association in October.
- 5.3 In the Spending Review announcement on 25th November the Chancellor reported that the planned reductions to tax credits would not now take place. This decision removed most of the risk of an increasing costs falling on the LCTSS as a result of welfare cuts in 2016/17.
- 5.4 The experience of the schemes in previous years has also been a key consideration in arriving at the recommendation to continue with the current scheme for 2016/17. The collection rate in 2014/15 at 80% has surpassed the initial forecast of 67% when the scheme was first introduced. If the minimum contribution rate is increased above the current 8.5% level the contributions would inevitably become more difficult to collect and could become uneconomic to recover.
- 5.5 The operation of the scheme depends upon the premiums, allowances and non dependent deductions for the elderly being uprated in accordance with figures provided by the Department for Work and Pensions. For working age claimants, the premiums and allowances

are updated in accordance with those provided by the DWP for Housing Benefits and the non dependent deductions are the same as those for elderly cases. It is recommended that delegated powers are granted to the Chief Finance Officer to amend the local scheme with the relevant details. In addition to these specific delegations it is considered appropriate that the delegation should be extended to cover other minor technical changes where amendment of the scheme may be necessary during the course of the financial year in order to ensure that the local scheme reflects accepted practice and DWP guidance.

- 5.6 Given the continued financial pressures on the Council's finances it is also recommended that the Council Tax Discounts and Exemptions outlined in paragraph 3.3 be maintained at their current levels. While these measures do create an added financial burden for the tax payers affected they do, nevertheless, act as incentives to bring property into use.
- 5.7 The Council will continue to work with individuals and the local advice agencies to ensure that those experiencing difficulties paying will have access to appropriate advice and support.
- 5.8 The impact of the welfare, tax and living wage changes will be monitored throughout 2016/17 to enable a review of the options in good time for setting the scheme for 2017/18.

6. FINANCIAL CONSIDERATIONS

- 6.1 Local Council Tax Support will be calculated using 91.5% of the Council Tax liability, leaving residents of working age to pay a minimum of 8.5% themselves. Assuming they were living in a Band A property then their minimum Council Tax Liability would be in the region of £85.50 per annum (£1,005.83 x 8.5%) for a couple or £64.12 per annum (£85.50 less 25% discount) for a single person. Those of pensionable age will be eligible for CTS of up to 100% of their council tax liability.
- 6.2 Continuing with an 8.5% minimum contribution rate will mean that part of the cost of the Local Scheme will fall upon the Council, rather than being passed on to those of working age. A key factor in this decision has been that if the full cost of the reduction in Central Government support were passed on to claimants the amount due may well become uncollectable. On the basis of evidence to date a Council Tax liability of 8.5% for those of working age is a collectable amount in most cases, with a recorded collection rate of 80% in the last financial year.

- 6.3 If Council adopts the recommended approach then the income that will be generated from charging a minimum of 8.5% Council Tax to those of working age on benefits is estimated to be some £500k after an assumed non-collection rate of 80%. The income will be shared amongst the precepting authorities.
- 6.4 It is not possible to quantify precisely what the LCTSS costs because the major element of funding, Government grant, is no longer separately identified but is now combined into the overall Funding Settlement. The Settlement Funding amount continues to reduce each as part of the Government's austerity measures. In the first year of the scheme (2013/14), when the funding was separately identified, it was estimated that the net cost of the scheme, after Government funding, was £1.1m. Of the £1.1m, it was estimated that the changes to other discounts and the requirement to pay the first 8.5% would reduce the net cost down to £0.4m which was then to be shared amongst the precepting authorities through the mechanics of the Collection Fund. It should also be noted that as case load decreases, which has happened each year since 2013/14, this will increase the Tax Base and increase the overall tax raising capacity.
- 6.5 In 2013/14, £66k of the CTS funding which the Council received was earmarked as relating to the parish councils and this amount was paid over to the parishes. In setting the Budget for 2014/15 it was agreed that the parish funding would be phased out over a period of ten years to reflect the fact that the Council's funding was being reduced.

7.0 LEGAL CONSIDERATIONS

- 7.1 Sections 9 to 12 of the Local Government Finance 2012 give the Council the necessary legal powers to implement the proposals made in this report regarding the Local Council Tax Support Scheme and other Council Tax discounts.
- 7.2 The Council Tax Support Scheme will need to be adopted by 31st January each year and will be required to meet the requirements as set out by legislation.
- 7.3 The Local Council Tax Support Scheme and changes to council tax discounts must be advertised within 21 days of the decision to adopt them being made.

8.0 CONSULTATION AND COMMUNITY ENGAGEMENT

- 8.1 There was a full communications and engagement plan developed and implemented in partnership with other Derbyshire authorities during the autumn of 2012.
- 8.2 The major preceptors were advised of the proposal to leave the scheme unaltered for 2016/17 at a meeting of the Derbyshire Finance Officers Association in October 2015. To formally complete the consultation process an email was sent to the Directors of Finance for each of the authorities, a copy of this and their responses is included in **Appendix B**.

9.0 EQUALITIES ISSUES

- 9.1 Council tax support is intended to provide financial support to some of the most vulnerable groups in society. The Government has already given a commitment to protect those of state pension age but does not intend to prescribe in statute which other vulnerable groups must be protected. Instead, local authorities are expected to take into account existing duties in relation to vulnerable groups in designing their schemes. The following duties must therefore be considered:
- The public sector Equality Duty;
 - The duty to mitigate the effects of child poverty; and
 - The duty to prevent homelessness.

A full Equalities Impact Assessment (EIA) was prepared prior to the implementation of the original scheme in 2013/14 and this was reported to the Council as part of the process of adopting the scheme.

10.0. RISK MANAGEMENT

10.1 The key risks are summarised in the table below:

Description of Risk			Mitigating Actions	Residual	
	Impact	Likelihood		Impact	Likelihood
<p>Government funding is fixed but demand for support could increase from:</p> <ul style="list-style-type: none"> • Pensioners as the stigma of 'benefit' removed. • Job shock in the local economy eg major employer goes out of business. • Pensioners because they are living longer • Other welfare reforms affect the incomes of those in receipt • Higher levels of Council Tax required to achieve a balanced budget 	High	Possible	Prudent assumptions about take-up.	Medium	Possible
<p>Reduced demand for support from:</p> <ul style="list-style-type: none"> • Working age claimants as the economy recovers and more people move into work; • Declining pensioner caseloads. 	Medium	Possible	Monitor trends	Medium	Likely
<p>Difficulties in collecting the amounts due.</p>	Medium	Definite	<p>Flexible recovery procedures.</p> <p>Spread the risk by funding the grant cut from a variety of measures.</p>	Medium	Likely

Tax avoidance	Medium	Possible	Rigorous and adequately resourced validation and recovery procedures.	Low	Possible
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11.0 RECOMMENDATIONS

11.1 That Council agrees to continue with the current Council Tax Support scheme for 2016/17. The scheme is based on The Council Tax Reduction Scheme England Regulations 2012 amended to reflect the following local decisions concerning the key principles of the scheme:

- For those of working age the maximum amount of Council Tax that will be eligible for reduction is 91.5% of their full Council Tax Liability.
- The Council continues its policy of disregarding war pensions for the purposes of calculating income in respect of Council Tax reduction scheme at a total estimated cost of £16k.
- The ‘taper’, i.e. the rate at which support is withdrawn as income increases be maintained at 20%.

11.2 That the Chief Finance Officer be granted delegated powers to update the scheme to reflect such up-ratings of premiums, allowances and non-dependent deductions as may be determined by the Department of Work and Pensions, and for other minor technical changes which may be required.

11.3 That the current local council tax discounts, which were originally implemented in 2013/14, be continued (para. 3.4).

12.0 REASON FOR RECOMMENDATION

12.1 To ensure that the Council is able to continue to operate a localised scheme providing council tax support from April 2016.

B DAWSON
CHIEF FINANCE OFFICER

Further information on this report can be obtained from
Barry Dawson, Chief Finance Officer (ext. 5451)

LCTSS Statistics 2013/14 to 2015/16

	2013/14	2014/15	2015/16	
	<u>1st April</u>	<u>1st April</u>	<u>1st April</u>	<u>30th Nov</u>
<u>Caseload:</u>				
- Working age	6,438	6,411	6,326	6,044
- Pension age	5,342	5,089	4,843	4,659
- Total	11,780	11,500	11,169	10,703
- Change year on year		-280	-331	-466
- Cumulative change		-280	-611	-1,077
Support Granted	£8,239k	£8,146k		£7,984
- Change year on year		-£93k		-£162k
- Cumulative change		-£93k		-£255k
Collection Rate – to date	71%	80%		63%

CONSULTATION WITH MAJOR PRECEPTORS

e-mail to the Directors of Finance (Derbyshire CC, Police and Fire Authorities) 3rd December 2015.

I am drafting a report for the full Council meeting on 16th December recommending no changes to the Council Tax Support Scheme for 2016/17. This will continue the requirement for those of working age and on benefit to pay a minimum of 8.5% of their council tax bill.

I would, therefore, appreciate it if you could let me have your comments on the above proposal as soon as possible.

E-mail sent:

Responses Received:

Peter Handford, Director of Finance, Derbyshire County Council – 3rd December 2015

I note the approach taken and am happy with it.

Terry Neaves, Director of Finance, Derbyshire Constabulary – 4th December 2015

Our stance is always that we do not want the Police to subsidise this scheme.

Nevertheless, we are pleased that there is not any further worsening of the level of subsidy to be provided.

Simon Allsop, Director of Finance/ Treasurer, Derbyshire Fire and Rescue Service – xxth December 2015

I am happy with the continuation of the policy.

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FOR PUBLICATION

GREAT PLACE GREAT SERVICE (GPGS) PROGRAMME

MEETING:	COUNCIL
DATE:	16 DECEMBER 2015
REPORT BY:	EXECUTIVE DIRECTOR BUSINESS TRANSFORMATION MANAGER
WARD:	ALL
COMMUNITY FORUM:	ALL
KEY DECISION REFERENCE (IF APPLICABLE):	547

FOR PUBLICATION

1.0 **PURPOSE OF REPORT**

- 1.1 To inform members of the outcome of the GPGS programme review and recommend a revised programme of GPGS work.
- 1.2 To seek Council approval to deliver that revised programme of work as detailed within the business case and associated appendices.

2.0 **RECOMMENDATIONS**

- 2.1 That Full Council approves the revised GPGS Business case.
- 2.2 That the GPGS board should monitor the implementation of the GPGS as per the agreed project plan and cost model.

2.3 That delegated authority be granted by Full Council to ensure that decisions can be taken swiftly to ensure the programme is delivered in an informed and timely manner as detailed in section 5 of this report.

3.0 BACKGROUND

3.1 The GPGS programme was launched in December 2013 and it was agreed in early 2015 that it should be reviewed to ensure its ongoing viability and that it continue to focus on the areas which are currently of greatest benefit to the council and its objectives.

3.2 This report and its recommendations were considered by Cabinet at its meeting on 1 December, 2015 where it was resolved that the recommendations be supported.

4.0 REVIEW

4.1 A comprehensive review has been conducted of the whole programme during 2015, the outputs from which have been captured in the attached Business Case, Appendix 1, and its associated appendices A-K

4.2 An overview of the business case is presented to Cabinet & Full Council in the form of a presentation, Appendix 2.

5.0 DELEGATED AUTHORITY

5.1 GPGS is a fast moving transformation programme which will often require decisions to be taken at various levels in a timely manner. These decisions may related to areas of spend, be strategic or operational.

5.2 It is proposed that the following delegated authority mechanism be established to enable the council to act swiftly when such decisions are required.

5.3 Cabinet

5.3.1 To set overall budget and strategy for the GPGS Project

5.4 Executive Director with responsibility for GPGS Project

- 5.4.1 To decide on all strategic issues and to approve spending in accordance with the agreed GPGS Cost Model
 - 5.4.2 Where practicable any decision to spend over £50,000 shall be made only after formal consultation at the GPGS Board. If not practicable to do so the Executive Director shall consult with at least one GPGS Board member before making a decision and then inform all GPGS Members in writing.
- 5.5 Business Transformation/GPGS Programme Manager]
[Transformation Programme Manager current proposal for new structure]
- 5.5.1 To make all operational decisions with regard to the GPGS project and to approve spending in accordance with the agreed GPGS Cost Model to the maximum value of £25,000
- 5.6 Any decisions shall be reported to the next available GPGS Board meeting for information.

6.0 RISK MANAGEMENT

- 6.1 A comprehensive summary of risk is included as Appendix (GPGS Risk register) to appendix 1 (GPGS Business Case)

7.0 EQUALITIES IMPACT ASSESSMENT (EIA)

- 7.1 The equalities impacts of all the proposals in this report for race, disability, gender, sexual orientation, age and religion have been considered and assessed. Equalities improvements have informed the development of the proposals and where possible, action has been taken or incorporated into the proposals.
- 7.2 All projects within the GPGS Programme will also consider individually all potential equality issues and opportunities.

8.0 **RECOMMENDATION:**

- 8.1 That Full Council approves the revised GPGS Business case.
- 8.2 That the GPGS board should monitor the implementation of the GPGS project as per the agreed project plan and cost model.
- 8.3 That delegated authority be granted by Full Council to ensure that decisions can be taken swiftly to ensure the programme is delivered in an informed and timely manner as detailed in section 5 of this report.

9.0 **REASONS FOR RECOMMENDATION:**

- 9.1 To enable the council to deliver a transformational programme which:
 - Improves services to customer and residents
 - ensures Value for Money
 - delivers financial efficiencies
 - transforms and modernises the council
 - supports staff and members to deliver effective change
 - manages benefit realisation
 - is flexible and agile to grasp future opportunities

You can get more information about this report from Karen Brown - 5293 or James Drury - 5292



Business Case

Project name:	Great Place Great Service (GPGS) Programme
Date of report:	November 2015
Author:	Karen Brown
Sponsor:	GPGS Exec Board

1.0 Executive Summary

- 1.1 The Public Sector in the United Kingdom is facing unprecedented change and challenge. In simple terms there is huge pressure to do “more with less”.
- 1.2 However rather than simply aiming to reduce cost in all that we do, it is important that we begin to think and act differently to deliver the levels of change required to meet the financial challenges and at the same time keep supporting Chesterfield District and prioritising our activities and resources to meet the Council’s vision.
- 1.3 We therefore need to deliver change which is transformational rather than incremental. To achieve this we need to start to address the much broader and more complex set of cultural and organizational changes which are needed to deliver significant benefit.
- 1.4 In addition to the financial pressures, there is also a range of other activity that leads to uncertainty for our future planning. This includes the ongoing devolution discussions, changes to business rates and changes impacting on our Council Housing.



- 1.5 We also need to be aware of changing customer and therefore service needs, our growing and aging population, that is also more mobile in nature and its use of technology.
- 1.6 Currently, in the context of many unknowns, we estimate that we will need to reduce our revenue expenditure by about 25% over the next 5 years.
- 1.7 Our Council had anticipated some of the financial challenges that we would face and has already reduced costs and established the Great Place Great Service (GP:GS) Programme in 2013 to deliver change and financial benefits.
- 1.8 The increasing financial pressure and significant changes in the Public Sector means we need to review the scope and impact of GP:GS to ensure we remain focussed on the right things.
- 1.9 Maintaining the Programme therefore needs strong and clear leadership and governance arrangements, demonstrating a clear focus of accountability. We must use formal program management disciplines and prioritisation of activities and program changes, based on a transparent reporting and informed decision making.
- 1.10 We must also be strong and disciplined to drive through changes and deliver financial benefits as outlined in detailed business cases.
- 1.11 It is therefore intended that the GP:GS 2015:2025 Programme will be delivered through a range of Workstreams :
- Establishing Solid Foundations
 - Smarter Working
 - Estate Rationalisation
 - Commercialisation
 - Procurement
 - Change Readiness and Change Management
- 1.12 These workstreams have been included in the GP:GS 2015:2025 business cases. To deliver these workstreams it is estimated that there will be £3.1 million revenue cost and £1.0 million capital costs, with financial benefits during the 10 year period amounting to £6.8 million revenue savings and £1.5 million capital saving.



- 1.13 When fully delivered the GP:GS 2015:2025 Programme will:
- Save money and be an important part in tackling our budget challenges
 - Improve the services we offer our customers and residents
 - Transform and modernise the Council
 - Support staff and members to deliver effective change
 - Enforce tight controls to manage activities and benefits realisation effectively
 - Need to be tenacious, determined and at times ruthless
 - Need to be flexible and agile to grasp future opportunities

2.0 Introduction & Context

- 2.1 The GPGS programme was initially launched in December 2013, and has been billed as 'the' transformation project for Chesterfield Borough Council, looking to invest £1.4 million over 3 years in order to save £3.5 million over the 10 year horizon taking us to 2023/24
- 2.2 Since the launch in 2013/14 many changes have been made and many things have been achieved, including
- Removal of the old fashioned clocking in machines from the Town Hall reception area
 - Agreement of Model Office design and principles, with working model office areas developed in the VIC and the Town Hall.
 - Completion of a Townscape Heritage assessment of the Town Hall, ensuring we know exactly what we can and can't do with the building.
 - 1st stage planning of what a re-shaped Town Hall could look and feel like.
 - Sale of assets totalling of £750K
 - Business Rate Rebates totalling £340K one off and 85K per annum savings
 - Cashiering service relocated to HLC allowing the sale of the building for £220K
 - GIS Systems have been integrated and upgraded providing 1 version accessed by all relevant officers across the council.
 - An audit has been conducted of all Application systems (software) to help identify which systems we can stop using and which we need to develop.
 - Introduction of Voluntary service partners into the Town Hall, leasing space in a renovated basement area, raising income for £38,000 per annum



- A clear out, of old unused and un-needed storage across the town hall, notably the 5th & 4th floors and basement areas to enable use of the fourth floor for additional office space.
- Completion of the super depot facility, located at Stonegravels and now the base for both Housing operatives & Environmental services operatives. Realising £75K of capital funding after build costs and an annual saving of £12k for operational costs
- Introduction of Leadership & Development training for 132 managers & supervisors
- Lean training at various levels provided to over 200 employees to enable them to implement and manage change in their own areas.
- Established a significant amount of baseline data re many things including
 - staff space requirements,
 - staff technology needs,
 - customer interactions volumes per subject
 - customer interaction transaction types & times
 - cost of communication channels

2.3 These achievements have to date cost the organisation £320,000

2.4 A significant factor which remains unchanged is the councils approach to meeting the challenge of the austerity measures; we remain committed to the principles of GPGS which are summarised in section 6 of this report.

2.5 The final key factor which remains unchanged is that around stakeholder expectations, our stakeholders (residents, businesses, visitors, staff) quite rightly, continue to expect an excellent service from Chesterfield Borough Council, this includes access to services at a time and in a way which suits their needs.

2.6 However whilst the expectations have remain unchanged the funding pressures facing the council are becoming more challenging, since 2011 there has been £4.4 Million cut from central government support budgets, this includes £2 Million of new cuts since the project commenced, all indications are that austerity will continue until 2020 when it is assumed that the Council will need to have achieved financial self-sufficiency. This represents further cuts in the region of £2.7 Million



3.0 Developing the Operating Model

- 3.1 It is proposed that the Council develops a new operating model to enable the ability to meet the challenges it faces up to 2020. This operating model will help the council understand and answer the following:
- What do we want Chesterfield to feel like in 4 years?
 - What outcomes do we need to deliver to achieve that?
 - How does the council need to work, think, act and behave to achieve this?
 - What activity must we undertake to achieve the agreed position
 - How do we know we are doing the right things at the right time?
- 3.2 The approach proposed to deliver the operating model is:-
- Senior stakeholder engagement
 - Baseline assessment & context from existing work
 - Develop a draft operating model & identify barrier to change
 - Hold a Cabinet / CMT Facilitated workshop
 - Develop final draft operating model and present to senior stakeholder
 - Operating model to be approved by GPGS Board
- 3.3 The operating model is planned for completion by December 2015

4.0 Case for Change

- 4.1 Since the launch of GPGS in 2013/14 the council has collated a significant amount of data, enabling the ability to review the GPGS programme to ensure that it is continuing to be on track to deliver in such a way that best equips the council to meet its current and future challenges. This exercise is good project management practice and acts as a gateway review for the project.
- 4.2 A change in the senior leadership at the Council and in the leadership of the GPGS project has provided an excellent opportunity to conduct this review with fresh eyes.
- 4.3 A thorough review has been undertaken during 2015, led by an Executive Director within the council, supported by the Business Transformation Manager and utilising expert resource from across the council including,



Finance Director, Head of Kier Chesterfield, Key Senior contacts with arvato, the GPGS Project officers and the GPGS Executive Board.

- 4.4 A lessons learnt exercise was conducted with officers from across the council; a summary of key themes from this exercise is attached at Appendix A, This exercise highlighted the strengths of work undertaken so far, in relation to governance, launch event, relationships with Keir & Arvato and Asset management work, the exercise also summarised the perceived negative elements, notably Communication, training, consultation and the focus on the town hall.
- 4.5 The review has confirmed that the GPGS programme ‘is the right thing to do, is based upon the right principles and targeting the right areas’. It does however identify other issues which must be addressed to ensure the success of the programme.
- ICT Infrastructure – This needs to be modernised and stabilised before new pieces of software and hardware are added with high functionality.
 - Telephony needs to be brought into the business case to fully enable the mobile working principles.
 - Website & Intranet projects, these are two key enablers of the change of GPGS and therefore it is essential that they are incorporated into the programme.
 - Procurement will become a key strategic transformational tool going forward and is therefore recommended for integration into the programme.
 - Commercialisation opportunities are being explored and governance around this process is recommended to be incorporated into the GPGS framework In order to allow timely decision making to best capitalise on opportunities.
 - The establishment of solid foundations. See section 7 of this report for further details.
- 4.6 Whilst there are many new things now recommended for inclusion in the GPGS programme of work, consideration has also been given to areas included previously that we now feel should be removed or delayed. Main areas identified are Customer Relationship Management (CRM) & Document Management System (DMS), in both cases it is felt that these are the right things for us to do as an organisation, however we feel that there are other things, such as ICT infrastructure, website and Intranet which we must get



right first before we push on with these initiatives. It will therefore be recommended within this report that these items are delayed for approximately 18 months to allow officers to focus on establishing these foundations before progressing with the new technologies that relate to CRM & DMS.

5.0 Programme Principles / Assumptions / Scope

5.1 Principles

- The council remains 100% committed to achieving the following through the GPGS programme.
 - We want Chesterfield to be a great place to live in, work and visit.
 - We want to operate great facilities and provide great services for our customers
 - 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 5 key strategies – ICT, Customer Services, Workforce Development and Asset Management, Commissioning & Procurement Strategy
 - Helping to deliver a solvent and financially sound council
 - Having a workforce that is willing and able to embrace change
 - Introducing flexible working and a modern working environment

5.2 Assumptions

- The following assumptions have been made during the development of this business case.
 - That members remain committed to the corporate plan for 2015-19 and the core value of Putting our Communities First
 - That austerity measures continue till 2020 as predicted.
 - That funding is available to invest in the project as defined within the cost model included in this report.
 - That the council address the underlying ICT infrastructure requirements utilising the ICT reserve or other funding, outside of the cost model included for this project.



- That the commercialisation group will operate with its own governance framework and cost model, reporting into the GPGS Framework at agreed frequencies and with larger scale projects
- Organisational commitment and adequate resource allocation.
- That when non staff related savings are identified they are removed from budgets with immediate effect.
- That when staff related savings are identified they are realised via redeployment, voluntary redundancy or if require compulsory redundancy as quickly as possible in accordance with legislation and CBC Policies and procedures.

5.3 Scope

- The specific scope of this programme remains limited to those items included within the cost model attached at Appendix B and detailed in section 7 below. Delegated authority is recommended with the GPGS Board, Executive director and Business Transformation Manager (or equivalent roles if restructuring applies) be given authority to make decisions on spend within the remit of the approved cost model and within their individual approval limits where applicable.
- Members should however be aware that in order for the programme to be flexible and agile to grasp future opportunities, that change control requests are likely to be presented in the future to seek approval to amend this documented scope

6.0 Projects / Work streams

6.1 The GPGS programme is a comprehensive programme that is based around some key themes and work areas, the paragraphs that follow provide an overview of what is included in each of the key areas

- Establishing solid foundations
- Smarter working (Town Hall Restack, Flexible working & Telephony)
- Estate Rationalisation
- ICT Infrastructure
- Website & Intranet
- Commercialisation
- Procurement
- Change readiness and Change Management



6.2 Establishing solid foundations

- Developing an Operating Model - As detailed at section 3 of this report.
- - Developing Strategies in a constant manner ensuring that all cross cutting issues are addressed holistically, embedding the one council approach and the operating model.
 - ICT strategy (By Dec 2015)
 - aiming for clarity and a checklist for future ICT commissioning, procurement and development with increased corporate control
 - ICT is developed as an enabler of change
 - Recognising the significance of data and information assurance / security
 - Identifying and planning for more efficient and effective 'day to day' ICT provision
 - Customer Services Strategy (by March 2016)
 - supporting channel shift
 - increase access to services via digital and self service
 - improve first point of contact resolution
 - scalable solution to work with partners
 - 'Always think customer'
 - 'Our customers are never in the wrong place'
 - Shift performance indicators from volumes to quality measures
 - Workforce strategy.
 - Ensuring the council's workforce is appropriately skilled and sized to deliver the council's needs.
 - Maximising training & development opportunities.
- Changing & Improving our
 - ICT
 - Customer Service
 - Support Service
 - Rent Collection
 - Website & Intranet
 - Information Assurance
- *This is a programme of work running till December 2016 and will look to integrate all the above, preparing the organisation*



collectively for the changes and challenges ahead, This work will be supported by the ICT Steering Group, The Workforce strategy group and the Customer Services group.

6.3 Smarter working – (Town Hall restack , including flexible working & Telephony)

6.3.1 A significant piece of work, demanding the greatest level of funding within the overall project, but one which has the potential to develop a flagship building, fit for purpose and future proofed, a building that can be utilised by staff whilst also providing opportunities for commercialisation with partner agencies and private sector organisation renting space in a sleek modern working environment.

6.3.2 This part of the business case has the ability to provide a 3 year return on investment (capital & revenue)

6.3.3 The project will require £790K capital investment, with building works programmed to take approximately 15 months to complete. Background work has already been undertaken around this project to ensure that we can move swiftly to implementation. Including

- Specifications for furniture developed
- Specification for finish of offices and breakout space complete
- Audit of staff
 - Departmental structures
 - Numbers
 - Relationships
 - Interdependencies
 - Categorisation of staff
- Audit of accommodation and assessment of suitability and efficiencies:
 - Requirements
 - Storage
 - Reception
 - Meeting Rooms
 - Heritage issues, including procuring a Conservation Management Plan
- Audit of furniture
 - Condition, size



- Legacy value
- Storage capacity and flexibility
- DSE compliance

6.3.4 Once the Town Hall is developed the available space for rental is expected to achieve a combined income of over £170K per annum, on top of the £38K per annum already being received for the VSO space in the east basement area. In addition this work will release space in other locations including Venture House and 87 New Square which will be re-let / sold. Full details of the costs -and income opportunities are included in the GPGS cost model attached at Appendix B with further detail in the Town Hall Restack summary document attached at Appendix C.

6.4 Estate rationalisation

6.4.1 The council's partner, Keir Chesterfield, provides a business as usual property rationalisation service for CBC as part of the PPP contract through which they are managing over 300 properties on our behalf and conducting rolling programme of reviews, looking specifically at each asset and making recommendations around the future of each property within our portfolio

6.4.2 As part of GPGS, work has been specifically identified in relation to 2 locations which are included within the cost model. These are

- 87 New Square, the current location of the councils CCTV service, planned for relocation to the Town Hall as part of the Restack
- 6 Ashgate Road (currently the museum store) an ongoing GPGS project looking to relocate the store to a more suitable location to release the building at 6 Ashgate road and its surrounding car park for development.



6.5 ICT infrastructure

- 6.5.1** The council's current ICT infrastructure is aging; much of the hardware is in need of replacement and where appropriate migration to cloud hosted services is ongoing.
- 6.5.2** We continue to have a multitude of software in use across the organisation, some of which is redundant and in the process of being 'turned off', many software systems are in urgent need of upgrade, whilst some software which is still required is considered end of life and alternative solutions need to be sourced.
- 6.5.3** GPGS raises the requirement for some elements of new software.
- 6.5.4** Officers are aware of the need to ensure that the core infrastructure is capable of coping with any new systems we require to modernise, before they are procured and implementation is attempted, this is with a view to ensuring smoother implementation, more effective systems and greater benefits when installation does take place. It is on this basis that officers recommend that the ICT infrastructure is handled as a priority ahead of further new software installations relating to CRM or DMS.

6.6 Website / Intranet

- 6.6.1** The council has recently procured new Intranet and Website solutions which are in the process of being rolled out, these systems form part of the establishing solid foundation plan, and play a key role in helping stabilise the council's infrastructure overall and will become key platforms to enable staff and customers to access our services and data moving forward

6.7 Commercialisation

- 6.7.1** The Council is committed to investment and growth to ensure financial self-sufficiency by 2020 and has thus established a Trading Board that are responsible for co-coordinating and



exploring new commercialisation opportunities that the council may wish to embark upon in the coming years.

- 6.7.2** Following discussion at the July 2015 GPGS Executive Board, it has been agreed that activities to develop the council's trading activities should form part of the revised GPGS programme. The aim of expanding trading activities is to improve the overall financial stability of the council. This would be both through expansion of existing activities, to improve the financial return to the council, and exploring new activities where opportunities exist for a financial return. Given this remit, it makes sense to consider this work alongside other key elements of transformation within the overall Great Place Great Service programme.
- 6.7.3** The role of the programme, largely carried out by an already established Trading Board comprised of senior officers, would be to support and challenge the expansion of trading activity. It will not be to directly develop, implement or manage trading services (although some service managers on the Board may also be those responsible for new and/or expanded trading activity). The approach taken will be for services to bring forward business cases for each activity for consideration by the Trading Board. It is expected that the level of detail in those cases and testing to which they will be subjected, will be proportionate to the potential risks and rewards of the new activity. Where possible, the Board will agree cases for implementation, but where there is the potential for higher risk activities, these will require approval by the GPGS Ex Board.
- 6.7.4** Potential areas for focus include expansion of existing service activity already operating on a trading basis, including housing repairs, gas servicing, commercial waste, grounds maintenance and building cleaning. However, proposals will need to show an appropriate balance of risk and reward, consideration of which will need to include the market within which those services will operate and the council's ability to trade competitively within them. In terms of potential new activity, work is being undertaken on proposals for



redeveloping vacant residential property, both through acquisitions and for vacant HRA stock. Building new housing, through a separate company, will also be brought within the scope of this Board. In the medium term, catering activity is a further area where proposals could be developed.

6.7.5 Each business case will need to set out a clear financial case that shows the return on investment. At this stage it is hard to put a figure on the overall level of increased income that could come from additional trading activity, but unless the authority has a high level of risk appetite (and is prepared to invest substantially in new plant, staff, marketing etc.) then returns are likely to be incremental and build over time. It is likely that there will be costs involved in preparing some of the business cases, particularly where the ventures involve different legal or financial structures and/or greater exploration of the market than can be done in house. As a very broad estimate, there may be costs of 30-50k in 15/16 for specialist support on developing business cases, though a significant share of that could fall to the HRA if linked to the new housing company. In future years, it is likely those costs would increase, particularly if a company is established to deliver new housing. A very rough figure of 50-80k p.a. for 16/17 and 17/18 might be appropriate; though for 18/19 onwards this should fall as greater expertise is developed in-house and/or future costs are met from the profits of previous activity. NB these are indicative costs which at this stage have not been included in the cost model as it is the intention to bring individual Business Cases to the board as and when required.

6.7.6 The Terms of Reference for the trading board can be seen at Appendix D

6.8 Procurement

6.8.1 Procurement is a transformational tool which can provide opportunities for efficiencies and rationalisation if managed appropriately. Officers propose that the Councils approach to and management of the procurement process be included



within the GPGS programme to ensure that opportunities are maximised.

- 6.8.2** A Cabinet paper has been developed, Appendix E, detailing the proposals around the future service provision for procurement, this paper is scheduled for cabinet during November 2015.

6.9 Change Readiness and Change Management

- 6.9.1** The council needs to recognise the need to understand the impact of change on our workforce.
- 6.9.2** For change to be effective the workforce need to be engaged, understanding and supportive of the change needs of the organisation and in return the organisation needs to reflect and meet these requirements through both day to day management and strategic longer term workforce strategy activity.

7 Potential Future Work

7.1 Customer relationship management (CRM)

- 7.1.1** This element of the project is offers the potential for transformational change for the council, A business case has been developed and is attached, Appendix F, This case has been written to provide information to the board regarding the benefits and costs to purchase and implement a new Customer Relationship Management (CRM) system with online self-service functionality.
- 7.1.2** The business case provides the costings of three suppliers and identifies projected savings from rationalising IT systems, and channel shifting customers to online self-service.
- 7.1.3** The business case does demonstrate that implementing a CRM alone will not provide the council with cashable efficiencies, in fact it will cost the council approximately £215K during its first 5 years, it will however allow us to transform the way we choose to allow our customers to interact with us and will make our services significantly more accessible outside normal office hours.



7.1.4 This change to contact channels and the ability for customers to transact fully with the council online will in turn allow the back office functions to reshape the way they work and the tasks they are required to perform. This will enable officers to focus on other areas of work where their professional skill can be most effective and in turn may provide additional efficiencies which at this stage cannot be quantified.

7.1.5 This area of work remains important to GPGS, however due to the technology and time commitment required to implement effectively, coupled with the need to improve our basic ICT infrastructure first, officers do recommend that this work is not progressed for approximately 18 months.

7.2 Document management

7.2.1 The implementation of a corporate wide Document Management System (DMS) and an accompanying Electronic Mailroom Solution (EMRS) have been part of the GPGS programme since its launch in 2013 / 14.

7.2.2 Early indication are that DMS will cost the Council in the region of £450K to implement and will have ongoing system costs of £23K per annum. To date officers have been unable to attribute planned savings to DMS or EMRS.

7.2.3 The DMS and EMRS are recommended for further investigation in 18-24 months' time once the core ICT infrastructure has been developed. At this point officers will need to re assess costs and conduct a formal analysis of potential benefits which the council could achieve through the implementation of the systems.

8.0 Approach to Implementation

8.1 All elements of the project described in section 7 will have business cases produced using the CBC project toolkit. All business cases will be presented to the GPGS Board for approval.

8.2 The GPGS board will have delegated authority to make procurement decision and decisions around resource spend, within budget levels as set out in the GPGS Cost model – Appendix B



8.3 The GPGS board will operate its meetings with a forward plan approach which will be utilised to ensure follow up on all elements of change to ensure effectiveness and desired results.

9.0 Resourcing the programme including PMO

9.1 The programme will be implemented by a combined Business Transformation and GPGS Team. This team will need to operate to a revised structure

9.2 The implementation team will be supported by Project academy officers along with key officers from across the organisation as specialist skills are required, officers /teams will include

- Communications & Marketing,
- Policy for Consultation,
- Service area subject matter experts,
- PPP Client,
- Finance,
- Legal & Governance.

9.3 Further key partners to ensure the successful delivery of the project include both arvato and Keir through the PPP arrangements. Key officers from both organisations are recommended to be included in the GPGS project board.

9.4 As part of GPGS it is proposed that the council develops a Program Management Office (PMO), defines and maintain the standards and processes related to project management within an organisation, in our case they will also co-ordinate and report on progress to all key projects, this can be utilised for GPGS but also for other projects across the council including the corporate plan and service plans

9.5 Performance management & reporting for GPGS projects will utilise the 7 keys approach with monthly reporting against progress in 7 key areas for each project summarised on a worksheet showing the RAG status of each of the 7 keys allowing the board to focus on managing performance by exception. An example is attached – Appendix G



10.0 Risks & Issues

- 10.1 A Programme of this scale comes with many associated risk and issues, these have been summarised on the councils risk management document, attached at appendix H. The PMO function will review risk on an ongoing basis with a formal review at the GPGS Board on quarterly cycle.
- 10.2 In addition to the risk log attached all individual business cases have their own specific risk & issues section.

11.0 Governance

- 11.1 The GPGS board will meet on a monthly basis (more frequently if required or at peak stages of project implementation).
- 11.2 The board will consist of the following members / Officers
- Leader of the Council
 - Deputy Leader of the Council
 - Lead Member for Business Transformation
 - Chief Executive
 - Executive Directors
 - Chief Finance Officer
 - Business Transformation Manager
 - Communication & Marketing Manager
 - Head of Kier Chesterfield
 - Arvato Key Account Manager
 - Trade Union Representative
 - Other key officers will be invited to attend as and when required.
- 11.3 A written record will be maintained for all meetings and the standard agenda will be as per the example at Appendix I, the outcomes of the meetings will be recorded in action & decisions logs as part of a RAID (risk, Action, Issue & decision) log document. – Appendix J
- 11.4 Key project delivery teams will be established and disbanded as required to focus on task and finish delivery of various project elements. In the first 18 months this will include a working group focusing on the delivery of the Town

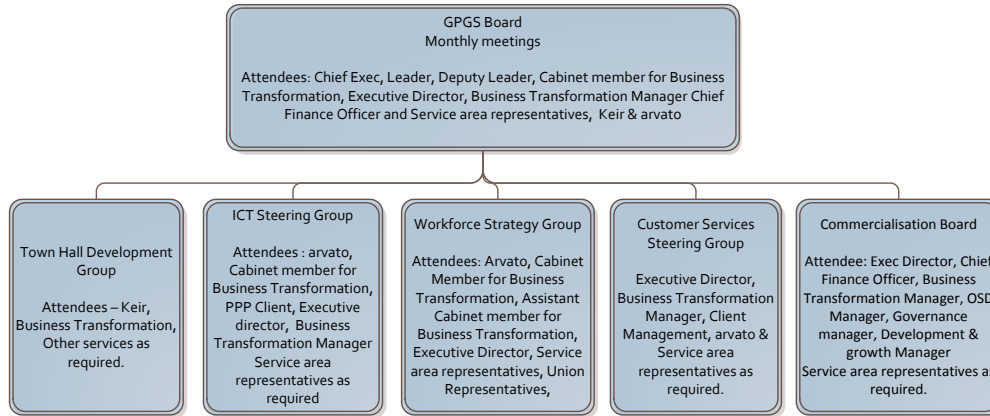


Hall Restack and will contain key officers from Kier and from the BT / GPGS team.

- 11.5 GPGS will not establish new working groups to deliver GPGS Issues when existing groups are already in existence, we will work with these groups to ensure an appropriate focus on GPGS Issues embedding the GPPS Issue as appropriate.
- 11.6 The ICT Steering Group will continue to operate and will focus on ensuring the establishments of solid foundations with an early focus on:
- Development of an ICT Strategy
 - Website development
 - Intranet Development
 - ICT Infrastructure
- 11.6 Workforce Strategy Group will continue to operate with a focus on ensuring that we have an appropriate sized and skilled workforce to deliver our organisational needs
- 11.7 The customer services working group will be focusing in the initial period at getting the customer service foundations established in order to ensure that we can build solid business case moving forward around our CRM options or any alternatives, the teams focus is around improving the customers experience and service accessibility, not around implementing a piece of software.
- 11.8 The following graphic is a visual representation of the governance arrangements described above.



CHESTERFIELD BOROUGH COUNCIL





12.0 Costs

12.1 The following chart shows the cost summary for the programme options. These costs are supported by a detailed cost model which can be found at Appendix B, the model has been developed in conjunction with Finance and initial funding has been ring fenced to allow the project to start with the required cash injection.

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	2015-16		2016-17		2017-18		2018-19		2019-20	
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital
Total Expenditure	671,863	374,000	616,530	616,000	301,530	0	377,530	0	131,530	0
Total Income / Budget Savings	-505,420	-374,000	-715,600	-876,000	-673,572	-225,000	-788,237	0	-627,340	0
Net Cost/(Saving) before financing	166,443	0	-99,070	-260,000	-372,042	-225,000	-410,707	0	-495,810	0

	2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL	
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital
Total Expenditure	341,530	0	207,530	0	131,530	0	131,530	0	207,530	0	3,118,633	990,000
Total Income / Budget Savings	-837,340	0	-703,340	0	-627,340	0	-627,340	0	-703,340	0	-6,808,869	-1,475,000
Net Cost/(Saving) before financing	-495,810	0	-495,810	0	-495,810	0	-495,810	0	-495,810	0	-3,690,236	-485,000



13.0 Benefit Realisation

- 13.1 Benefit Realisation is essential to the success of this project, all predicted savings must be realised as cash in the bank in order to move the council towards a position of financial self-sufficiency by 2020.
- 13.2 The ability to realise real benefits from this project varies from section to section, in many cases the transition is straight forward, e.g. income will be received once tenants are secured and moved in and liable to pay. However some remain more challenging, especially as the project progresses and we explore more comprehensively the operational benefits.
- 13.3 Operational benefits will generally take the form of a reduction in the amount of time taken to perform a process, in theory these can add up and be the equivalent of significant sums of cash or number of hours work, however in practice, the realisation of this cash is difficult for two reasons, firstly it only becomes real cash if costs are reduced and this often means losing a member of staff, secondly it can be very difficult to identify that member of staff as work is usually lost on the basis of a few hours per person rather than all of one person's job role.
- 13.4 The council must be prepared to realise savings associated with staff levels in order to secure savings, this can be done via redeployment, voluntary or compulsory redundancies in line with legislation and CBC policies and procedures.
- 13.5 The council must become more disciplined in its approach to realising savings that can be released from budgets (none job related) these are to be removed from budgets with immediate effect when changes are made and savings reported to GPGS Board.

14.0 High Level Milestone Plan.

- 14.1 A high level milestone plan summarising timeframes associated with all work referenced within this report is attached. Appendix K



Summary of appendices

- A Lessons Learnt Summary
- B GPGS Cost model
- C Town Hall Restack detailed options proposal.
- D TOR for commercialisation board
- E Procurement options Cabinet paper
- F CRM Business Case
- G 7 keys summary report
- H Risk Management Log
- I Sample GPGS Board agenda
- J Sample RAID log
- K High Level milestone plan.

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CHESTERFIELD
BOROUGH COUNCIL

Great Place Great Service Revised Programme December 2015

James Drury

Context

- Purpose of presentation is to provide a summary of the business cases and appendices
- Revised business case produced
- Regular updates throughout the process to GPGS Board, Cabinet, Scrutiny and CMT
- Provide outline financial costs and benefits
- Must ensure we focus on the right things to deliver transformation and contribute towards a balanced budget



Proposed Priority Projects

- Establishing solid foundations (ESF)
- Smarter working
- Estate rationalisation
- Commercialisation
- Procurement
- Change readiness and Change management



- Customer Relationship Management system (CRM) and Document Management System (DMS) to be reviewed following ESF



Establishing Solid Foundations

- Target Operating Model – 2015 to 2020 - actions for delivery to be agreed and incorporated into GPGS
- Developing strategies for Customer Services, ICT and Procurement
- Changing and improving our :
 - customer service
 - ICT
 - procurement
 - support services
 - rent collection
 - website / intranet
 - information assurance



Consistently

Developing our Strategies

- Supporting our values
- Aiming for increased corporate control and a checklist for future compliance
- One Council approach
- Valuing our customers, our data and information
- Flexible, sustainable approach and solutions
- Legal and policy compliance
- Strategy document completed and approved between December 2015 and March 2016



Changing and Improving

- Customer Service
- ICT
- Support Services
- Procurement
- Rent Collection
- Website and Intranet
- Information assurance



This suite of projects will deliver:

- a better understanding of our services
- improved service delivery for our customers
- an effective 'One Council' solution
- identify specific opportunities for future savings and deliver quick wins

Projects will all being completed by December 2016

Smarter Working (completed March 2017)

- Town Hall
- Mobile working
- Telephony
- Printing

Estate rationalisation (ongoing)

- Making best use of our buildings
- Increasing our rental income
- Selling the right assets at the right time for the right price

Commercialisation

- Aims to expand trading activities to help achieve a balanced budget
- Possible areas include – housing repairs, gas servicing, commercial waste, grounds maintenance and building cleaning



Town Hall Restack - Milestones

- Layouts agreed
- Register Office
- Housing
- arvato call centre
- Venture House
- CCTV
- 87 New Square
- 3rd floor to rent
- Completed by March 2017



GPGS Cost and Benefits

- 10 year business case 2015/25
- Detailed financial model to support business case
- £3.1m revenue and £1.0m capital cost
- £6.5m revenue and £1.5m capital savings
- Shortfall in 15/16 financed by service improvement fund
- Future opportunities - business case approach

10 years

£8m



£4.1m

Summary – GPGS

- Is focussing on the right things
- Will save money, help tackle our budget challenges, and be an effective invest to save transformation programme
- Will improve the services we offer our customers and residents
- Will transform and modernise the Council
- Will support staff and members to deliver effective change
- Will enforce tight controls to manage the activities and the benefits realisation effectively, through our new Programme Management Office (PMO) function
- Will need to be tenacious, determined and at times ruthless
- Will need to be flexible and agile to grasp future opportunities



GEN FUND ONLY ?

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Economic Case / Return on Investment

Financial Case / Affordability

		2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL		
		Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	
Expenditure																								
Town Hall Restack *		20,000	374,000	45,000	416,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	65,000	790,000	
ICT		246,800	0	105,000	0	0	0	76,000	0	0	0	210,000	0	76,000	0	0	0	0	0	76,000	0	789,800	0	
CCTV		0	0	165,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	165,000	0	
Telephony		89,893	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	724,663	0	
Property & Accommodation		0	0	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200,000	
Solid foundations		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CRM & DMS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Procurement		76,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	625,000	0	
Operating Model		12,350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	12,350	0	
Commercialisation		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Structure / Resource / PMO		226,820	0	170,000	0	170,000	0	170,000	0	0	0	0	0	0	0	0	0	0	0	0	0	736,820	0	
Total Expenditure		671,863	374,000	616,530	616,000	301,530	0	377,530	0	131,530	0	341,530	0	207,530	0	131,530	0	131,530	0	207,530	0	3,118,633	990,000	
Income/existing budget savings:																								
Town Hall Restack **		0	-374,000	-69,500	-126,000	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-1,996,220	-500,000	
ICT		-205,000	0	-100,000	0	0	0	-76,000	0	0	0	-210,000	0	-76,000	0	0	0	0	0	-76,000	0	-743,000	0	
CCTV		0	0	-191,000	0	-26,000	-225,000	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-399,000	-225,000	
Telephony		-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-765,000	0	
Property & Accommodation		0	0	0	-750,000	0	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-259,000	-750,000	
Solid Foundations		0	0	-80,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-1,120,000	0	
CRM & DMS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Procurement		-92,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-1,145,000	0	
Operating Model		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Commercialisation		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Structure / Resource / PMO		-131,920	0	-81,600	0	-83,232	0	-84,897	0	0	0	0	0	0	0	0	0	0	0	0	0	-381,649	0	
Total Income / Budget Savings		-505,420	-374,000	-715,600	-876,000	-673,572	-225,000	-788,237	0	-627,340	0	-837,340	0	-703,340	0	-627,340	0	-627,340	0	-703,340	0	-6,808,869	-1,475,000	
Net Cost/(Saving) before Financing:																								
Town Hall Restack **		20,000	0	-24,500	290,000	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-1,931,220	290,000	
ICT		41,800	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	46,800	0	
CCTV		0	0	-26,000	0	-26,000	-225,000	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-234,000	-225,000	
Telephony		13,393	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-40,337	0	
Property & Accommodation		0	0	0	-550,000	0	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-259,000	-550,000	
Solid Foundations		0	0	-80,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-1,120,000	0	
CRM & DMS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Procurement		-16,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-520,000	0	
Operating Model		12,350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	12,350	0	
Commercialisation		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Structure / Resource / PMO		94,900	0	88,400	0	86,768	0	85,103	0	0	0	0	0	0	0	0	0	0	0	0	0	355,171	0	
Net Cost/(Saving) before financing		166,443	0	-99,070	-260,000	-372,042	-225,000	-410,707	0	-495,810	0	-495,810	0	-495,810	0	-495,810	0	-495,810	0	-495,810	0	-3,690,236	-485,000	
Earmarked Funding																								
Earmarked Funding		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance to finance:																								
Town Hall Restack *		20,000	0	-24,500	290,000	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-1,931,220	290,000	
ICT		41,800	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	46,800	0	
CCTV		0	0	-26,000	0	-26,000	-225,000	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-234,000	-225,000	
Telephony		13,393	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-40,337	0	
Property & Accommodation		0	0	0	-550,000	0	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-259,000	-550,000	
Solid foundations		0	0	-80,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-1,120,000	0	
CRM & DMS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Procurement		-16,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-520,000	0	
Operating Model		12,350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	12,350	0	
Commercialisation		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Structure / Resource / PMO		94,900	0	88,400	0	86,768	0	85,103	0	0	0	0	0	0	0	0	0	0	0	0	0	355,171	0	
In-year Balance to Finance		166,443	0	-99,070	-260,000	-372,042	-225,000	-410,707	0	-495,810	0	-495,810	0	-495,810	0	-495,810	0	-495,810	0	-495,810	0	-3,690,236	-485,000	
Add back savings in budget		190,500		276,000	800,000	276,000		276,000		276,000		276,000		276,000		276,000		276,000		276,000		2,674,500	800,000	
Impact on Budget Forecast		356,943	0	176,930	540,000	-96,042	-225,000	-134,707	0	-219,810	0	-219,810	0	-219,810	0	-219,810	0	-219,810	0	-219,810	0	-1,015,736	315,000	

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL		
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	
Expenditure																							
Building Work		300,000		200,000																	0	500,000	
Kier Management Fee 8% of value of building works		24,000		16,000																	0	40,000	
Kier Project management suport	20,000		45,000																		65,000	0	
Furniture		50,000		200,000																	0	250,000	
TOTAL EXPENDITURE	20,000	374,000	45,000	416,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	65,000	790,000	
Income / Savings																					0	0	
Rent for 1floor of town hall					-100,000		-100,000		-100,000		-100,000		-100,000		-100,000		-100,000		-100,000		-100,000	-800,000	0
Registry Office Income			-28,000		-57,000		-57,000		-57,000		-57,000		-57,000		-57,000		-57,000		-57,000		-57,000	-484,000	0
Town Hall Contribution from Housing			-25,000		-50,000		-50,000		-50,000		-50,000		-50,000		-50,000		-50,000		-50,000		-50,000	-425,000	0
Venture house rental for current arvato space			-9,500		-19,640		-19,640		-19,640		-19,640		-19,640		-19,640		-19,640		-19,640		-19,640	-166,620	0
Venture House rates fo rcurrent arvato space			-4,500		-9,200		-9,200		-9,200		-9,200		-9,200		-9,200		-9,200		-9,200		-9,200	-78,100	0
Venture House Service Charge for currently arvato space			-2,500		-5,000		-5,000		-5,000		-5,000		-5,000		-5,000		-5,000		-5,000		-5,000	-42,500	0
Earmarked reserve for build work		-374,000		-126,000																	0	-500,000	
																					0	0	
TOTAL INCOME/SAVINGS	0	-374,000	-69,500	-126,000	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	-1,996,220	-500,000
Total Net Cost/(Saving)	20,000	0	-24,500	290,000	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-1,931,220	290,000	
Earmarked Funding:																							
Capital																						0	
FUNDING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NET POSITION in year	20,000	0	-24,500	290,000	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-240,840	0	-1,931,220	290,000	
NET POSITION accumulative	20,000	0	-4,500	290,000	-245,340	290,000	-486,180	290,000	-727,020	290,000	-967,860	290,000	-1,208,700	290,000	-1,449,540	290,000	-1,690,380	290,000	-1,931,220	290,000			

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL	
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital
Expenditure																						
CCTV Cable link to town Hall			45,000																		45,000	0
CCTV new hardware & software			85,000																		85,000	0
CCTV - Specific Building adaptations & move costs			30,000																		30,000	0
CCTV Decommissioning Costs			5,000																		5,000	0
TOTAL EXPENDITURE	0	0	165,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	165,000	0
Income / Savings																						
87 New Square - Annual loss avoided - MS Figures			-26,000		-26,000		-26,000		-26,000		-26,000		-26,000		-26,000		-26,000		-26,000		-26,000	0
Sale of 87 New Square						-225,000															0	-225,000
V & P fund - cctv			-165,000																		-165,000	0
																					0	0
																					0	0
TOTAL INCOME/SAVINGS	0	0	-191,000	0	-26,000	-225,000	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-399,000	-225,000
Total Net Cost/(Saving)	0	0	-26,000	0	-26,000	-225,000	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-234,000	-225,000
Earmarked Funding:																						
FUNDING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET POSITION in year	0	0	-26,000	0	-26,000	-225,000	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-26,000	0	-234,000	-225,000
NET POSITION accumulative	0	0	-26,000	0	-52,000	-225,000	-78,000	-225,000	-104,000	-225,000	-130,000	-225,000	-156,000	-225,000	-182,000	-225,000	-208,000	-225,000	-234,000	-225,000		

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL	
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital
Expenditure																						
Mobile contract - EE																						
4 G sims for flexible working devices	12,000		19,152		19,152		19,152		19,152		19,152		19,152		19,152		19,152		19,152		184,368	0
Mobile contract costs																						
Call Costs	15,722		0		0		0		0		0		0		0		0		0		15,722	0
Monthly Costs	62,171		0		0		0		0		0		0		0		0		0		62,171	0
All inclusive cost	0		51378		51378		51378		51378		51,378		51,378		51,378		51,378		51,378		462,402	0
TOTAL EXPENDITURE	89,893	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	70,530	0	724,663	0
Income / Savings																						
Current mobile phone budget	-76,500		-76,500		-76,500		-76,500		-76,500		-76,500		-76,500		-76,500		-76,500		-76,500		-765,000	0
TOTAL INCOME	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-76,500	0	-765,000	0
Total Net Cost/(Saving)	13,393	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-40,337	0
Earmarked Financing:																						
TOTAL EARMARKED FUNDING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET POSITION in year	13,393	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-5,970	0	-40,337	0
NET POSITION accumulative	13,393	0	7,423	0	1,453	0	-4,517	0	-10,487	0	-16,457	0	-22,427	0	-28,397	0	-34,367	0	-40,337	0		

Existing budget covers all new dev

53% GF
36% HRA
10% PPP

Telephony

ices

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL	
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital
Expenditure																						
Business Rate Review fees - Keir																					0	0
OSD Office rationalisation costs																					0	0
HLC Office Review - refurb costs																					0	0
Eastwood Park Office Refurb Costs																					0	0
Museum Store relocation				200,000																	0	200,000
																					0	0
																					0	0
																					0	0
																					0	0
																					0	0
																					0	0
TOTAL EXPENDITURE	0	0	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200,000
Income / Savings																						
Sale of 6 Ashgate Road				-750,000																	0	-750,000
New business rate reductions (car Parks)																					0	0
Possibility to move 'On the move' into CBC owned property							-37,000		-37,000		-37,000		-37,000		-37,000		-37,000		-37,000		-259,000	0
TOTAL INCOME	0	0	0	-750,000	0	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-259,000	-750,000
Total Net Cost/(Saving) in year	0	0	0	-550,000	0	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-259,000	-550,000
Earmarked Funding - sale Ashgate Road	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET POSITION in year	0	0	0	-550,000	0	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-37,000	0	-259,000	-550,000
NET POSITION accumulative	0	0	0	-550,000	0	-550,000	-37,000	-550,000	-74,000	-550,000	-111,000	-550,000	-148,000	-550,000	-185,000	-550,000	-222,000	-550,000	-259,000	-550,000		

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		Totals			
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital		
Expenditure																								
																						0	0	
																						0	0	
																						0	0	
TOTAL EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Income / Savings																								
Customer Services & Support Services Savings			-50,000		-100,000		-100,000		-100,000		-100,000		-100,000		-100,000		-100,000		-100,000		-100,000		-850,000	0
ICT - Idox			-30,000		-30,000		-30,000		-30,000		-30,000		-30,000		-30,000		-30,000		-30,000		-30,000		-270,000	0
TOTAL INCOME	0	0	-80,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-1,120,000	0
NET EXPD /(INCOME)	0	0	-80,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-1,120,000	0
Earmarked Funding - Cap Prog																							0	0
NET POSITION in year	0	0	-80,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-130,000	0	-1,120,000	0
NET POSITION accumulative	0	0	-80,000	-80,000	-210,000	-80,000	-340,000	-80,000	-470,000	-80,000	-600,000	-80,000	-730,000	-80,000	-860,000	-80,000	-990,000	-80,000	#####	-80,000				

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL			
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital		
Expenditure																								
Partnership costs	17,000		39,000		39,000		39,000		39,000		39,000		39,000		39,000		39,000		39,000		39,000		368,000	0
Part year in house staff costs	45,000																						45,000	0
Procurement Client role	14,000		22,000		22,000		22,000		22,000		22,000		22,000		22,000		22,000		22,000		22,000		212,000	0
TOTAL EXPENDITURE	76,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	61,000	0	625,000	0
Income / Savings																								
Save existing budget	-92,000		-92,000		-92,000		-92,000		-92,000		-92,000		-92,000		-92,000		-92,000		-92,000		-92,000		-920,000	0
Savings achieved assumed target			-25,000		-25,000		-25,000		-25,000		-25,000		-25,000		-25,000		-25,000		-25,000		-25,000		-225,000	0
Income / existing budget saving	-92,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-117,000	0	-1,145,000	0
Total net cost/(saving)	-16,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-520,000	0
Earmarked Funding:																								
EARMARKED FUNDING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET POSITION in year	-16,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-56,000	0	-520,000	0
NET POSITION accumulative	-16,000	0	-72,000	0	-128,000	0	-184,000	0	-240,000	0	-296,000	0	-352,000	0	-408,000	0	-464,000	0	-520,000	0	-520,000	0	-520,000	0

HRA Split - 68%
GF 32%

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL	
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital
Expenditure																					0	0
																					0	0
TOTAL EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Income / Savings																					0	0
																					0	0
TOTAL INCOME / SAVINGS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET COST / (SAVINGS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earmarked Funding:																						
EARMARKED FUNDING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET POSITION in year	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET POSITION accumulative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		TOTAL	
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital
Expenditure																						
Current project academy budget	51,920																				51,920	0
Share of BT / GPGS Staff costs	170,000		170,000		170,000		170,000														680,000	0
Proposed project acadmey budget Entech si proposal	4,900																				0	0
																					4,900	0
TOTAL EXPENDITURE	226,820	0	170,000	0	170,000	0	170,000	0	0	0	0	0	0	0	0	0	0	0	0	0	736,820	0
Income / Savings																						
Saving on exiting budget	-131920		-81600		-83232		-84897														-381,649	0
																					0	0
Total net cost/(savings)	94,900	0	88,400	0	86,768	0	85,103	0	0	0	0	0	0	0	0	0	0	0	0	0	355,171	0
Earmarked Funding:																						
budget allocated to BT already																					0	0
Budget allocated to Project academy (allowed to roll over)																					0	0
																					0	0
Earmarked Funding:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
																					0	0
NET POSITION in year	94,900	0	88,400	0	86,768	0	85,103	0	0	0	0	0	0	0	0	0	0	0	0	0	355,171	0
NET POSITION accumulative	94,900	0	183,300	0	270,068	0	355,171	0	355,171	0	355,171	0	355,171	0	355,171	0	355,171	0	355,171	0	0	0

business case to cabinet each time we need to re fill the pot - One due for 2016/17

assumed funding based on previous allocations - Cabinet paper requ

Assuming use 1/2 current BT budget to contribute

ired

Proposed					
	Scales	Salary	NI	Superann	Total 16/17
Manager	13	£45,849.00	£3,243.12	£5,670.36	£54,762.48
Programme Lead	11				£45,000.00
Project Officer	9	£30,978.00	£2,300.52	£4,089.12	£37,367.64
Project Officer	9	£30,978.00	£2,300.52	£4,089.12	£37,367.64
Project Officer	9	£30,978.00	£2,300.52	£4,089.12	£37,367.64
Project Officer	9	£30,978.00	£2,300.52	£4,089.12	£37,367.64
Project Analyst / support	7	£25,440.00	£803.52	£3,358.08	£29,601.60
PMO	7	£25,440.00	£803.52	£3,358.08	£29,601.60
					£308,436.24

Project Academy

?????

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Town Hall Transformation - High Level Business Case Review

Background

The following business case review highlights three different strategic options available for the Town Hall. These options focus around income generation with no workspace transformation, income generation with limited workspace transformation and full workspace transformation. The Voluntary Sector Organisation (VSO) project has already occurred but forms part of the business case for all options.

Options

Option 1- Income and Saving Opportunities

This approach generates income and savings from letting Town Hall space to:

- 1) DCC Registry Office
- 2) Arvato Call Centre (currently at Suite 6 Venture House)

With this option no workspace transformation would occur. Affected CBC Members and employees (Support Services and Environmental Protection) would relocate to existing vacant space in the Town Hall or Stonegravels Depot.

Benefits	Negative / Risk
<ul style="list-style-type: none"> - Reduced Risk - Quick return on investment. - Allows re-letting of Suite 6 Venture House unit generating savings and income - DCC Registry Office willing to pay capital for building works. -Allows unused space in the Town Hall to be utilised 	<ul style="list-style-type: none"> - Risk Suite 6 Venture House unit isn't re-let. - Not a quick win as the Registry Office require a year lead time prior to relocating and could be looking for a rent free period. - No workspace transformation. - Affected services may be split up. - No space for Housing Services to return to the Town Hall. - Not future proof

Option 2- Space Planning Existing

This approach generates income and savings from letting Town Hall space to:

- 1) DCC Registry Office
- 2) Arvato Call Centre (currently at Suite 6 Venture House)
- 3) Housing Services (currently at Suite 9 Venture House)

Limited workspace transformation would occur as all offices would be space planned based on the current building layout and utilisation of existing furniture where possible. There would be limited capital works required.

Benefits	Negative / Risk
<ul style="list-style-type: none"> - Reduced Risk - Quick return on investment - Allows re-letting of two suites at Venture House generating savings and income - DCC Registry Office willing to pay capital for building works -Reduced capital expenditure required 	<ul style="list-style-type: none"> - Risk Suite 6 Venture House unit isn't re-let. - Not a quick win as the Registry Office require a year lead time prior to relocating and may look for a rent free period. - Limited workspace transformation - Services may be split up - Not future proof

Option 3- Full Restack (Lower Spec Furniture)

This approach generates income and savings from letting Town Hall space to:

- 1) DCC Registry Office
- 2) Arvato Call Centre at Suite 6 Venture House
- 3) Housing Services at Venture House
- 4) Unconfirmed third floor letting

Workspaces would be fully transformed with walls removed where permitted to create open plan spaces and breakout spaces provided. Less focus is on the office furniture and look and feel with lower spec desks and chairs and some existing furniture re-used. Additional savings are expected through furniture procurement via this route.

Benefits	Negative / Risk
<ul style="list-style-type: none"> - Four to five year return on investment - Additional intangible benefits from service co-location - Allows re-letting of 2 suites at Venture House generating savings and income - DCC Registry Office willing to pay capital for building works - Frees up a floor for commercial letting - Reduced cost to current option - Future proofs office accommodation 	<ul style="list-style-type: none"> - Tenant for third floor not secured - Reliant on compliance of CBC staff and PPP - Risk Venture House units are not re-let - Registry Office requires a year lead time prior to relocating and may require a rent free period. - Significant capital expenditure required

Option 4- Full Restack (Higher Spec Furniture) – Existing plan

This approach generates on income and savings from letting Town Hall space to:

- 1) DCC Register Office
- 2) Arvato Call Centre at Venture House
- 3) Housing Services at Venture House
- 4) Unconfirmed third floor letting

Workspaces would be fully transformed with walls removed where permitted to create open plan spaces and breakout spaces provided. Office furniture will be to the model office standard.

Benefits	Negative / Risk
<ul style="list-style-type: none"> - Quick return on investment - Additional intangible benefits from service co-location - VSO's already in place - Allows re-letting of Venture House unit of Arvato and Housing - DCC Register Office willing to pay capital for building works - Frees up a floor for commercial letting - Future proofs office accommodation - Provides more modern office environment 	<ul style="list-style-type: none"> - Tenant for third floor not secured - Reliant on compliance of CBC staff and PPP - Risk Venture House units are not re-let - Registry Office require a year lead time prior to relocating and may require a rent free period - Additional cost for furniture

Project Area	Expenditure		Income		Financial Benefit		Project Options				Notes
	Capital Investment (One Off)	Additional Charges/ Lost Income (PA)	Rental / Charges Income (PA)	Savings (PA)	Net Return (PA)	Overall Year on Year Payback Period	Option 1	Option 2	Option 3	Option 4	
Voluntary Sector Organisations (Already occurred but part of payback)	£90.4k (Already Spent)	Yr 1: £18.2k Yr 2 onward: £11.5k ⁽¹⁾	£40.5k	£3.5k	2014/15: £25.8k 2015/16 onward: £32.5k	2014/15: -£64.6k 2015/16: -£32.1k 2016/17: +£0.4k 2017/18: +£32.5k	X	X	X	X	-£101k capital receipt also from sale of DUWC offices at 70 Saltergate (1)- Additional charges are utilities and lost income from DUWC moving from 70 Saltergate.
DCC Registry Office	£80k - Estimate ⁽¹⁾ (2015/16 Spend)	Yr 1 onwards: £25k ⁽²⁾	Yr1: £35k ⁽³⁾ Yr2 onward: £70k	£0k ⁽⁴⁾	2016/17: £10k 2017/18 onward: £45k	2015/16: N/A 2016/17: -£70k 2017/18: -£25k 2018/19: +20k 2020/20: +45k	X	X	X	X	(1)- Capital costs for security measures, conversion of member's area to events space and relocation of staff. (2)- Additional charges mainly from insurance peril increase at £20k and utility increase at £5k. (3)- Presumed 6 month rent free period. (4)- Rates part of rent so no savings provided. - Register office requires 1 year lead time prior to moving in.
Call Centre Relocation to Town Hall	£30k ⁽¹⁾ (2015/16 Spend)	Yr 1- £6k ⁽²⁾ Yr 2- £0k costs offset	Yr1: £0k ⁽³⁾ Yr2 onward: £17k ⁽⁴⁾	Yr1: £3k ⁽⁵⁾ Yr2 onward: £15k ⁽⁶⁾	2016/17: -£3k 2017/18 onward: £32k	2015/16: N/A 2016/17: -£33k 2017/18: -£1k 2018/19: +£31k 2019/20: +£32k	X	X	X	X	(1)- Capital may be from Arvato for 4 th floor conversion. (2)- £6k Business rates liability (inc 3 months free) (3)- Assumed 1 year void of Venture House unit re-let. (4)- £17k rental income from Venture House. (5)- Operational contribution reduction. (6)- Cost of call centre to CBC £9k. £6k service charge saving.
Town Hall – Space Consolidation to Accommodate Housing.	£130k – Estimate (2015/16 + 2016/17 Spend) - Cosmetics: £50k - Furniture: £70k ⁽⁴⁾ - Space Plan and Move Costs: £10k	Yr1: £56.7k ⁽¹⁾ Yr2 onwards: £3k	Town Hall Yr 1 onward: £37k ⁽²⁾ Venture House Yr1: £0k Yr2: £28k ⁽³⁾	Yr 1 onward: HRA: £45.6k GF: £7.9k	2016/17: -£11.8k 2017/18 onward: £69k	2015/16: N/A 2016/17: -£141.8k 2017/18: -£72.8k 2018/19: -£3.8k 2019/20: £65.2k 2020/21: £69k		X			(1)- Loss of Venture House rent and service charge, (£39.5k), business rates (£14.2k) at assumed 1 year void (inc 3 months rates free), £3k utilities. (2)-Town Hall Housing contribution estimate- HRA: £31.4k (minus 3k existing), GF: £5.6k. Charging method change required to maximise GF benefit. (3) Assumed 1 year void of venture house unit - Housing predicted 2016/17 move date. -(4) Mainly reutilise existing furniture
Town Hall Transformation – (Low Spec Furniture) –Including Housing	Total: £732k ⁽¹⁾ (2015/16 + 2016/17 Spend) - Structural & Cosmetic £510k - Move costs: £20k - Furniture: £200k ⁽²⁾	As above plus Yr2 onwards: £10k ⁽³⁾	As above plus Yr2 onwards: £100k ⁽⁴⁾	As above	2016/17 - £11.8k 2017/18 onward: £159k	N/A – Not individual project			X		(1)-Includes 10% contingency, 8% fees and housing relocation costs (2)-Low spec based on lower spec cheap desk and standard chairs only- Further spec savings available. Furniture costs include Arvato and Kier but not 3 rd floor letting. Prices based on framework cost. (3)- Additional utilities (4)-Income from rental of 3 rd floor presumed in yr2
Town Hall Transformation - (High Spec Furniture) –Including Housing	Total: £775k ⁽¹⁾ (2015/16 + 2016/17 Spend) - Structural & cosmetic: £510k -Move Costs: £20k - Furniture: £245k ⁽²⁾	As above plus Yr2 onwards: £10k ⁽³⁾	As above plus Yr2 onwards: £100k ⁽⁴⁾	As above	2016/17 - £11.8k 2017/18 onward: £159k	N/A – Not individual project				X	(1)-Includes 10% contingency, 8% fees and housing relocation costs (2)-High spec based on model office standard desk and chair. Costs include Arvato and Kier but not 3 rd floor letting. Prices based on framework cost. (3)- Additional utilities (4)- Income from rental of 3 rd floor presumed in yr2
Combined Expenditure (one off)							£ 200.4k	£330.4k	£930.4k	£975.4k	-Includes £30k from Arvato for call centre -Includes £90k already spent on VSO
Combined Net Return (PA)							14/15: £25.8k 15/16: £32.5k 16/17: £39.5k 17/18 onward: £109.5k	14/15: £25.8k 15/16: £32.5k 16/17: £27.7k 17/18 onward: £178.5k	14/15: £25k 15/16: £32.5k 16/17: £27.7k 17/18 onward: £268.5k	14/15: £25k 15/16: £32.5k 16/17: £27.7k 17/18 onward: £268.5k	
Overall Payback Period							14/15: -£64.6k 15/16: -£142.1k 16/17: -£102.6k 17/18: +6.9k 18/19: +£109.5	14/15: -£64.6k 15/16: -£272.1k 16/17: -£244.4k 17/18: -£65.9k 18/19: +£112.5k 19/20: +£178.5k	14/15: -£64.6k 15/16: -£871.7k 16/17: -£844.4k 17/18: -£575.5k 18/19: -£307k 19/20: -£38.5k 20/21: +£230k 21/22: +£268.5k	14/15: -£64.6k 15/16: -£917.1k 16/17: -£889.4k 17/18: -£620.9k 18/19: -£352.4k 19/20: -£83.9k 20/21: +£184.6k 21/22: +£268.5k	

Other Considerations

- 1) Energy efficient lighting business case from Kier- £132k capital- £16.5k per annum saving- of 7 year payback.
- 2) On the move offices currently pay £55k per annum on rent and service charges (HRA) that could be transferred to customer services centre with displaced arvato staff moving to Town Hall
- 3) £50k per annum could be saved by relocating CCTV to the customer services centre or Town Hall and selling 87 New Square.
- 4) £15.5k per annum income to be lost when BCN relocate away from the Town Hall.
- 5) The Town Hall property repairs fund would contribute a funds from existing budgets towards capital required for cosmetic decorations and maintenance.
- 6) By space planning the Stonegravels depot and applying the Town Hall principles (7-10 ratio etc), additional CBC services from the Town Hall could be transferred creating additional commercial letting income in the Town Hall.

DRAFT – FOR COMMENT

Draft terms of reference for a CBC Trading Board

[revised version following comments from members of shadow group]

1. Name of group

CBC Trading Board

2. Purpose of the group

To improve the financial stability of the council by promoting, coordinating and supporting others in the expansion of trading activity within CBC services.

3. Aims

The group aims to:

- a. increase the financial return to CBC from trading activity within existing services
- b. explore opportunities for trading in new service areas where this has the potential to bring a return to CBC
- c. promote and support a more commercial approach to service delivery across CBC
- d. promote and support a sound approach to risk management within trading services
- e. make an active contribution to the wider GPGS transformation programme and ensure strong links between efficiencies delivered through transformation and opportunities for trading.

4. Roles of group

- a. Develop, implement and keep under review a framework and process for the development of trading services
- b. Use the agreed framework to consider proposals for new/expanded trading activity, making decisions on low-risk activity and recommendations to the GPGS Executive Board on medium-high risk activities
- c. Provide a support and challenge role for the development of proposals for trading activity across CBC and take decisions regarding the prioritisation of support.
- d. Promote the need for a more commercial approach to service delivery across officers, members and external partners, linked to the Council Plan objective of achieving financial self-sufficiency

DRAFT – FOR COMMENT

- e. Establish the appropriate risk appetite for trading through liaison with GPGS Executive Board and Cabinet and use this to provide guidance and challenge to services regarding their approach to risk within their trading operations.
- f. Consider requests for resources to support the development of business cases and approve these within delegated limits as set by the GPGS Executive Board; commission activity, such as market research, where appropriate to support business cases.
- g. Monitor the roll out of new and expanded trading services and agree recommendations for improvements where implementation is not progressing as planned

5. Measures

The ultimate measure for the group will be the improvement to the financial stability of CBC.

More specifically, the group will be measured on:

- a. improvements to the return that each service makes through expanding its trading activity and/or embarking on new trading activity
- b. number of proposals that come forward to the group
- c. feedback from officers regarding the effectiveness of the framework put in place to consider trading proposals, including speed of decision making
- d. its effectiveness in clearly identifying and managing risks arising from increased trading activity.

Further measures will need to be in place for each individual activity, e.g. financial targets and business growth milestones. The group will use its role in considering business cases and in monitoring activity to ensure appropriate measures are in place for each trading activity.

6. Governance

The group will sit within the [revised] governance established for the Great Place Great Service transformation programme. It will therefore be accountable to the Great Place Great Service Executive Board.

The group will have a remit to make decisions to support, reject or modify proposals for trading that are deemed to be low risk in terms of the financial and reputational exposure to the council. It will have a budget, set by the GPGS Executive Board, with delegated authority to spend within that budget

DRAFT – FOR COMMENT

to support the development of business cases for new activity. The group will not enter into any financial commitments that exceed its delegated authority.

Where proposals are medium-high risk, the group will provide support and challenge through to a full business case stage and then make a recommendation to the GPGS Executive Board regarding implementation.

Each new activity approved will need to have in place clear arrangements for its own governance. The default position is that these will follow existing CBC processes. If any new activity is deemed to require a change or exception to current CBC processes (e.g. an exception to current recruitment procedures to allow a business venture to respond more rapidly to market opportunities), then the case for doing so will need to be explicitly established through the overall business case for that activity.

7. Membership

The group will be made up of CBC officers.

It will be chaired by an Executive Director (Michael Rich), who will also represent the group on the GPGS Executive Board. Alternative representation on the GPGS Executive Board will be agreed from among the members of the Trading Board if the Executive Director is unable to attend.

Members of the group will include the Head of Finance and service managers for:

- Business Transformation
- Communications
- Development and Growth
- Environmental Services
- Housing (Operational Services Division)
- Local Government and Regulatory Law

Members of the group should endeavour to attend meetings in person whenever possible. Where this is not possible, an appropriate and well-briefed substitute should attend following liaison with the Chair.

8. Meetings

The group will meet on a monthly basis. Decisions that fall within the agreed remit of the group will be made on a unanimous basis. Where this is not possible, decisions will be escalated to the GPGS ESG for a decision, noting in full the views of the group.

9. Key links and dependencies

In order to operate effectively, the group will need to liaise effectively with other workstreams within GPGS, in particular on activity relating to improving service efficiency and on workforce strategy. The latter will be important for consideration of future skills needs, approaches to recruitment and flexible employment as well as wider terms and conditions. As part of the wider GPGS programme, consideration can be given as to the role of trading activity in making use of capacity that transformation creates in other parts of the organisation.

The 2015-19 Council plan includes a commitment to work up a model for the development of new housing through a housing development company. This work will require a dedicated group of its own to develop a full business case and then drive implementation. Whilst there are important social outcomes to be delivered by a housing company, it will also need to provide a financial return to CBC and therefore this work will need to link into the Trading Board.

10. Not in scope

Work to expand building control services across the whole county is well underway. Whilst this is a service that will operate in a trading environment with commercial aims, it is not proposed to bring this within the CBC Trading Board's remit since established governance is already in place (through the D2 Joint Committee). However, the Trading Board will continue to learn lessons from the commercialisation of this service.

Further opportunities for shared services, including internal audit and procurement, are being explored. Whilst these might also deliver savings, they are not trading as such and so will not be in scope for the Trading Board.

In conjunction with neighbouring districts and the county council, proposals are under development to continue and expand provision of Careline and other support services to DCC and private clients. This will include setting up a trading company. Given that this work is well advanced and involved a number of LAs, it is not proposed to bring it within the remit of the Trading Board. However, as with building control, the Board will look to learn lessons from the Careline work. If the trading company, once established, looks to take on additional trading activity, then those proposals would come through the CBC Trading Board (in parallel with governance in other LAs as appropriate).

9th June 2015

FOR PUBLICATION

PROCUREMENT PROVISION OPTIONS (B460)

MEETING:	1. JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE
	2. CABINET MEMBER FOR BUSINESS TRANSFORMATION
DATE:	1. 3 NOVEMBER, 2015
	2. 21 OCTOBER, 2015
REPORT BY:	BUSINESS TRANSFORMATION MANAGER
WARD:	ALL
COMMUNITY ASSEMBLY:	ALL

FOR PUBLICATION

1.0 PURPOSE OF REPORT

1.1 To provide members with options with regards to the future of procurement support provision for CBC

2.0 RECOMMENDATIONS

2.1 That approval is given for Chesterfield Borough to join the NHS Procurement consortium for a period of 3 Years at an annual fee of £39,000. This will be based upon a comprehensive SLA to be developed by the Business

Transformation Manager in consultation with SLT & CMT to capture all foreseeable requirements.

- 2.2 That members approve the implementation of a 0.5FTE Client officer role to support the procurement process and work with the current PPP Client officer.

3.0 BACKGROUND

- 3.1 The Council established a joint procurement unit with North East Derbyshire District Council NEDDC and Bolsover District Council (BDC) in 2008, the unit expanded further in the following years with both Ashfield District Council and Mansfield District Council joining the unit in 2010.
- 3.2 The service worked reasonably effectively for many years before Chesterfield withdrew in 2013 when key officers resigned from the unit, leading to the breakdown of the consortium. At this point in time Chesterfield felt it appropriate to bring the service back in house to manage its growing procurement need.
- 3.3 To support the immediate need an interim procurement specialist was brought in 3 days per week to support procurement demands.
- 3.4 In January 2014 a paper was presented to Joint Cabinet & Employment committee which formalised arrangements to bring the service in house with a Full time Procurement Manager post at Scale 12 and a full time procurement officer post at Scale 7 being established.
- 3.5 The temporary arrangements which have been in place since April 2013 have served the council well with the staff working efficiently and effectively, however, the resource has proven to be insufficient in volume to meet the procurement challenges and changing procurement framework which the council face. Also retaining temporary resource is not an appropriate or sustainable position. Although the service has worked hard to deliver effective outcomes on a day to day basis, the lack of capacity has prevented any real progress with regards to other key value adding issues including:-
- Providing a procurement template pack & guidance available on the intranet

- Developing a procurement strategy
- Updating working practices to reflect the impact of the EU procurement directive 2015.
- Training councils officers in procurement processes
- Conducting a spend analysis review
- Developing the commissioning cycle

Other factors which need to be considered include the impact of the Social value act 2012 on the procurement process along with the transparency code 2014 requirements.

- 3.6 The procurement officer role was filled initially on secondment, however, the postholder secured employment elsewhere and left CBC on 8th May 2015. Since this point the role has remained vacant and support is being provided through project academy on a temporary basis. Again this is not a sustainable position.
- 3.7 The Procurement Manager position was advertised during 2014, interviews took place, however unfortunately the Council were unable to secure a suitable candidate.
- 3.8 Presently the procurement team consists of an interim manager, 3 days per week supported by a loaned employee from Project Academy. This position is not sufficient or sustainable.

4.0 Future options for Procurement Provision

- 4.1 As previously stated the ongoing temporary arrangement is not cost effective or sustainable and therefore the Council has four options for the future procurement provision.
- 4.2 The Council now has four options moving forward
- Option 1 – Shared Service - Chesterfield NHS procurement consortium
 - Option 2 – Reshape an in-house procurement team which is fit for purpose to meet the future procurement needs of the council.

- Option 3 – Possible Shared service - Derbyshire County Council
- Option 4 – Full specification – Market Test

5.0 Council's Key Requirements

5.1 The Council has the following basic key requirements which must be met by the service moving forward.

- All work undertaken must be compliant with the new and changing legislation, along with the councils constitution, reducing exposure to risk and challenge
 - EU Procurement Directive 2015
 - Social Value Act 2012
 - Public Contract Regulations 2015
 - Transparency Agenda 2014
 - CDM Regulations
- The service must support the One Council One Team ethos along with the other council values, Honesty & Respect, Can do & Customer Focused.
- The service needs to play a key role in securing measurable savings, through smarter procurement and challenging spending need.
- A contracts register must be established and maintained.
- A procurement strategy must be developed and approved by cabinet by March 2016
- A comprehensive forward plan of procurement requirements must be established and maintained.
- Training must be supplied to key officers and members by March 2016
- An E-tendering solution must be implemented and in use by March 2016.

- An update CBC procurement template pack must be developed and available via the CBC intranet by Dec 2015.
- Support must be available to all officers involved in procurement at all levels across the organisation, this support needs to consist of
 - Procurement route advice
 - Consideration of the commissioning cycle.
 - Detailed review of all paperwork (Specs, ITT, Evaluation criteria etc) for all procurements to ensure fit for purpose and that they have taken into consideration all corporate and service specific needs.
 - Management of tender process
 - Management of contracts register and procurement forward plan
 - Regular review of financial management system to help identify rouge spend
 - Identify collaborative procurement opportunities
 - Handling any challenge to the procurement process
 - It is planned to incorporate the Procurement Strategy, savings targets and transformation opportunities within the revised Great Place Great Service transformation programme

6.0 Option 1- Shared Service - Chesterfield NHS Consortium

- 6.1 Chesterfield Royal Hospital hosts a NHS procurement consortium which manages procurement for NHS, NEDDC, BDC and Derbyshire Dales District Council. This is a shared service arrangement, established as a collaborative

agreement with mutual benefits and has been established in line with Local Government act 1972 section 113.

- 6.2 All the Senior Procurement staff within the team are MCIPS qualified and well established in an experienced team. Staff of this calibre are hard to recruit and in short supply, particularly in the public sector.
- 6.3 The consortium has provided a quotation, which looks to provide the same service in partnership with Chesterfield Borough Council at an initial cost of £34,000 per annum, this cost would increase year on year in line with any pay award, pay award for 2015/16 was 1%.
- 6.4 Highlights from the proposal including time frames to make services available to CBC are:-

Area of work	By When
Introduce team to services and provide clinics for guidance and advice	Immediately
Access to team via phone and email	Immediately
A refresh of CBC Procurement Documents (ITT, Spec, Tender packs etc)	Developed in August 2015.
Training for members and officers	Immediately to agreed timetable
Develop 3 year work plan	Work commenced in July 2015 in response to needs identified by Internal audit. Will be completed during August / September 2015
Analyse spend data	Completed during July 2015 in response to needs identified by internal audit.
Procurement Strategy	Draft ready within 3 months

e - tendering platform	Immediately and at no cost.
Contract finder	with immediate effect of the NHS undertaking procurement projects
Transparency data	New projects with immediate effect of our undertaking the procurement role. Back data between 1 and 3 months
Contract register	Work commenced in July 2015 in response to needs identified by Internal audit. Will be completed during August / September 2015
Social Value Compliance	Within 1 month ties in with above

- 6.5 It is proposed that this arrangement will be supported by an additional 0.5FTE, scale 9, (subject to Job evaluation) client officer to manage the contract alongside the existing PPP client officer arrangements
- 6.6 An additional £5400 has been committed to this partner during July – Sept 2015, this one off cost has covered an initial peak in work required to enable the contract to a shared service to deliver quick and effective results once approved, more importantly to address the results if the internal audit report from February 2015, and put the council in a position of understanding the profile of its procurement needs for the next 3 years, most importantly the next 12 months.
- 6.7 This upfront work has enable the council to better understand its upcoming procurement profile, adding clarity for all options covered within this paper as they are now based on an actual work plan.

6.8 Advantages & Disadvantages

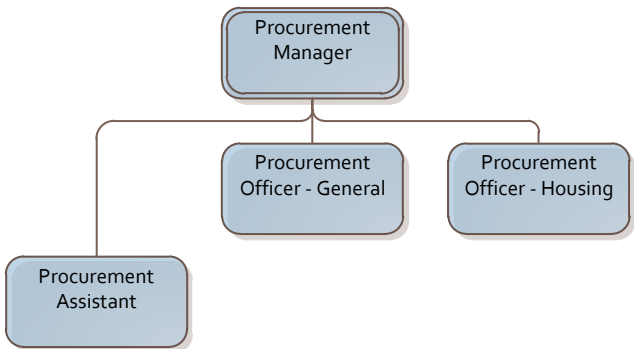
- The advantages and disadvantages of the shared service arrangement are detailed below

Advantages	Disadvantages
<ul style="list-style-type: none"> • Its a pre-existing, well established shared service with 7 MCIPS qualified officers • The shared service has experience and expertise with in the local government sector (current work for LA Partners and staff with significant LA experience) • The service has category managers with additional elements of procurement specialisms. • Work remains in public sector and in Chesterfield • Template pack already developed • Immediate EU Directive compliance • Immediate links to contracts finder • Data collection for transparency code reporting • Development of a contracts register • E Tendering platform available - Free • Quick delivery of a strategy & policy • Access to a large established team of offices (resilience) • Proven savings capability (£600K Bolsover & 190K NEDDC 2014/15) • Swift and comprehensive training for 	<ul style="list-style-type: none"> • Perceived lack of control • Officers need to build relationships and trust with new team • Not located within the Town Hall • Potential to incur additional costs (contract wording could address / control this)

<p>officers and members</p> <ul style="list-style-type: none"> • Access to new framework and contracts • Located within Chesterfield – Day to day operational benefits and keeping jobs local 	
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7.0 Option 2

- 7.1 The current established procurement team structure, consisting of 1 Procurement Manager (scale 12) and 1 Procurement Officer (scale 7), costs the council approximately £92,000 per annum
- 7.2 The team is currently under resourced and this is reflected in the lack of progress with regards to areas stated at 4.2 of this report.
- 7.3 In order to ensure that the team is suitably resourced to meet the council needs it is felt that an additional procurement officer is required along with a procurement support role, with a structure and key duties as detailed below



Procurement Manager

- Procurement Strategy and advice
- Overseeing procurement exercises

- Compliancy to EU and Domestic Public Procurement Directives
- Overview of CBC procurement landscape
- Organisation and prioritisation of the team workload
- Team coaching, training, development & support of attainment of professional skills/qualifications within the team
- Research of market sectors plus Cabinet Office Procurement Policy Notes and best practice
- Liaison with Heads of Service and with Legal
- Lead on collaboration opportunities/stakeholder & supplier engagement
- Continuous development and innovations of procurement function
- Management of FOIs

Procurement Officers x2

- Managing tenders through all stages of procurement cycle
- Advising service teams of compliant ways to market
- Quality Assuring client specifications and giving feedback to ensure market ready
- Research market developments and routes to market including liaison with national procurement hubs
- Liaise with Legal
- Assist in evaluation of tender bids and advise clients in the execution of
- Facilitating supplier feedback and general supplier queries
- Co-ordinate and run supplier information days
- Training for client officers on control of contractors & procurement training
- Development of template documents to ensure current & relevant and in adherence to all procurement regulations

Note: It is envisaged that one officer manages OSD/Housing procurements and one, all other procurements. This will give the OSD/Housing officer the opportunity to operate a 'light' category management approach and develop a better understanding of the market.

Procurement Assistant

- Management of the 'procurement mailbox'
- Build and maintain a depository of contacts and information relating to procurement routes and hubs and co-ordinate access
- Sending out of tender documents including recording for audit trails and logging information and documents back in
- Liaising with Members Secretary for tender submissions
- Management and housekeeping of the shared drive files
- Input evaluation data for tender submissions and communicate outcomes
- Archiving hard copy tender submissions
- Responding to a significant number of cold call enquiries
- Keeping comprehensive audit trails

It's worth noting that the above does not *included the development and roll out of an online procurement toolbox and the changes required to embed the Procurement Directive 2015 regulations*, these would fall under the Procurement Manager role, assisted by the other 3.

7.4 Advantages & Disadvantages

- The advantages and disadvantages of the in-house offer are detailed below

Advantages	Disadvantages
<ul style="list-style-type: none"> • New blood brought into a refreshed team – new ideas and 	<ul style="list-style-type: none"> • New team will need to build relationships and trust with

<p>initiatives and opportunity to work in a different way.</p> <ul style="list-style-type: none"> • Opportunity to build a fit for purpose unit • Full controlled remaining in-house • Located within the Town Hall 	<p>officers</p> <ul style="list-style-type: none"> • Risk of recruiting the correct staff (skill / salary mix) • Significantly increased costs. • Will take time for new team to be recruited and to become established – delay in delivering key requirements • Will incur recruitment costs and possibly training costs not currently budgeted for.
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8.0 **Option 3 – Commission procurement services via Derbyshire County Council**

- 8.1 Discussions have been held with DCC procurement team to assess an appetite for joint working / commissioning of a procurement service by CBC from DCC.
- 8.2 DCC have expressed an interest in working in this way, however they are more comfortable focusing on day to day service delivery only, as opposed to also offering a strategic procurement function. This has been offered at an approximate cost of £80,000 per annum.
- 8.3 High level details of what’s included in this offer is summarised below

The key objectives of the proposal would be to:

- Ensure compliance with internal and external regulations
- Deliver measurable cost savings
- Reduce your exposure to risk and challenge
- Ensure time saving
- Identify collaborative procurement opportunities

Compliance and Spend Review	<ul style="list-style-type: none"> • Review the compliance and spend intelligence analysis to determine options for procurement (by reference to the work previously undertaken). As part of this review benchmark CBC's prices where possible. • Ensure the contracts register is fully up to date and fit for purpose and reflects the work previously undertaken on maverick spend. This will be used to identify opportunities to aggregate spending, assist forward planning, reduce maverick spend, assist resource planning and address transparency code requirements
Procurement Plan (annual review)	<ul style="list-style-type: none"> • Produce a procurement plan (by reference to the updated contracts register) detailing forthcoming high value/complex procurements and assigning appropriate resources. • Use the plan to identify where savings are forecast and identify how such savings can be made i.e. potential collaboration with other authorities, improved sourcing etc.
Operational Level	<ul style="list-style-type: none"> • Ensure your procurement documentation is fit for purpose and reflects changes to public procurement regulations etc. • Work collaboratively with your officers to produce legally compliant specifications that are fit for purpose and set out your procurement requirements. • Run the complete tender or quotation process, including preparation of necessary tender/quote documents, contract preparation with your legal teams, contract advertisement, assisting with the evaluation in conjunction with your instructing departments, supplier/contractor negotiations and contract issue. All stages will be undertaken to ensure compliance with your financial regulations and contract procedure

	<p>rules, public procurement regulations and EU procurement law.</p>
e-Procurement	<ul style="list-style-type: none"> • Potential sourcing and implementation of an electronic e-tendering system to cut down on paper tenders and reduce errors. • Potential deployment of DCC's e-procurement solution (SAP SRM) to enable electronic ordering from approved catalogues etc. and tracking of procurement activity to deliver transparency and improved procurement intelligence. • The delivery of appropriate e-procurement solutions may be subject to additional costs because of software licencing, functionality requirements, integration aspects and your Council's ICT infrastructure requirements.
Training	<ul style="list-style-type: none"> • Delivery of targeted and periodic training for your officers where appropriate to increase compliance with your financial regulations and contract procedure rules, and improve understanding of procurement processes and regulations.
Contract Management	<ul style="list-style-type: none"> • Working proactively with your officers to review contracts and provide advice and guidance in respect of contract management, monitoring performance of suppliers/contractors and support for contract variations/extensions. • Undertaking scheduled reviews where appropriate with suppliers to ensure contract compliance and review spend. • Leading on contract negotiations (where appropriate) in order to obtain on-going cost savings and efficiencies from your suppliers/contractors

8.4 Advantages & Disadvantages

- The advantages & Disadvantages of the DCC offer are summarised below

Advantages	Disadvantages
<ul style="list-style-type: none"> • Access to large well established team (resilience and experience) MCIPS qualified officers • Work to stay within Public Sector • Could establish a new shared service 	<ul style="list-style-type: none"> • Insufficient budget to cover client role, if client role included growth of approx. £5k per annum would be required. • Perceived lack of control • Officers need to build relationships and trust with new team • Not located within Chesterfield • Potential to incur additional costs (contract wording could address / control this • Additional costs required for an e-tendering solution. (EU directive requirement)

9.0 *Option 4 – Full Specification - Market Test*

9.1 A final service provision option for members to consider is, drafting full and detailed specification for our requirements for the procurement service and looking to fully test the market for service options.

9.2 Advantages and Disadvantages of a full market testing option are summarised below.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Allows the council to fully test value for money 	<ul style="list-style-type: none"> • Will take 6 to 12 months to complete. • Will take considerable officer

	<p>resource to facilitate</p> <ul style="list-style-type: none"> • Will leave the council exposed to challenge whilst the exercise is undertaken. • Service provision will continue to be insufficient whilst the exercise continues, or additional resources at additional costs will be required during the exercise.
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10.0 HR Considerations

10.1 The Procurement Manager role is currently filled by a consultant – No HR Implications

10.2 Procurement Officer post – Post vacant - No HR implications

11.0 Union Comments

11.1 Unison have been asked for comment on this report, there response is detailed below and addressed in section 12 of this report.

- We have a number of concerns regarding the Option proposed that the procurement process be transferred to the NHS Procurement Consortium.
- We are concerned that the move would leave us in a similar situation to the one we had when the three North East Derbyshire Councils ran a similar consortium (Shared Procurement Unit). We had a number of issues throughout the whole period within the joint working that meant CBC, felt as though we had no control and we were not able to meet our needs as a council. We withdrew from the previous Shared Procurement Unit and the report that went to Joint Cabinet & Employment Committee in 2014 stated that we warranted an in house function. Unison has not heard anything from Management or Member that has caused this to be changed.

- The cost of £39K is for service to be carried out for CBC within 37 hours a week. Therefore any other work required will leave us with extra costs on top of the original outlay, which we have experienced with other contracts that we have entered into. We lost prominent members of the SPU to the NHS, due to the NHS paying higher wages than the SPU. Therefore we query what we will be getting for our money. Are we getting the highly paid officer that would cost CBC much more money if it was provided in house? Or are we getting 37 hours at the equivalent of a scale 6 post requiring CBC Managers and Officers to carry out most of the work themselves. Savings then highlighted do not include hidden on costs of managers and officers own time. Errors have been made with previous SLA which in the long term has cost the council in either financial or in terms of service delivery
- Since the procurement unit has been returned to CBC we have seen massive progress made, with projects being delivered on time and compliant with all regulations. The visibility and accessibility was an issue that the in house element addresses. This has been stated by Council Members during transformation meetings.
- Whilst the report states that there will be no job losses. This is incorrect, as things stands at the moment there are two posts within the structure which are not actually filled with permanent staff. The transfer of the service would effectively be creating two job losses for CBC and Chesterfield as an area, as it does not look as though the NHS are going to recruit any further employees.
- Unison recognise that present situation of using Agency cannot continue to deliver the service required. From experience of previous shared service delivery and historical problems Unison cannot support the preferred option.

12.0 Management Response to Union Comments

- 12.1 The arrangements put in place since the Procurement service was established in-house have been insufficient to meet the demand of the council's current procurement portfolio. Work which the procurement team have got involved in has been delivered well however, there are many procurements taking place with no input, support or guidance from the procurement team which exposes the council to an unacceptable risk of non-compliant procurements.
- 12.2 The recommended option provides the council access to a team of 20+ procurement officers, in contrast to 2-3 officers in the old shared procurement unit, these officers will be available via phone or for face to face meetings on request and a weekly drop in session at the town hall will be arranged from the beginning of the contract (this will be maintained if proven to be effective), this arrangement will allow significantly greater access to qualified support than the previous shared service arrangements.
- 12.3 Officers from the NHS will plan meetings with all managers and officers involved in procurement from the beginning of the contract as a means of introduction and relationship building. In addition they will provide training to all affected officered and members on the procurement process.
- 12.4 CBC Officers will be required to carry out the same amount of work as they do at present, including things such as Writing specifications (with the support of the Procurement unit) and evaluating tenders. The NHS officer time available to us will vary from procurement to procurement and will be based upon need and complexity, during the 1st few months of the contract we will get a greater amount of senior officer time whilst strategic issues are managed and the relationship established.
- 12.5 Whilst the contract proposal is based upon £39K costs the SLA wording is being developed to reflect this as an average and to make it clear that both parties expect that over the term of the contract there will be periods where support levels are higher and also periods where support levels are lower. We are reviewing this SLA with due

consideration to lessons learnt from previous SLA experience to develop a document that does meet the councils needs and is fair to both parties.

12.6 Of the two roles it is proposed to remove from the establishment, one is currently vacant and the other is being filled by a long term consultant, an arrangement which is not sustainable and is contrary to Union desires, This report will create an additional 0.5 FTE post for client management, a role which will focus on ensuring the council does gets best value from this arrangement and will tackle many of the points raised by Unions such as accessibility, level of support received, costs etc. In addition the NHS have confirmed that they will recruit an additional officer to their team providing a further job within the chesterfield region.

13.0 Financial Considerations

13.1 Option 1

- Year 1 cost of £39,000, subsequent years would reflect any pay awards. This cost to be met from a combination of GRF & HRA relative to the work profile
- Allowance for a client officer of 0.5 FTE at scale 9, £20,000 per annum (**subject to job evaluation**, including on costs)
- This option provides an immediate saving to the council of £33,000
- Assume a contract start date of 1st October 2015 the in year saving for 2015/16 will be approximately £12,000

13.2 Option 2

- The following table summarises anticipated costs of the role required to provide suitable resources within an in-house procurement team. This cost to be met from a combination of GRF & HRA relative to the work profile

Role	Salary (top of Scale)	Total Costs (Including 30% on costs)
Procurement Manager x1	Scale 12 - £41,148	£53,924
Procurement Officer x 2	Scale 8 - £28,127	£73,130
Procurement Assistant x 1	Scale 6 - £21,734	£28,254
TOTAL		£155,308

13.3 Option 3

- The approximately annual cost has been quoted as £80,000; addition officers would recommend an allowance for a client officer of 0.5 FTE at scale 9, £20,000 per annum, Total cost per annum approximately £100,000. This cost to be met from a combination of GRF & HRA relative to the work profile.
- Additional funding will be required for an E-Tendering system which is an essential part of the EU directive. This is an unknown cost at this stage.

14.0 Legal Considerations

14.1 The council has obligations to comply with a wide variety of legislation, along with the councils constitution whilst fulfilling its procurement duties, current implications worthy of note include:-

- Transparency Code 2014 – Arrangements are in place to capture the basic data required for publication, the NHS partnership service would provide the advanced set of data for publication on a monthly basis.

- Social Value act 2012 – The current team in mindful of this legislation and the council takes steps to add appropriate clause to relevant contracts to ensure added social value, this arrangement will continue through any partnership arrangements
- EU Directive 2015 – This directive which came into force on 26th February 2015 places some additional demands and expectations on the procurement function, to comply with an in-house team we would need to update all our templates and approach to OJUE tenders with immediate effect, we would also be required to procure a e-tendering system at a 5 year cost of approximately £8000, plus training and installation costs, Arvato project days etc. The NHS partnership arrangements have a compliant e-tendering system already place and the template pack and training for staff has already been updated to reflect the new requirements.

14.2 Any future procurement arrangements, in-House or partnership will need to work closely with our Procurement contracts team to ensure that both parties are happy with contractual approach and arrangements to best protect the interests of the council. The Procurement & Contracts Manager is liaising with other authorities using the service with a view to establishing appropriate processes from the outset

14.3 The council is able to enter into a Shared Services agreement with another local authority or NHS Trust / NHS Foundation, both parties must be in agreement and Section 113 of the local government act 1972 will be effective.

15.0 Risk Management

15.1 The following risks have been identified in relation to future procurement provision for the council:

Description of the Risk	Impact	Likelihood	Mitigating Action	Residual Impact	Residual Likelihood
Ability to recruit suitable candidates	High	High	Utilise existing shared service or consider market supplements to attract the right calibre of candidates	Low High	Low Medium
Risk of non-compliance with EU Procurement Directive 2015, Social Value act 2014 or Transparency Code 2014	High	Medium	Training for all key officers to raise awareness	Medium	Low
Lack of ability to deliver efficiency savings through the procurement agenda	High	Medium	Ensure a sufficiently resourced and skilled team is in place with a clear savings remit	Medium	Low
Insufficient communication	Medium	Medium	Training for all officers	Medium	Low

16.0 Equalities Impact Assessment (EIA)

16.1 The equalities impacts of all the proposals in this report for race, disability, gender, sexual orientation, age and religion have been considered and assessed and do not impact upon and are not impacted upon by the recommendation in this report.

17.0 RECOMMENDATIONS

- 17.1 That approval is given for Chesterfield Borough to join the NHS Procurement consortium for a period of 3 Years at an annual fee of £39,000. This will be based upon a comprehensive SLA to be developed by the Business Transformation Manager in consultation with SLT & CMT to capture all foreseeable requirements.
- 17.2 That members approve the implementation of a 0.5FTE Client officer role to support the procurement process and work with the current PPP Client officer.

18.0 REASONS FOR RECOMMENDATIONS

- 18.1 To ensure provide resilience, consistency, stability and continuity of procurement service for the next 3 years.
- 18.2 To ensure value for money
- 18.3 To contribute towards Corporate Plan aim of becoming self-sufficient by 2020.

You can get more information about this report from Karen Brown,
Business Transformation Manager on Ext 5293

Officer recommendation supported.

Signed:



Cabinet Member

Date: 21 October, 2015

Assistant Cabinet Member comments (if applicable)/declaration of interests

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Business Case

Project name:	Customer Relationship Management (CRM) and online self-service project
Date of report:	22nd June 2015
Author:	Scott Webster
Sponsor:	Karen Brown
Item Configuration Record	Version 2.0

To ensure accuracy it is advised that support and feedback is gained from CBC Financial Services.

1.0 Executive Summary

- 1.1 The objective of the business case is to provide information to the board regarding the benefits and costs to purchase and implement a new Customer Relationship Management (CRM) system with online self-service functionality.
- 1.2 The business case provides the costings of three suppliers, and identifies projected savings from rationalising IT systems, and channel shifting customers to online self-service.
- 1.3 The objective of this document is not to choose the preferred supplier. This will take place through a tender evaluation that will assess the quality of the product as well as the cost.

2.0 Reasons

- 2.1 A high level business case identifying the benefits of channel shift was signed off by the GPGS Executive Board in August 2014. The board recommended that prior to commencing procurement, officers are



required to produce a business case utilising Council data to provide accurate costings, to enable the board to make an informative decision on the purchase of a new CRM with online self-service capability.

3.0 Business Analysis

- 3.1 The customer service data was analysed to identify the priority service areas for online self-service. This was based on contact volumes, the channel used for contact, and studying good practice.
- 3.2 The service areas identified for self-service include Waste Management, Environmental Protection, Housing Repairs, Elections, Revenues and Benefits.
- 3.3 To identify the efficiency savings that can be gained by channel shifting customers to online self-service, the project manager was required to map and measure all key customer facing business processes within the selected service areas. This required working closely with the teams to map the existing process as the processes, and analysing back office systems to gather the volumes.

4.0 Business Options

- 4.1 **Option 1** - Replace the Northgate Front Office CRM system, with a platform that provides CRM and self-service functionality.
- 4.2 The option of 'Do Nothing' was rejected within the high level business case dated August 2014.

5.0 Expected Benefits (financial and non financial)

- 5.1 The table below identifies the efficiency savings that can be gained by channel shifting customers to online self-service. Based on the demographic of the Borough a 40% channel shift is deemed viable. The measurements and channel shift savings for every business process were analysed.

Year	Channel shift percentage	Overall saving
Year 1	20%	£11,618



Year 2	30%	£15,325
Year 3	40%	£22,608
Year 4	40%	£22,608
Year 5	40%	£22,608
Cumulative		£94,767

5.2 Cost savings will be realised by reducing staffing levels, and it is the officer's recommendation that staff reductions should only take place once evidence of the channel shift to the web solution has taken place.

5.3 The CRM system can assist the transformation of Chesterfield Borough Councils operating model to one that delivers great and efficient services. The CRM will deliver exceptional customer service by providing:

- Consistent and regular service and account information to the customer, across online, face to face & telephone channels,
- Core services online to any internet connected customer 24/7, while ensuring the 18% of UK adults who are offline are not excluded from the great services.

5.4 The CRM will become a key enabler for the reduction of Council operating costs, by providing:

- Clear and efficient workflows (business processes) for delivering core Council services.
- Opportunities to decommission and remove costly systems that can be replaced by the CRM. To date £25,000 per annum savings have been identified by removing previously utilised CRM software.
- Removal of service wastes including; chasing data, re-work, re-keying, paper.
- Unprecedented access and control of Council data, including service performance data,



- Simpler systems and processes that reduce staff training times,
- A better position for future savings, opens opportunities for further cost savings through:
 - Agile and cross skilled staff no-longer siloed to one service,
 - Automation of back office processes using robots,
 - Turning off expensive service access channels.

6.0 Consequences

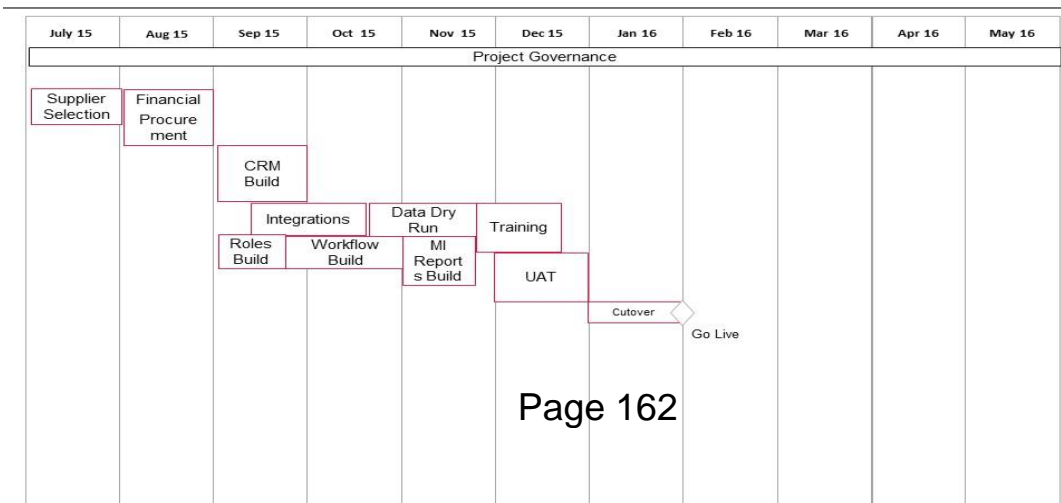
6.1 Outcomes of the project that can be perceived as negative by stakeholders:

- With any change initiative there will be potential for resistance. Officers may be suspicious of introducing new ways of working.
- There may be some uncertainty around how any revision of working practices might affect people on a personal level and needs to be addressed through a communication process which advocates the positive aspects of the change for customers, CBC and staff alike.
- Customers used to dealing with staff on a face to face basis for example may perceive a change whereby the “human” element is lost as a reduction in service.
- Stakeholders will highlight the risk of “digital exclusion” for some customer groups such as pensioners or people living with some disabilities.

7.0 Timescale

7.1

Chesterfield Digital Customer Services Timeline





8.0 Cost & Investment Appraisal

8.1 To gain accurate capital and revenue costs from suppliers, Arvato circulated the CRM specification to three suppliers that identifies the functionality requirements of the Council.

8.2 Capital and Revenue Breakdown

Year 1

	CRM software option - package A	CRM software option - package B	CRM software option - package C
Capital investment: Licencing Infrastructure (Year 1 only)	£48,000	£53,200	£50,000
Implementation costs: Arvato/3rd party CSA training	£98,000 + £40,800 arvato	£56,000 + £40,800 arvato	£100,000 + £40,800 arvato
Total cost	£146,000	£109,200	£150,000
Total Cost (including Arvato project days).	£186,800	£150,000	£190,800

Year 2 Onwards

	CRM software option - package A	CRM software option - package B	CRM software option - package C
Ongoing revenue costs:	£49,000	£53,200	£30,000

8.3 Arvato have advised that approx. 120 project days @ £340 per day, total £40,800 will be required to run the project within the 7 month



implementation timeframe. Arvato will work collaboratively with the chosen supplier to manage and deliver the full end to end project. The Arvato costs will be included as part of the annual 500 project days within the PPP contract therefore it is cost neutral to the Council.

8.4 Return on Investment

Technology	Options	Year 1 20%	Year 2 30%	Year 3 40%	Year 4 40%	Year 5 40%
CRM software option - package A	Costs	£146,000	£49,000	£49,000	£49,000	£49,000
	CBC Savings	£36,600	£40,300	£47,600	£47,600	£47,600
	In Year Position	-£109,400	-£8,700	-£1,400	-£1,400	-£1,400
	ROI Profile	-£109,400	-£118,100	-£119,500	-£120,900	-£122,300
CRM software option - package B	Costs	£109,200	£53,200	£53,200	£53,200	£53,200
	CBC Savings	£36,600	£40,300	£47,600	£47,600	£47,600
	In Year Position	-£72,600	-£12,900	-£5,600	-£5,600	-£5,600
	ROI Profile	-£72,600	-£85,500	-£91,100	-£96,700	-£102,300
CRM software option - package C	Costs	£150,000	£30,000	£30,000	£30,000	£30,000
	CBC Savings	£36,600	£40,300	£47,600	£47,600	£47,600
	In Year Position	-£113,400	£10,300	£17,600	£17,600	£17,600
	ROI Profile	-£113,400	-£103,100	-£85,500	-£67,900	-£50,300

9.0 Key Risks and Mitigating Actions

9.1 A project risk assessment was undertaken.

10.0 Recommendations

10.1 Commence procurement for a CRM with self-service functionality to replace the current CRM system.

10.2 Officers are to present the findings of the tender evaluation to the board to gain acceptance for the preferred bidder.

7 Keys Summary Report

"Red" Urgent - you have a serious problem and need to take corrective action required immediately to avoid an unacceptable outcome (adjust either plans, resources or both).

"Amber" Warning - if you have an emerging serious problem and need to take corrective action in the near term to avoid an unacceptable outcome (adjust either plans, resources or both).

"Green" Stay the Course - if either the plan or the resources need to be adjusted if the project is to be expected to succeed and furthermore no corrective action required.

GPGS Portfolio							Latest Month September 2015							La		
Ref	Project Name	Lead Officer	Project Sponsor	CP Link	Priority	Comp	Work & Schedule	Stakeholders	Resource	Budget	Risk	Benefit	Scope & Change	Overall	Work & Schedule	Stakeholders
GPGS1	CRM	Karen Brown	James Drury	9	L											
GPGS2	Self Serve	Karen Brown	James Drury	9	M											
GPGS3	DMS	Tara Eyre	James Drury	9	L						↓	↓				
GPGS6	Flexible Working	Tara Eyre	James Drury	9	H									↑		
GPGS7	Town Hall Restack	Chris Brown	James Drury	9	H		↑									
GPGS8	Asset Rationalisation projects	Chris Brown	James Drury	9	H			↓		↑			↑			
Portfolio Overview															↑	

<u>Business Transformation / Project Academy Portfolio</u>							Latest Month September 2015									Last	
Ref	Project Name	Lead Officer	Project Sponsor	CP Link	Priority	Comp	Work & Schedule	Stakeholders	Resource	Budget	Risk	Benefit	Scope & Change	Overall	Work & Schedule	Stakeholders	
PA2014-002	Roundabout Sponsorship	Carl Hayes	Karen Brown	9	M												
PA2014-014	Commercial Waste Contract	Joe Tomlinson	Karen Brown	9	M												
PA2014-028	Expenses and subsistence	Kerry Dyson	David Wallace	9	L												
PA2014-029	Annual Leave	Kerry Dyson	David Wallace	9	L												
PA2014-040	Environmental Services Lean	Joe Tomlinson	Russell Sinclair	9	L		↓										
PA2014-047	Pavements Centre review	Joe Tomlinson	Matt Sorby	9	H												
PA2015-005	Mobile phone contract renewal	Lorraine Creswell	Karen Brown	9	H			↑	↑				↓				
PA2015-008	Employee Award Scheme	Carl Hayes	Michael Rich	9	L												
PA2015-018	Washroom Review	Lorraine Creswell	Karen Brown	9	L		New project to start October 2015									New project to	
PA2015-021	HLC Model office	James Wild	Mick Blythe	9	H												
PA2015-022	New QPSC Membersip	Kerry Dyson	Mick Blythe	9	H												
PA2015-023	OSD Restack	James Wild	Karen Brown	9	H												
PA2015-025	CCTV Relocation	Chris Brown	Karen Brown	9	H		New project to start reporting October 2015										



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GPGS PROJECT RISK REGISTER 2015/16

Prepared By: KAREN BROWN

Date/Version Ref: August 2015 – Version 1.1

Ref	CAUSE / RISK	EFFECT	ORIGINAL RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING LIKELIHOOD / IMPACT	FURTHER ACTION REQUIRED/DATE	TARGET DATE	TARGET RISK RATING LIKELIHOOD / IMPACT	RISK LEAD/ Link to SRR
1 Page 173	The programme is inadequately resourced	<ul style="list-style-type: none"> Reputational damage Inability to achieve forecast savings Inability to deliver programme Moral damage 	Likely / High (4 x 4) = Score 16 Red	<ul style="list-style-type: none"> BT & GPGS Team merged GPGS vacant post advertised Vacant BT Posts (senior and assistant) advertised 	Possible/ High (4 x 3) = Score 12 Red	<ul style="list-style-type: none"> Secure officers in roles as advertised. 	Sept 2015	Unlikely / High (2 x 4) = Score 8 Amber	KB
2	Lack of senior leadership	<ul style="list-style-type: none"> Reputational damage Lack of buy in from other services Morale issues 	Unlikely / High 2 x 4 = Score 8 Amber	<ul style="list-style-type: none"> GPGS ensure senior commitment for officers & members 	Unlikely / High 2 x 4 = Score 8 Amber	<ul style="list-style-type: none"> Revised business case being approved by Board Revised business case being approved by Cabinet / Full Council 	Sept 2015 Oct 2015	Highly Unlikely / High 1 x 4 = Score 4 Green	JD
3	Lack of buy in from service managers and officer across the organisation.	<ul style="list-style-type: none"> Reputational damage Ability to successfully transition change 	Possible / High 3 x 4 = Score 12 Red	<ul style="list-style-type: none"> 	Possible / High 3 x 4 = Score 12 Amber	<ul style="list-style-type: none"> 		Unlikely / high 2 x 4 = Score 8 Amber	KB
4	Collaboration with Keir on Town Hall Re stack not effective	<ul style="list-style-type: none"> Reputational damage, Inability to achieve forest savings Additional costs being incurred 	Possible / Medium 3 x 3 = Score 9 Amber	<ul style="list-style-type: none"> Good strong pre-existing working relationship with kier An element of work already committed to / contracted 	Possible / Medium 3 x 3 = Score 9 Amber	<ul style="list-style-type: none"> Seeking a capped quote from Kier for support Adding Kier to GPGS Board 	Sept 2015	Unlikely / medium 2 x 3 = Score 6 Amber	KB
5	Inability to obtain sufficient flexible workers to enable Town Hall restack plans to be effective	<ul style="list-style-type: none"> Project could become unviable Ability to realise income could be impaired Reputational damage 	Possible/ Medium (3 x 3) = Score 9 Amber	<ul style="list-style-type: none"> 96 Officers already working flexibly 	Unlikely / Medium 2 x 3 = Score 6 Amber	<ul style="list-style-type: none"> Currently looking at 70 Plus workers for tablet solutions. Management could take a more instructive approach to working styles. 	Dec 2015	Very unlikely / Medium (1 x 3) = Score 3 Green	KB
6	Securing Income <ul style="list-style-type: none"> Inability to secure tenants for the rental space in the Town Hall and other affected buildings such as Venture house Inability to sell vacated buildings that form part of the plan -87 New Square / 6 Ashgate road 	<ul style="list-style-type: none"> Viability of project could be jeopardised Financial impact Reputational damage Morale negatively affected 	possible / Medium (3 x 3) = Score 9 Amber	<ul style="list-style-type: none"> Interest already shown in all locations Tenants secured in basements area Final stage negotiations for Registry Officer on ground floor. 	Unlikely / Medium (2 x 3) = Score 6 Amber	<ul style="list-style-type: none"> Finalise registry office contract Advertise other space Programme work to maximise opportunities – Venture house for April 2016. 	Oct 2015 Oct 2015 Ongoing	Likely / Medium (4 x 3) = Score 12 Amber	KB / MS

Ref	CAUSE / RISK	EFFECT	ORIGINAL RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING LIKELIHOOD / IMPACT	FURTHER ACTION REQUIRED/DATE	TARGET DATE	TARGET RISK RATING LIKELIHOOD / IMPACT	RISK LEAD/ Link to SRR
7	ICT Infrastructure insufficient to cope with increasing technological demands of the project	<ul style="list-style-type: none"> Inability to transition change 	<p>Likely / Very High 4 x 5 = Score 20 Red</p>	<ul style="list-style-type: none"> 	<p>Likely / Very High 4 x 5 = Score 20 Red</p>	<ul style="list-style-type: none"> Focus on ICT infrastructure as part of establishing solid foundations for the project, being approved at cabinet ICT infrastructure programme being delivered 	<p>Oct 2015 Ongoing</p>	<p>Unlikely / High 2 x 4 = Score 8 Amber</p>	JK
8	Council has insufficient funds to establish the project	<ul style="list-style-type: none"> Reputational damage Low morale Project possibly stopped Loan potential required 	<p>Possible / Medium 3 x 3 Score 9 Amber</p>	<ul style="list-style-type: none"> Implementation planned cost model have been developed in close consultation with Finance Wok programmed to smooth the impact of funding requirements and maximise payback. 	<p>Unlikely / Medium 2 x 3 Score 6 Amber</p>				JD / BD
9	<p>PPP Partnership unable to support the needs of GPGS</p> <ul style="list-style-type: none"> Insufficient project days Insufficient expertise to support requirement Insufficient resource to meet delivery requirements 	<ul style="list-style-type: none"> Reputational Damage Impact on delivery timescales Impact on ability to achieve return on investment at pace predicated 	<p>Possible / High 3 x 4 Score 12 Amber</p>	<ul style="list-style-type: none"> Work planned to smooth impact on resource for both CBC and Arvato Arvato have seats on GPGS board and aware of priorities Arvato have bolstered resource in relation to ICT in response to concerns raised. 	<p>Unlikely / High 2 x 4 Score 8 Amber</p>				JD / JK
10	Lack of trade union support of the GPGS Initiatives	<ul style="list-style-type: none"> Impact on buy in from staff Impact on ability to consult effectively on programme 	<p>Possible / low 3 x 2 Score 6 Amber</p>	<ul style="list-style-type: none"> Unison have a place on the GPGS Board Members and Officers committed to including Unions 	<p>Unlikely / Low 2 x 2 Score 4 Green</p>				JD/ JB
11	Lack of political support for the GPGS	<ul style="list-style-type: none"> Reputational Damage Project could stop Impact on Officer and Union Support levels 	<p>Unlikely / High 4 x 2 Score 8 Amber</p>	<ul style="list-style-type: none"> Members have committed to original project via cabinet and GPGS board Members have committed to a 4 year corporate plan which GPGS makes a vast contribution to. 	<p>Very Unlikely / High 4 x 1 Score 4 Green</p>	<ul style="list-style-type: none"> Members to approved revised business case autumn 2015. Members to continue to have 3 seats at the GPGS Board. 			JD/ JB
12	Risk of scope change throughout the duration of the project	<ul style="list-style-type: none"> Confusion amongst stakeholders Impact on overall business case Impact on cash flow Impact on councils overall financial position 	<p>Likely / Medium 4 x 3 Score 12 Amber</p>	<ul style="list-style-type: none"> A revised business case has been developed which looks at work to concentrate on in the next 18 months All changes to be controlled through GPGS o Bard / Cabinet as required. 	<p>Likely / Low 4 x 2 Score 8 Amber</p>	<ul style="list-style-type: none"> Revised business case to be approved at Board / Cabinet All changes to business case must be financial viable and approved b Finance team. 			KB / JD

Ref	CAUSE / RISK	EFFECT	ORIGINAL RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING LIKELIHOOD / IMPACT	FURTHER ACTION REQUIRED/DATE	TARGET DATE	TARGET RISK RATING LIKELIHOOD / IMPACT	RISK LEAD/ Link to SRR
13	The impact of potential future changes in funding. (Increased income, decreased central government support) The councils financial stability could impact the viability GPGS, I.e less income from parking or planning and impact on the bottom line.	<ul style="list-style-type: none"> Impact on overall business case Impact on cash flow Impact on councils overall financial position Impact on ability to complete project Impact on timescale project needs to be completed on 	Possible / Medium 3 x 3 Score 9 Amber	<ul style="list-style-type: none"> Careful budget planning and monitoring Reserves 	Possible / Medium 3 x 3 Score 9 Amber				JD/BD
1		•		•					

RISK ASSESSMENT KEY

Rating Key: Total Risk Score = Likelihood x Impact Scores		
0-4 Green	5-14 Amber	15+ Red

Risk Likelihood Key					Risk Impact Key				
Score -1	Score - 2	Score - 3	Score - 4	Score - 5	Score -1	Score - 2	Score - 3	Score - 4	Score - 5
Highly Unlikely	Unlikely	Possible	Likely	Definite	Negligible	Low	Medium	High	Very High

Likelihood	Definite (5)					
	Likely (4)					
	Possible (3)					
	Unlikely (2)					
	Highly Unlikely (1)					
		Negligible (1)	Low (2)	Medium (3)	High (4)	Very High (5)
		Impact				

Unacceptable risk - immediate control improvements required.

Acceptable Medium Risk - close monitoring and cost effective controls required.

Acceptable Low Risk - regular review plus low cost improvements.

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GPGS EXEC BOARD

Date – 12th October 2015

Time – 10am

Location – Room 3

Agenda	
Monthly	
GPGS revised Business Case	James Drury / Karen Brown
7 Keys Dashboard	Karen Brown
Programme Update by Section	
Town Hall Restack	Karen Brown / Matt Sorby
Flexible Working	Tara Eyre
ICT (infrastructure, Intranet, Internet)	James Drury
Rents	James Drury
Support Services	James Drury
Action Log	All
Emerging Issues	Karen Brown / James Drury
Information for Board	
•	
Decisions required form board	
• Land Terrier Business Case	TE
Quarterly (By Rotation)	
Review of Business Case	Oct 2015
Benefits Realisation	Nov 2015
Risk & Issue Log	



Successes	
-----------	--

Ref	CAUSE / RISK	EFFECT
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		



ORIGINAL RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING LIKELIHOOD / IMPACT	FURTHER ACTION REQUIRED/DATE	TARGET DATE
Red		Yellow		
Yellow		Yellow		
Yellow		Yellow		
Yellow		Yellow		
Yellow		Yellow		
Yellow		Yellow		
Yellow		Yellow		
Red		Red		
Yellow		Yellow		
Yellow		Yellow		
Yellow		Green		
Yellow		Green		
Yellow		Yellow		



TARGET RISK RATING LIKELIHO OD / IMPACT	RISK LEAD/ Link to SRR
Orange	
Green	
Orange	
Orange	
Green	
Orange	
Orange	
Green	
Green	
Green	
Green	
Green	



Project Issue Log

												optional additional information				
Issue No	Issue Description (including Impact)	Issue Owner	Action Owner	Impact	Level - RAG	Countermeasure / Resolution Plan	Comments (inc. progress since last review)	Last Review Date	Date Added	Raised by	Reviewer	Next Review Date	Status	Closure Date	Issue Category	

Lessons Learned Log

Purpose	To be a repository of any lessons learned during the project that can be usefully applied to this or other projects/programmes. This should be an ongoing log setup at the start of the project that is updated regularly, or at least at the end of each phase. Sensibly a note should be made in it of any good or bad point that arises in the use of the management and specialist products and tools at the time of the experience. At the close of the project it is written up formally in the Lessons Learned Report.
Advice	<p>Information for recording in the Lessons Learned Log is derived from observation and experiences of the processes, the Quality Log, the Risk Log, Highlight Reports and Project Plans with actuals.</p> <p>The following quality criteria apply:</p> <ul style="list-style-type: none"> - Each management control has been considered - The reasons for all tolerance deviations and corrective actions have been recorded - Input to the log is being done regularly, at least at the end of each stage - Project Assurance have been asked for their input - Statistics of the success of any quality reviews and other types of test used are included

Project:

ID.	Identified by	Date Raised	Lesson Type	Lesson Learned (description)	Action or Recommendation	Status or Update	POTI Classification (Processes, Organisation, Technology, Information)	Cause of Issue



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COUNCIL MEETING – 16 DECEMBER 2015 **MINUTES OF COMMITTEE MEETINGS**

These Minutes are of Committee meetings taken under delegated powers since the last meeting of Council. The Minutes are for information only and there will be no questions or discussion on the Minutes at the Council meeting.

Please click on the links below to view the Minutes you want to read.

Appeals and Regulatory Committee	7 October 14 October 21 October 28 October 4 November 11 November 25 November 1 December
Licensing Committee	21 October 11 November
Planning Committee	5 October 26 October 16 November
Standards and Audit Committee	25 November

If you require paper copies of the Minutes please contact:

Martin Elliott

Democratic Services, Town Hall, Chesterfield, S40 1LP

Tel: 01246 345236 email: democratic.services@chesterfield.gov.uk

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CABINET

Tuesday, 6th October, 2015

Present:-

Councillor Burrows (Chair)

Councillors T Gilby
T Murphy
Blank
Huckle

Councillors Ludlow
Serjeant
A Diouf

Non Voting Members Bagley
J Innes

Hollingworth
Wall

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

81 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Brown.

82 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 22 September, 2015 be approved as a correct record and signed by the Chair.

83 **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 item of business on the grounds that it involved the likely disclosure of exempt information as

defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 – as it contained information relating to an individual.

84 **APPOINTMENT OF INDEPENDENT PERSONS FOR STANDARDS MATTERS**

The Monitoring Officer submitted a report to inform Members about the recruitment process for a third Independent Person and to seek approval for this appointment. Two Independent Persons had previously been appointed by the Council in October 2014.

The Monitoring Officer explained that, in addition to being consulted during the councillor complaints process, the role of the Independent Persons now included involvement in disciplinary matters that could lead to the dismissal of the Council's statutory officers (Head of Paid Service, Chief Finance Officer and Monitoring Officer).

The applicant was interviewed by the Monitoring officer and the Chair of the Standards and Audit Committee and was recommended for appointment as an Independent Person. The Standards and Audit Committee supported this recommendation (Minute No (2015/16)).

The alternative options that were considered included not appointing an additional Independent Person and continuing with only two, or not appointing this applicant and reopening the recruitment process. It was previously agreed that three Independent Persons would be an appropriate number to be appointed, and it was agreed that this applicant be recommended for appointment.

***RESOLVED –**

That it be recommended to Full Council that the applicant recommended by the Chair of Standards and Audit Committee and the Monitoring Officer be appointed as a third Independent Person for the purposes of giving views on complaints about councillors and involvement in statutory officer disciplinary proceedings.

REASON FOR DECISION

To enable the Council to operate the ethical standards system effectively and as required by the law.

85 RE-ADMISSION OF THE PUBLIC**RESOLVED –**

That the public be re-admitted.

86 FORWARD PLAN

The Forward Plan for the four month period October 2015 – January 2016 was reported for information.

*** RESOLVED –**

That the Forward Plan be noted.

87 DELEGATION REPORT

Decisions taken by Executive Members during September 2015 were reported.

*** RESOLVED –**

That the Delegation Report be noted.

88 COMMUNITY INFRASTRUCTURE LEVY

The Development and Growth Manager submitted a report informing Members of the outcome of the Community Infrastructure Levy (CIL) public examination and recommending the introduction of a CIL Charging Schedule, Infrastructure List and Instalments Policy.

In April 2014, the Council approved that the draft CIL Charging Schedule be submitted for independent examination by the Planning Inspectorate (Council Minute No. 100 (2013/14)). The report provided an overview of the outcomes of this examination which took place during August 2014.

It was proposed that the Charging Schedule be introduced from 1 April 2016, which was to give sufficient notice to the local development industry to prepare for the introduction, and would allow the Council to ensure proper management of the CIL process would be in place.

As part of the CIL process, the Council was required to demonstrate the types of infrastructure projects that would be funded in an Infrastructure List. The proposed Infrastructure List, which had been subject to formal consultation, included strategic green infrastructure, transport infrastructure, strategic flood defence and education provision. Any future amendments to the Infrastructure List would require further consultation with relevant stakeholders such as the local community and the development industry.

As the regulations require parish and town councils to receive 15 per cent of CIL payments for developments within their areas, the Council was required to liaise with Brimington Parish Council and Staveley Parish Council to establish arrangements for this to be managed.

An instalments policy was also proposed to allow developers to pay the CIL over a number of weeks or months, depending on the level of the CIL.

Information was provided on amendments to CIL regulations, since the previous report in April 2014, and their likely impact on the implementation of the CIL Charging Schedule in Chesterfield.

The alternative to adopting the CIL Charging Schedule as proposed would have been continuing to negotiate infrastructure contributions through the use of planning obligations under Section 106 of the Town and Country Planning Act 1990. Such obligations were considered a more limited scheme, as they were negotiated directly with the developer and were subject to viability considerations which could reduce the level of the contributions.

***RESOLVED -**

That it be recommended to Full Council:

- (1) To approve the introduction of a CIL Charging Schedule, as set out in Appendix 1 of the report, collection to commence from 1 April 2016.
- (2) To approve the CIL Infrastructure List, as set out in Appendix 2 of the report.
- (3) To approve the CIL Instalments Policy as set out in Appendix 3 of the report.

- (4) To grant delegated authority to the Development and Growth Manager, in consultation with the Deputy Leader and Cabinet Member for Planning, to develop and implement the processes necessary to manage and monitor the collection and spending of CIL receipts.

REASON FOR DECISIONS

To allow the Council to introduce a Community Infrastructure Levy Charging Schedule and begin collecting developer funds for local infrastructure improvements.

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CABINET**Tuesday, 3rd November, 2015**

Present:-

Councillor Burrows (Chair)

Councillors	T Gilby	Councillors	Ludlow
	T Murphy		Serjeant
	Huckle		A Diouf
Non Voting	Bagley		Wall
Members	Hollingworth		

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

90 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Blank, Brown and J Innes.

91 MINUTES**RESOLVED –**

That the minutes of the meeting of Cabinet held on 6 October be approved as a correct record and signed by the Chair.

92 FORWARD PLAN

The Forward Plan for the four month period November 2015 – February 2016 was reported for information.

*** RESOLVED –**

That the Forward Plan be noted.

93 DELEGATION REPORT

Decisions taken by Executive Members during October were reported.

*** RESOLVED –**

That the Delegation Report be noted.

94 ABSENCE OF A MEMBER OF THE COUNCIL

The Committee and Scrutiny Coordinator submitted a report to enable the Cabinet to consider, for the purposes of Section 85(1) of the Local Government Act 1972, the reasons for the absence of a Member of the Council from meetings of the Authority.

Councillor Helen Elliott had been prevented by attending to urgent caring responsibilities from attending meetings of the Authority since her last attendance on 2 June, 2015. It was not known when she might be in a position to resume his duties.

***RESOLVED -**

1. That, for the purposes of Section 85(1) of the Local Government Act, 1972, the reason for the absence from meetings of Councillor Helen Elliott from 2 June of attending to urgent caring responsibilities, be approved and her continued absence from meetings be authorised through until 31 March, 2016.
2. That the best wishes of all her Council colleagues are sent to Councillor Elliott.

REASON FOR DECISIONS

To meet the requirements of Section 85(1) of the Local Government Act 1972.

95 ASBESTOS MANAGEMENT COMPLIANCE REVIEW

The Housing Services Manager – Business Planning and Strategy and the Business Transformation Manager submitted a report informing Members of the findings of the recent Asbestos Management Compliance Review.

Chesterfield Borough Council manages and owns a wide portfolio of domestic and non-domestic premises, and as such needs to satisfy statutory and legislative compliance obligations to ensure that a safe environment is provided for building occupiers and tenants.

In November 2014, as part of a regular review of policies and procedures in relation to all compliance requirements, Housing Services commissioned Savills to conduct a preliminary audit and review of its asbestos compliance. The review was extended to also include the non-domestic property portfolio, to ensure a consistent approach in asbestos management policies and practices across the entire Chesterfield Borough Council property portfolio. The purpose of the review was to establish the current status of asbestos compliance in relation to domestic and non-domestic premises, identify any shortcomings and to make recommendations in relation to prioritised actions to ensure best practice.

The report produced by Savills acknowledged many areas of good practice with regard to the Council's asbestos management and risk management processes, but also highlighted some areas for improvement. Savills had produced an Action Plan which detailed the recommended actions required to address the areas highlighted as needing improvement. The Action Plan was presented to Members to request their approval for the recommended actions which would need to be implemented, reviewed and audited, as part of an on-going compliance management regime to enable the Council to reach a point of robust assurance with regards to asbestos management.

The officers' report also recommended that an Asbestos sub-group of the Corporate Health and Safety Committee be formed to oversee the implementation of the action plan. The sub-group would consist of representatives from Housing Services, the Corporate Health and Safety team, Kier Asset Management and the Corporate Health and Safety Committee.

***RESOLVED -**

1. That the Asbestos Management Compliance Review be received, and that the Asbestos Compliance Recommendations Action Plan be implemented.
2. That an Asbestos Management Compliance Sub Group be established to oversee implementation of the actions set out within the Asbestos Compliance Report Recommendation Action Plan, and that the Sub Group reports progress to the Corporate Health and Safety Committee on a quarterly basis.

REASON FOR DECISIONS

To ensure legislative and statutory obligations in relation to the management of asbestos risk are met.

96 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 item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 – as it contained information relating to an individual.

97 BARROW HILL ENVIRONMENTAL IMPROVEMENTS UPDATE

The Housing Service Manager – Business Planning and Strategy, submitted a report to update Members on the progress of the environmental work planned for the London Boroughs estate at Barrow Hill since the scheme was approved by Cabinet in March, 2015. The report also sought approval for ex-gratia payments to be made to owner occupier households, as compensation for acquiring land to deliver the scheme, and for permission to demolish two blocks of flats to facilitate a future phase of environmental improvements for the London Boroughs Estate.

It was noted that since the plans had been approved by Cabinet progress had been made in the following areas:

- Completion of highways and drainage surveys
- Negotiation with Right-to-Buy owners on the estate
- Development of detailed design
- Preparation of a Planning Application for submission
- Scoping options on a second phase of works on land surrounding Duewell Court
- A review of demand for flats in Barrow Hill
- Development of tender documents for appointing a contractor to deliver the improvements
- New staircases for flats was being installed
- Planting plans and schedules developed

The Housing Service Manager also provided an update on Kier's negotiations with the owners of right to buy properties in the area where their property boundaries would be affected by the environmental improvements. The original proposals affected the boundaries of twenty four privately owned properties, however only two were critical to the delivery of the scheme. It was noted that negotiations with these two households had been successful and that outline terms for the transferal of their land to Council had been agreed.

Work had also started on what a second phase of environmental improvements for the London Boroughs estate would look like, with a large underutilised area of land surrounding Duewell Court being part of these considerations. Initial discussions had taken place with the Homes and Communities Agency about suitable programmes to bring forward the development of the land. In order to increase the attractiveness of the land, the demolition of the two blocks of flats at Chiswick Court and Ealing Court had been considered.

It was noted that there was a significant over supply of flats on the estate, with high turnover rates and many properties being difficult to let. Tenants in Chiswick and Ealing Courts would be offered the opportunity to transfer to alternative properties anywhere within the Borough, and would also be eligible for home loss and disturbance payments. The demolition of the two blocks would enable an improved layout for the environmental improvement scheme allowing better integration with the proposed second phase of works at Barrow Hill.

In the original proposals all of the costs associated with the scheme were to be met by the Housing Revenue Account and from the 2015/16 and 2016/17 Housing Capital Programmes. In the budget in July 2015, it had been announced that social and affordable housing rents were to be cut by 1% a year, for four years. The implications of this change had meant that as the income that had been predicted to be received had been reduced, several cost saving measures had had to be integrated into the proposals. The schedule of works had also been re-phased to take place over the financial years 2016/17 and 2017/18, in order that the planned environmental improvements could still be delivered, but also be affordable.

***RESOLVED -**

1. That Cabinet continues to support the on-going delivery of the Barrow Hill Environmental Improvements Master-Plan.
2. That Cabinet approves the revisions to the budget and the phasing of the work, in order to ensure that the proposals are affordable following the changes announced in the Government summer budget and the subsequent impact on the Housing Revenue Account Business Plan.
3. That a budget of £2,500 is set aside to cover the cost of making payments to property owners in Barrow Hill in order to facilitate the delivery of the environmental improvements, and to reduce the likelihood of objections to the Planning Application.
4. That the Right-to-Buy property of 8 Chelmsford Way is purchased in order to facilitate the delivery of the environmental improvements.
5. That the the blocks of flats, namely Ealing Court and Chiswick Court are demolished in order to facilitate a future phase of development at Barrow Hill in the area around Duewell Court.
6. That the Housing Services Manager – Business Planning and Strategy be authorised to tender for, and appoint a demolition contractor.

7. That a further report is brought to Members, following an open tender process with a recommendation to appoint a contractor to deliver the improvement programme.

REASON FOR DECISIONS

To meet the Corporate Plan 2015-19 key objective “to increase the quality of public space for which the Council has responsibility through targeted improvement programmes.”

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CABINET**Tuesday, 17th November, 2015**

Present:-

Councillor Burrows (Chair)

Councillors T Gilby
T Murphy
Blank
Huckle

Councillors Ludlow
Serjeant
A Diouf

Non Voting Members Bagley
J Innes

Hollingworth
Wall

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

99 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Brown.

100 MINUTES**RESOLVED –**

That the minutes of the meeting of Cabinet held on 3 November be approved as a correct record and signed by the Chair.

101 FORWARD PLAN

The Forward Plan for the four month period 1 December, 2015 to 31 March, 2016 was reported for information.

*** RESOLVED –**

That the Forward Plan be noted.

102 PUBLIC PRIVATE PARTNERSHIP (PPP) UPDATE

The Executive Director presented a report to update Cabinet on the performance of the PPP (Public, Private Partnership) contracts with arvato and Kier between October 2014 and September 2015.

The Executive Director highlighted key areas of achievement and improvement for members to note including:

- An increase in housing tenants paying their rent by direct debit.
- Improved Council Tax collection rates.
- The smooth integration of changes introduced by welfare reform.
- The awarding of Customer Service Excellence accreditation.
- ICT progress in the rollout of flexible working solutions.
- High occupancy rates of commercial properties.

The report also looked at developments over the next six months including the Town Hall restack, the opening of the new Queen's Park Sports Centre and the implementation a new corporate website and how arvato and Kier would be involved with delivering these projects.

***RESOLVED -**

1. That the report on PPP Performance for the period October 2014 to September, 2015 be noted.
2. That a further progress report on PPP Performance be received in November, 2016.

REASONS FOR DECISIONS

To enable the Cabinet to be updated on PPP Performance during the period, October 2014 to September 2015

103 CULTURAL VENUES FEES AND CHARGES 2016

The Arts and Venues Manager submitted proposals for maintaining or raising the levels of fees and charges for lettings at the Pomegranate Theatre, the Winding Wheel, the Assembly Rooms in the Market Hall and Hasland Village Hall for 2016.

The report provided details of the hire charges applied to different categories of hirers at the two main cultural venues, and proposed increases. It also included details of hire charges and proposed increases at the Market Hall Assembly Rooms and Hasland Village Hall. The report only covered the scale of fees and charges for lettings at the Council's cultural venues. Ticket prices were negotiated with visiting companies throughout the year when productions were booked, whilst bar prices had been reviewed in January 2015 to take account of the increase in supplier prices.

Following a review in 2011 the Council had implemented an improvement programme for the venues with the key aims of integrating the operation of the venues, improving the arts and cultural offer of the two theatres and reducing the overall subsidy to the Council tax payer. It was noted that the review had contributed in part to the reductions in subsidy over the last three years, with savings in net controllable costs of £180,000 being achieved compared to the 2011/12 outturn.

A report had been presented to Cabinet on 22 September 2015 on the VAT treatment of venue hire. It was agreed that, as required by HM Revenue and Customs, VAT should be charged on all new hires of the Winding Wheel and the Pomegranate for all new hires as from 1 October 2015. It was also agreed that because the majority of room bookings at Hasland Village Hall did not require any additional services to be provided, room hire charges would continue to be classified as VAT exempt. In addition VAT would continue to be charged on all hires of the Assembly Rooms.

The report recommended that due to the recent application of VAT on hire charges for the Winding Wheel and the Pomegranate Theatre that there should be no increase to hiring charges for 2016. However, increases to room hire charges were recommended for the Assembly Rooms, where VAT had always been charged, and for hiring Hasland Village Hall where charges were VAT exempt.

The option of introducing a significantly greater increase to the charges was ruled out as there would have been a risk of losing potential hirers. Another option of leaving the charges unchanged was also ruled out as increases in the charges were still required to develop a sustainable business plan for the Venues.

***RESOLVED -**

1. That there be no increase to the building hire charges for the Pomegranate Theatre for the financial year 2016-17.
2. That there be no increase to the room hire charges at the Winding Wheel for the financial year 2016-17.
3. That an average increase of 4% be levied on all equipment hire charges at the Winding Wheel from 1, April 2016.
4. That there be no increase to the building hire charges for professional companies and commercial use at the Winding Wheel.
5. That an average increase of 3% be levied on all room hire charges at the Assembly Rooms in the Market Hall from 1 April, 2016.
6. That an average increase of 3 % be levied on all current room hire charges at Hasland Village Hall from 1 April, 2016.
7. That the Arts and Venues Manager be authorised to negotiate rates for bookings more than a year in advance, including the level of required deposits and payment terms, and pricing packages.

REASON FOR DECISIONS

To make further progress towards a sustainable financial position for the venues.

104 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 item of business on the grounds 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 contained information relating to financial and business affairs.

105 APPLICATION FOR BUSINESS RATES RELIEF

The Chief Finance Officer submitted a report requesting that members considered an application from a company for discretionary business rates relief.

***RESOLVED -**

That discretionary business rate relief is not awarded.

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CABINET**Tuesday, 1st December, 2015**

Present:-

Councillor Burrows (Chair)

Councillors	T Gilby	Councillors	Huckle
	T Murphy		Ludlow
	Blank		A Diouf
Non Voting Members	Bagley		Wall
	Hollingworth		

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

107 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Brown, J Innes and Serjeant.

108 MINUTES**RESOLVED –**

That the minutes of the meeting of Cabinet held on 17 November, 2015 be approved as a correct record and signed by the Chair.

109 FORWARD PLAN

The Forward Plan for the four month period 1 December, 2015 to 31 March, 2016 was reported for information.

*** RESOLVED –**

That the Forward Plan be noted.

110 DELEGATION REPORT

Decisions taken by Cabinet Members during November were reported.

*** RESOLVED –**

That the Delegation Report be noted.

111 GENERAL FUND REVENUE AND CAPITAL BUDGET MONITORING REPORT AND UPDATED MEDIUM TERM FINANCIAL FORECAST – SECOND QUARTER 2015/16

The Chief Finance Officer submitted a report outlining the budget position at the end of the second quarter, covering General Fund Revenue account, the General Fund Capital account, the Housing Revenue account as well as the Housing Capital Programme. The report outlined projected deficits in 2015/16 and 2016/17, and 2017/18.

A number of measures were proposed to tackle the possible deficits in the short and medium-term, including vacancy control and a moratorium on non-essential expenditure. It was noted that the current years' deficit could be reduced by tight budgetary control throughout the remainder of the year, and that any residual deficit could be met from reserves. The Chief Finance Officer noted however that the use of reserves was not a sustainable solution and that the focus should be on providing longer term solutions. It was also noted that attention should to be maintained on the medium term where the scale of the forecast deficits was such that some significant budgetary savings would need to be considered and implemented.

***RESOLVED -**

1. That the council's financial performance in the first half of the financial year and the revised medium term forecast be noted.
2. That the changes to the General Fund Capital Programme be supported and referred to Full Council for approval.
3. That the proposed new use of reserves be supported and referred to full Council for approval.
4. That the changes to the Housing Revenue Budget are noted.

REASON FOR DECISIONS:

To monitor the Council's finances.

112 GREAT PLACE: GREAT SERVICE UPDATE

The Executive Director, James Drury and the Business Transformation Manager attended to provide Cabinet members with an update on, and to present the November 2015 business case for the Great Place, Great Service transformation programme.

The GPGS programme was launched in December 2013 and it had been agreed in early 2015 that it should be reviewed to ensure its on-going viability, as well as to ensure that it continued to focus on the areas which were currently of greatest benefit to the council and its priorities. A comprehensive review had been conducted of the entire programme during 2015, and the results of this review were presented to members in the reviewed GPGS business case

The Executive Director noted that the GPGS programme needed to be supported by solid foundations in order to produce better outcomes, which would inform and support the changes or investments that may be required with the Council. This included the development of an Operating Model that would guide the way the Council works including support for decision making and the Council's vision and values.

The Business Transformation Manager advised Cabinet members that as GPGS was a fast moving transformation programme it often required decisions to be taken at various levels in a timely manner. These decisions could relate to areas of spend, be strategic or operational. In order to facilitate such effective decision making the Business Transformation Manager outlined a proposed scheme of delegations from Full Council to both Cabinet and named officers that would be submitted to Full Council on 16 December, 2015 for approval.

***RESOLVED -**

1. That the revised Great Place, Great Service (GPGS) business case be supported and referred to Full Council for approval.

2. That authority be delegated to the GPGS board to monitor the implementation of the GPGS project, as per the agreed project plan and cost model.
3. That the proposals to delegate decision making authority to Cabinet and named officers, as detailed in section 5 of the report, to ensure that the GPGS programme is delivered in an informed and timely manner be supported and referred to Full Council for approval.

REASONS FOR DECISIONS

To enable the council to deliver a transformational programme which:

- Improves services to customer and residents
- ensures Value for Money
- delivers financial efficiencies
- transforms and modernises the council
- supports staff and members to deliver effective change
- manages benefit realisation
- is flexible and agile to grasp future opportunities

113 REVIEW OF STATEMENT OF LICENSING POLICY

The Licensing Assistant presented a report to inform members on the production of the Council's revised Statement of Licensing Policy in advance of the Statement being submitted to Full Council in December, 2015 for approval. In accordance with the Licensing Act 2003 the Statement of Licensing Policy needs to be published every five years, with the reviewed statement scheduled for publication on 7 January, 2016.

The main changes to the statement had been made as a consequence of amendments to the Licensing Act 2003. Licensable activities such as certain types of regulated entertainment had been deregulated to allow licensees to hold events on their premises without the requirement of a Premises Licence or Temporary Event Notice. Other changes to make it easier and cheaper for licensees to apply for licences or changes to their existing licence, including Minor Variations, and Late Temporary Event Notices had also been incorporated in the revised statement. The

statement wording and presentation of the revised statement had also been amended to make it clearer and easier to understand.

It was also recommended that in order to facilitate streamlined decision making, that in future the reviewed statement should be presented directly to Full Council after consideration and support by the cabinet member for Health and Wellbeing and by the Licensing Committee.

***RESOLVED –**

1. That the revised Statement of Licensing Policy be supported and referred to Full Council for approval.
2. That in future the Statement of Licensing Policy shall be referred straight to Full Council after being considered and supported by the Licensing Committee.

REASONS FOR DECISIONS

In order that the revised Statement of Licensing Policy be presented to Full Council for approval to enable publication on 7 January, 2016.

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JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 3rd November, 2015

Present:-

Councillor Burrows (Chair)

Councillors T Gilby
Huckle
T Murphy
Ludlow

Councillors Serjeant
Simmons
Dickinson
A Diouf

Non Voting Members

Councillors Hollingworth
Bagley

Councillors Wall

*Matters dealt with under the Delegation Scheme

15 **DECLARATION OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

16 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Blank, Brown, Davenport, Elliott and Jean Innes.

17 **MINUTES**

RESOLVED –

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee on 14 July, 2015 be approved as a correct record and signed by the Chair.

18 **PROCUREMENT PROVISION OPTIONS**

The Business Transformation Manager submitted a report providing options with regards to the future of procurement support provision for Chesterfield Borough Council.

The report identified the Council's key requirements of a procurement service moving forward and outlined the reasons why the temporary arrangements in place since 2013 were no longer appropriate in order to provide an effective and efficient service in the future.

The report detailed four possible options for future procurement provision:

- Shared Service – Chesterfield NHS Procurement Consortium
- Reshaped in-house procurement team
- Shared Service – Derbyshire County Council
- Full specification – market test

including an analysis of the advantages and disadvantages and the financial implications of each option.

Consultation on the proposals had been undertaken with Unison and details of this process were included in the report, along with an assessment of the risks associated with the proposals and actions to mitigate these.

It was recommended that the Shared Service with Chesterfield NHS Procurement Consortium provided the best option in respect of experience and expertise in local government procurement, capacity to ensure compliance with legal requirements and to develop strategy and policy, availability of an e-tendering system and a small financial saving.

It was noted that this option would also provide the opportunity for Members to be consulted on the development of the Council's procurement strategy.

*** RESOLVED –**

- (1) That approval be given for Chesterfield Borough Council to join the NHS Procurement consortium for a period of three years at an annual fee of £39,000, conditional on a comprehensive Service Level Agreement being developed by the Business

Transformation Manager in consultation with the Senior Leadership Team and Corporate Management Team to capture all foreseeable requirements, and agreed with the NHS Procurement Consortium.

- (2) That a 0.5FTE Client Officer role be established to support the new procurement arrangements and to support the work of the current PPP Client Officer.

REASONS FOR DECISIONS

To ensure resilience, consistency, stability and continuity of procurement support provision for the next three years.

To ensure value for money.

To contribute towards the Corporate Plan aim of the Council becoming financially self-sufficient by 2020.

19 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF 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 the following Paragraphs of Part 1 of Schedule 12A to the Local Government Act 1972 – Paragraphs 1, 3 and 4, on the grounds that they contained information relating to individuals, financial and business affairs and to consultations or negotiations in connection with any labour relations matter arising between the authority and employees of the authority.

20 ZERO HOURS CONTRACTS AT CHESTERFIELD VENUES

The Arts and Venues Manager submitted a report informing Members how zero hours contracts were currently used at the Chesterfield Venues and seeking approval to replace them with annualised hours contracts.

The report detailed the outcome of the review of zero hours posts at the venues following the introduction of the Council's Zero Hours Policy in

November 2014. This covered Duty Managers, Front of House staff and Technical staff. The review concluded that replacing zero hours contracts with annualised hours contracts best suited the delivery of the service and provided security of hours for the staff concerned.

The proposed annualised hours posts were equivalent to approximately 80% of hours actually worked in 2014, providing sufficient flexibility if there were fewer performances and events in the future. It was likely that staff would have the opportunity to work additional hours above their contracted annualised hours, and the operation of the system would be reviewed on a regular basis.

Consultation had been undertaken with the staff impacted by these proposals and the relevant Trade Unions and details of this were included in the report, along with the human resources and equalities implications and an assessment of the risks associated with the proposals and actions to mitigate these.

It was not anticipated that there would be any significant financial impact arising from the implementation of these proposals.

The report outlined possible alternative options, although these were not considered to meet the Council's Zero Hours Policy or the needs of the service.

The report detailed the proposed plans for implementation of annualised hours contracts, it being noted that there would be the possibility for existing staff to remain on zero hours contracts if they preferred, albeit with reduced hours available for work.

*** RESOLVED –**

- (1) That the principle of replacing zero hours contracts with annualised hours contracts at the Chesterfield Venues be approved.
- (2) That the 48 annualised hours posts, as detailed in section 6 of the report, be put on the establishment.
- (3) That the Arts and Venues Manager be authorised to effect the appointment of existing staff to the annualised hours contracted posts having regard to the Council's policies and protocols.

- (4) That all zero hours posts which are replaced with annualised hours posts internally through this process be deleted from the establishment.
- (5) That any of the 48 annualised hours posts that are not filled internally be advertised externally.
- (6) That all the 48 newly established posts be paid monthly for the time worked that month.
- (7) That any member of staff who does not wish to apply for an annualised contract may retain their zero hours contract on the understanding that less hours will be available to them.
- (8) That the three existing contractual hours front of house staff posts be deleted from the establishment and replaced by annualised contracts.
- (9) That the five existing duty managers posts on grade 4 be regraded to grade 5, so that staff can be required to work from all Council venues.

REASON FOR DECISIONS

To ensure that the Council complies with the Zero Hours Policy introduced in November 2014.

21 VISITOR INFORMATION CENTRE STAFFING REORGANISATION

The Cultural and Visitor Services Manager submitted a report seeking approval to a number of proposed changes to staff roles, responsibilities and contractual arrangements, in order to provide a single unified service for all users of the information and sales hub based at the Visitor Information Centre (VIC).

Following the relocation of marketing, venue hire and box office staff in to the VIC in January 2014 there had been a significant increase in footfall and overall ticket sales, requiring a review of job roles and reporting lines in order to maintain high levels of customer satisfaction.

The report detailed the current staffing establishment for the VIC, box office and support services administration function and the proposed new structure, including annualised hours contracts for box office staff and flexibility of arrangements to provide a service at the venues when performances were being held. It was proposed to introduce a new post of Ticketing and Hire Supervisor and a copy of the draft job description and person specification was attached to the report.

Consultation had been undertaken with the staff impacted by these proposals and the relevant Trade Unions and details of this were included in the report, along with the human resources, equalities and financial implications and an assessment of the risks associated with the proposals and actions to mitigate these.

The report outlined possible alternative options, although it was considered that these would not enable the level of service to customers to be maintained or improved.

The report detailed the proposed plans for implementation of the revised structure at the VIC and the move to annualised hours contracts for box office staff at the venues.

*** RESOLVED –**

- (1) That the 3.82 FTE (totalling 141.5 hours per week) Visitor Information Centre Assistant posts be deleted from the establishment and be replaced by 5.34 FTE (totalling 197.5 hours per week) Visitor Information and Sales Assistant posts.
- (2) That the two contractual Box Office Assistant posts (totalling 30 hours per week), the post of Box Office Co-ordinator (37 hours per week) and the post of Admin Support Assistant (30 hours per week) be deleted from the establishment.
- (3) That the post of Ticketing and Hire Supervisor (37 hours per week) be put on the establishment.
- (4) That the principle of replacing all Box Office Assistant posts on zero hours contracts with annualised hours contracts be approved.
- (5) That annualised Box Office Assistant hours of 980 hours per

annum be put on the establishment.

- (6) That annualised Box Office Assistants be paid monthly for the time worked that month.
- (7) That any of the annualised Box Office Assistant hours that are not filled internally be advertised externally.
- (8) That any Box Office Assistant who does not wish to apply for an annualised contract may retain their zero hours contract on the understanding that less hours will be available.
- (9) That the revised structures for the Venues and the Visitor Information Centre as at Appendix B to the report be approved.
- (10) That the Arts and Venues Manager and the Tourism, Museum and Events Manager be authorised to effect the appointments to the proposed structure having regard to the Council's policies and protocols.

REASON FOR DECISIONS

To improve the operation of the Visitor Information Centre and Chesterfield Venues in order to provide a better service to visitors and residents of the town.

22 REVIEW OF CRÈCHE SERVICES

The Sport and Leisure Manager submitted a report for Members to consider the continued provision of crèche services within the Sport and Leisure Facility programmes.

The report set out the issues to be considered in respect of the future of in house crèche provision at the new Queen's Park Sports Centre (QPSC), the future of the externally contracted crèche provision at the Healthy Living Centre (HLC), Staveley and the potential for reinvestment of identified crèche savings in targeted and prioritised community health and well-being partnership initiatives aimed at reducing health inequalities in the borough, and developing sustainable social capital and community resilience.

The current usage of the crèche services at QPSC and HLC was low and the services incurred a subsidy of approximately £60,000 per year. During consultation on the services for the new facility at Queen's Park in 2013 demand for crèche services was the lowest priority. Details of the consultation were attached to the report.

The report outlined options for alternative provision, including programmes to encourage participation by the family unit and reinvestment in new or extending current initiatives to encourage participation in sport and physical activity in the borough's communities. It was confirmed that arrangements would be made to signpost current users of the crèche service to other locally available services.

The report set out the financial, human resources and equalities implications, along with an assessment of the risks associated with the proposals and actions to mitigate these. Consultation had been undertaken with the Council staff affected and their Trade Unions and also with the external provider of crèche services at HLC, and details of this were included in the report.

*** RESOLVED –**

- (1) That the in-house Crèche service provided at Queen's Park Sports Centre be withdrawn by 31 December 2015 and does not transfer to the new Queen's Park facility.
- (2) That the external contractor at the Healthy Living Centre be consulted and one of two options adopted:
 - Crèche closure – subject to a 3 month notice period.
 - Current contractor providing a proposal for use of the creche space on an independent basis and making a commercial payment to the Council as per other similar on site operations such as Catering and Beauty services currently in place.
- (3) That the Sport and Leisure team develop alternative activities within the respective site programmes to better facilitate participative activities for parents, carers and children.
- (4) That alternative use of the current Crèche space at the Healthy Living Centre be considered to maximise opportunities in meeting

the Council's value for money priority and 2020 performance expectations.

- (5) That an element of savings from the current crèche operations be redirected into reducing health inequalities in deprived ward areas in the borough including extension of the Village Games initiative.

REASON FOR DECISIONS

To ensure that the Sport and Leisure service is fit for purpose and as a consequence able to maximise performance, continuous improvement and development to ensure that the Council's Corporate Vision and Plan 2016 – 2020 is achieved.

23 PROPOSED RESTRUCTURE OF THE PERSONAL ASSISTANTS

The Support Services Manager submitted a report for Members to consider proposals for a revised structure of the Personal Assistants providing a secretarial service to the Chief Executive, the Senior Leadership Team, the Housing Management Team and Service Managers.

The duties and responsibilities of the four Personal Assistant posts had been re-examined, resulting in revised job descriptions and job evaluation scores for two of the posts. A revised proposed structure for the Personal Assistant posts was detailed in the report, it being noted that further changes may be required once the Corporate Management Team restructure had been completed.

Consultation had been undertaken with the staff affected by these proposals and their Trade Union representatives, and the human resources, equalities and financial implications were detailed in the report, along with an assessment of the risks associated with the proposals and actions to mitigate these.

It was confirmed that existing arrangements to support the Housing Management Team and Service Managers would continue pending any further changes resulting from the Corporate Management Team restructure.

*** RESOLVED –**

That the Support Services Manager be authorised to implement the proposed restructure of the Personal Assistants.

REASON FOR DECISION

To recognise the duties and responsibilities carried out by the Personal Assistants and for the appropriate remuneration to be made to those staff.

JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE**Tuesday, 1st December, 2015**

Present:-

Councillor Burrows (Chair)

Councillors T Gilby
Huckle
T Murphy
LudlowCouncillors Blank
Simmons
Davenport
Dickinson

Non Voting Members

Councillors Hollingworth
Bagley

Wall

*Matters dealt with under the Delegation Scheme

**24 DECLARATION OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

25 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Brown, Alexis Diouf, Elliott, Jean Innes and Serjeant.

26 MINUTES**RESOLVED –**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee on 3 November, 2015 be approved as a correct record and signed by the Chair.

27 **SAFEGUARDING CHILDREN AND VULNERABLE ADULTS POLICY AND PROCEDURES (E000)**

The Policy Manager submitted a report informing Members of the Council's improvements to effectively safeguard and promote the welfare of children and vulnerable adults within the borough and seeking approval of the revised safeguarding children and vulnerable adults policy and procedures.

The report outlined the legal requirements and responsibilities of the Borough Council in respect of safeguarding the welfare of children and vulnerable adults. Following guidance on expected inter-agency working a safeguarding audit had been carried out to consider improvements to the current safeguarding arrangements.

Working with Derbyshire County Council an action plan had been developed, including:

- Identification of the Cabinet Member for Health and Wellbeing as the elected member safeguarding lead and champion and interim safeguarding lead officers at Executive Director, Senior Manager and Service Manager levels.
- Establishing a safeguarding group to develop and monitor policy, procedures and programmes. The terms of reference for the group were attached to the report.
- Updated safeguarding children and vulnerable adults policy and procedures to reflect the latest working together guidance and harmonise with Derbyshire wide policies and procedures. The revised policy and procedures were attached to the report.
- Further work to ensure that safeguarding responsibilities were reflected in relevant Human Resources policies and procedures, to strengthen procurement procedures and control of contractor activities and to ensure that the facility hire and use terms and conditions reflected the latest safeguarding guidance.
- Available training opportunities reviewed and a proposed approach to training for 2016/17.

- Participation in a pilot with Derbyshire County Council to improve child sexual exploitation awareness within the local taxi provision, and support of the Safer Derbyshire “Say something if you see something” campaign.

The report included a risk assessment with mitigating actions and the equality and financial implications of the proposals.

It was noted that there had been an excellent response to the pilot raising awareness with taxi operators and drivers and that this would shortly be evaluated and consideration given to future arrangements. It was confirmed that the Council would work closely with Safer Derbyshire and Derbyshire County Council on safeguarding arrangements in respect of licensed premises and that the sharing of relevant information between authorities had been improved.

*** RESOLVED –**

- (1) That the safeguarding children and vulnerable adults’ policy and procedures be approved.
- (2) That a full review of the safeguarding policy, procedures and arrangements takes place after three years.
- (3) That the Cabinet Member for Health and Wellbeing be given delegated authority to approve essential safeguarding policy and procedure amendments between the formal review periods.
- (4) That a review of hire terms and conditions be undertaken and implemented during 2016/17.
- (5) That the training recommendations detailed at paragraph 6 of the report be approved and implemented during the remainder of 2015/16 and in 2016/17.

REASON FOR RECOMMENDATIONS

To effectively safeguard and promote the welfare of children and vulnerable adults within the borough.

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**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY
COMMITTEE**

Tuesday, 15th September, 2015

Present:-

Councillor Slack (Chair)

Councillors Borrell
Simmons

Councillors Miles
J Barr

Councillor Blank +
Wall +
Brady ++
Serjeant +++

Andy Bond, Town Centre Operations Manager +++
Karen Brown, Business Transformation Manager +
Anita Cunningham, Policy and Scrutiny Officer
Marc Jasinski, Corporate Health and Safety Officer +
Brian Offiler, Committee and Scrutiny Coordinator
Bernadette Wainwright, Cultural and Visitor Services Manager +++

+ Attended for Minute No. 16

++ Attended for Minute No. 17

+++ Attended for Minute No. 18

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

15 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Dyke, Parsons and Sarvent.

16 **CABINET MEMBER FOR GOVERNANCE - CORPORATE HEALTH AND SAFETY IMPROVEMENT PROGRAMME**

The Cabinet Member for Governance presented a report on the corporate Occupational Health and Safety Improvement Programme, informing the Committee of the outcomes of the programme for 2012 – 2015 and of the content of the programme for 2015 – 2018.

The Corporate Health and Safety Adviser explained that the programme for 2012-15 had been the first such programme across the Council and had focused improvements around four key themes:

- Accident Performance
- Health & Safety Management
- Health & Safety Climate
- Occupational Health

containing 11 key targets, 55% of which had been met by the end of the three year programme. A copy of the outcomes report for 2012-15 was attached as an appendix to the report.

In some cases where targets had not been met it was felt that the original targets had not been set at realistically achievable levels, e.g. the average number of days lost due to accidents had been set at a level below the national average.

The Business Transformation Manager explained that the Council had assessed its progress against the Corporate Health & Safety Performance Index (CHaSPI) developed by the Health and Safety Executive and had surpassed its target, achieving a score of 7.7 (against a target of 6.6, the mean score for other Councils).

The experience over the previous three years had informed the development of the programme and targets for the next three years. Progress against the programme would be monitored through the Health and safety Committee and the Occupational Health and safety Improvement Group, comprising Cabinet Members, Managers and Safety Representatives. A copy of the new programme for 2015-18 was attached as an appendix to the report.

In response to questions from Members it was confirmed that Service Managers reported progress in their services to the Health and Safety Committee, focusing on their priority issues and measures to control risks,

such as use of equipment and training to minimise manual handling risks. Standards for Personal Protective Equipment (PPE) were being considered. Incidents were investigated to enable learning across departments where possible.

A Contracts Management Group had been set up to improve the health and safety arrangements when the Council commissioned contractors. The current contract for the construction of the new leisure centre was felt to be a good example of good health and safety standards.

The policy on dealing with stress was currently being reviewed, including training for stress awareness and assessing and managing stress.

It was noted that the standard of health and safety management in the Council had improved significantly over recent years, and the Cabinet Member congratulated her predecessor and managers and staff for this achievement. She hoped that this progress would be continued over the next three years.

The Committee thanked the Cabinet Member and officers for the report and commended Managers and Safety Representatives for the progress which had been made in respect of health and safety management and practices.

RESOLVED –

That the report be noted.

17 SCRUTINY MONITORING

Locking of Park Gates

The Cabinet Member for Health and Wellbeing and Environmental Services Manager submitted a progress monitoring report on the Scrutiny Committee's recommendation to review the decision to stop locking park gates at night.

Councillor Brady attended as a local Member to update the Committee on issues which had arisen at Eastwood Park, Hasland following the decision to not lock the gates at night. There had been frequent anti-social behaviour, intimidation, drunkenness, drug dealing, litter and damage and

as the gates had been open the Police had been unable to remove people from the park.

Members and Officers of the Council had met with the Police and other stakeholders, and the Cabinet Member had agreed to re-instate for a trial period the locking of the gates at this site, following which the problems had decreased significantly.

The outcome from this trial period at Eastwood Park would continue to be monitored, along with the situation at other parks where the gates remained unlocked at night. The potential of installing self-closing lockable gates, of working with community volunteers and of restricting vehicle access would be considered. The results of this monitoring would be reported in November.

It was noted that the temporary employment of the Enforcement Officer had been extended whilst the situation was being reviewed.

Members requested that comparative costs of locking gates and dealing with damage be provided within the findings of the review in November. They were of the general view at this stage that it would be preferable for park gates to be locked at night and that a longer term solution was required before lighter nights returned again next Spring.

RESOLVED –

- (1) That pending a further report the current view of the Committee is that the situation would be better with locked park gates.
- (2) That a report be provided to the next meeting of the Community, Customer and Organisational Scrutiny Committee on the review of the decision to not lock the park gates at night, including comparative costs of locking gates and dealing with damage.

18 CABINET MEMBER FOR TOWN CENTRE AND VISITOR ECONOMY - OUTSIDE MARKET RECONFIGURATION PROGRESS REPORT

The Cabinet Member for Town Centre and Visitor Economy presented a progress report on the delivery of a feasibility study on Chesterfield's outdoor market.

The purpose of the study was to analyse the existing operation of the outdoor market and present a number of possible development options, which would make the market a more attractive location for both traders and shoppers and help to provide it with a sustainable future.

A public engagement exercise had been carried out with traders, town centre stakeholders and members of the public, from which a list of key priorities for improvements had been developed, including:

- Wider aisle widths to allow better access, higher footfall and freedom of movement between stalls and through the Market Place
- Improved sightlines and better trading conditions, to be able to attract traders and shoppers to the centre of the market
- Better weather protection for traders and customers
- Improved facilities including power points, lighting, storage and refuse collection points
- Enhancing the appearance of the market by removing, if possible, the large number of boards and trestles that are very visible on non-market days.

A project board had been established, including officers from planning, conservation, economic development, urban design, Kier Facilities Maintenance and markets, to offer advice and guidance to the consultants (IBI Group) and to ensure that any options on the remodelling of the Market Place were achievable given the constraints of the site.

The IBI Group had developed a series of options based on three levels of intervention – low, medium and high – the higher the intervention level, the higher the expected costs and lifespan. The Town Centre Operations Manager presented some images of possible options, including the following aspects:

- A low level of intervention using the existing wooden stalls, with a reduction in stall numbers to give wider aisles and corner display areas. This option would retain flexibility to allow additional stalls to be erected when required.
- A medium level of intervention using new double sided stall structures set out in blocks of sixes or eights. This option would also widen the aisles, was flexible and provided corner displays and or a central seating area.

- The highest level of intervention would provide a completely different layout following the contours of the market either in individual rows or in block structures.

All of the outline options would address stall coverings, power supply, lighting, storage and refuse collection points.

Arising from Members' questions it was explained that it was hoped the new configuration would attract traders back in to the main market square from the surrounding streets and that traffic considerations would be taken in to account.

It was noted that more detailed costings were being developed to enable consideration of different elements of each option and that further consultation would then be undertaken with traders and other interested parties, with the aim of providing a fit for purpose market. It was hoped to minimise disruption to the continuing operation of the market during implementation of whichever option was chosen.

A further report would be provided to the Scrutiny Committee prior to proposals being considered by Cabinet.

Members supported the work which had been undertaken in developing the options and the commitment to invest in the market. They were of the view that the higher level intervention options would be preferable as they would provide a longer expected lifespan.

RESOLVED –

- (1) That the views of the Community, Customer and Organisation Scrutiny Committee be considered in the consideration of options.
- (2) That a further report be presented to the Committee at a future meeting on the proposed options and costings.

19

FORWARD PLAN

The Committee considered the Forward Plan for the period 1 October, 2015 – 31 January 2016.

RESOLVED –

That the Forward Plan be noted.

20 WORK PROGRAMME FOR THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

The Committee considered a list of items raised to date for its Work Programme.

The Chair reported that the draft Workforce Strategy had not yet been completed and he therefore proposed that this be considered at the November meeting.

The Committee had requested a progress report on the monitoring of its recommendation for a review of the decision to not lock park gates at night for the November meeting.

It was proposed that a progress report on the monitoring of the Committee's recommendations in respect of pre-consultation with stakeholders and the development of an engagement plan for projects impacting on employees (CCO2) be requested for the November meeting.

It was proposed that the items on the Equality, Diversity and Social Inclusion Strategy and Action Plan and the Equalities Annual Report be combined and rescheduled for 2016.

RESOLVED –

- (1) That a report on the Workforce Strategy and a progress report on the monitoring of the Committee's recommendation for a review of the decision to not lock park gates at night be considered at the November meeting of the Committee.
- (2) That a progress report on the monitoring of the Committee's recommendations in respect of pre-consultation with stakeholders and the development of an engagement plan for projects impacting on employees (CCO2) be requested for the November meeting.
- (3) That the items on the Equality, Diversity and Social Inclusion Strategy and Action Plan and the Equalities Annual Report be combined on the work programme and rescheduled for 2016.

21 OVERVIEW AND SCRUTINY DEVELOPMENTS

It was noted, further to Minute No. 6 of the Committee's meeting on 7 July, 2015, regarding the County Council's special Health Scrutiny Committee meeting to discuss the Holywell Medical Group, that the Chair, the Chair of the Enterprise and Wellbeing Scrutiny Committee, the Council's Cabinet Member for Health and Wellbeing and the Executive Director would be meeting to consider the matters raised.

RESOLVED –

That the update be noted.

22 MINUTES

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 7 July 2015 were presented.

RESOLVED –

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

ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

Tuesday, 6th October, 2015

Present:-

Councillor P Gilby (Chair)

Councillors Perkins Callan Dyke Ludlow + Serjeant ++ J. Innes ++	Councillors Derbyshire Catt Sarvent
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Donna Cairns, Committee and Scrutiny Co-ordinator
 Robert Clarke, Parking and CCTV Manager ++
 Anita Cunningham, Policy and Scrutiny Officer
 Trevor Durham, Licensing Manager +
 Andy Pashley, Leisure and Amenities Manager ++
 Bernadette Wainwright, Cultural and Visitor Services Manager ++

+ Attended for Minute Nos. 19-21
 ++ Attended for Minute No. 20

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

No declarations of interest were received.

20 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor V. Diouf.

21 SCRUTINY MONITORING

Hackney Carriage Licence Limit

The Cabinet Member for Health and Wellbeing and the Licensing manager presented the progress monitoring report on the Hackney Carriage Licence Limit.

The Licensing Manager advised the Committee that, in 2011, the Council had set a cap on the number of hackney carriage licences at 110, however 150 licences were still held. The Licensing Manager explained that the Council had limited powers to reduce this number further. Legislation that had been proposed to prevent the transfer of hackney carriage licences had not been supported by the government. The number of these licences could only be reduced should a driver voluntarily give up their licence or by a licence being revoked for breach of conditions.

The hackney carriage licence limit was due to be reviewed in 2016. The Licensing Manager explained the procedure that the review would follow, including the carrying out of a survey to assess whether there was unmet demand for hackney carriage services in the Borough.

Members commented that it was disappointing that the proposed legislation preventing the transfer of licences had not been brought in. The Committee requested that a further report be provided in July 2016 setting out how the review would be undertaken, including the specifications for the survey.

Parking Policy

The Cabinet Member for Town Centre and Visitor Economy, the Assistant Cabinet Member, the Cultural and Visitor Services Manager and the Parking and CCTV Manager presented the progress monitoring report on the parking policy.

The Cabinet Member for Town Centre and Visitor Economy advised the Committee that some improvements had been made in the town centre car parks, which were outlined in the report, and free parking for residents of the Borough had been extended, however a longer term plan was being prepared for investment in the town centre car parks.

The Cultural and Visitor Services Manager explained the circumstances that had affected the delivery and implementation of the recommendations in respect of the parking policy that had previously made by the Committee and approved by Cabinet in 2013. Further proposals for the implementation of the parking policy were also outlined.

Following consultation with the Highways Authority, it had become clear that the introduction of barrier ticket systems at more of the town centre car parks would not be feasible for financial and logistical reasons.

Circumstances with regards to Beetwell Street and Saltergate multi-storey car parks had changed since 2013 as the proposals for the development of the Northern Gateway were now likely to be leisure led rather than retail based. A full options appraisal for Saltergate multi storey car park had been commissioned and a report with fully costed proposals for the regeneration of the car park was being prepared. This report was to inform the decision making on the level of investment required at both multi-storey car parks.

Members asked whether the stairwells in the Saltergate multi-storey car park were part of the regeneration proposals as they were perceived as being dark and unsafe. The Parking and CCTV Manager advised that the proposals included making the stairwells brighter and lighter and introducing more CCTV cameras to these areas. These proposals were subject to funding being approved as they would require significant investment.

Improvements to information signage had been undertaken at some of the town centre car parks as had been recommended. The cost implications had determined that a variable message signage system that directs drivers to car parks with available spaces was not financially viable and was not a priority. Other improvements to car park signage to provide clear opening times, tariff information and other parking advice were proposed.

The Cultural and Visitor Services Manager advised the Committee that it was proposed that the ticket machines in all car parks be replaced as they were costly to operate and were no longer supported by the supplier. In addition, from 2017, a new £1 coin was due to be introduced which would not be accepted by the machines. The new machines that would be sought would be more customer friendly and be able to take card payments and payments by phone.

Members asked in what way the machines would be more customer friendly. The Cultural and Visitor Services Manager advised that in addition to the new payment methods, it was hoped the machines would be more accessible by being easier to understand and simple to use.

The Cultural and Visitor Services Manager explained that ticket machines do not normally give change for practical reasons due to the size of the machines required to house the necessary coins, and the risk of theft or damage. It was proposed that when the replacement of the machines would be put out to tender, a request for machines that provide change would be included. An assessment would then be carried out to determine if this would be practical and financially viable. The Cultural and Visitor Services Manager advised that the proposed replacement of the car park ticket machines would be considered by Cabinet before the end of 2015. Committee Members noted their approval of this.

Members asked whether the proposed sale of the car park on Ashgate Road had an impact on the implementation of the parking policy. The Cabinet Member for Town Centre and Visitor Economy advised that the site was on the market but no decision had yet been taken to approve the sale. The use of the site as a car park was only a temporary arrangement and it was not included in the strategy for town centre car parking. Significant investment would have been necessary to convert this site into a permanent car park of reasonable condition and this was not considered financially viable.

Members agreed that the limitations on the implementation of the Committee's previous recommendations had been justified and the proposals that were put forward for future developments were supported, specifically as detailed at paragraphs 6.4 to 6.8 of the report.

The Committee agreed that the monitoring of these recommendations had been completed and would be removed from the monitoring form.

Parks and Open Spaces Strategy

The Cabinet Member for Health and Wellbeing and the Leisure and Amenities Manager presented the progress monitoring report on the Parks and Open Spaces Strategy.

The Leisure and Amenities Manager advised that consultation had been and would continue to be undertaken for any policy changes or where physical work is proposed for a site, appropriate to the nature of the project and the resources available. He also outlined the range of consultation methods that had been used, working alongside the policy team and other services such as housing.

The Leisure and Amenities Manager recognised that the recommended consultation method that had been used by the Public Health Department, developed by the masters in public health students, was a useful tool but demanded a lot of resources, including staff time. Similar consultation activities had been used in the past and would be considered in the future for suitable projects where resources allowed.

Members noted the wide range of consultative methods that were being used and agreed that the public health method be considered where access to funding, internally or externally, was available.

Members asked for information on the number of responses to consultation that had been carried out in relation to the Somersall Park Play Area and it was agreed that this information would be circulated after the meeting.

The Committee agreed that the monitoring of these recommendations had been completed and would be removed from the monitoring form.

Playing Pitches and Outdoor Sports Strategy

The Sports and Leisure Manager had submitted a progress monitoring report on the Playing Pitches and Outdoor Sports Strategy.

The Cabinet Member for Health and Wellbeing and the Leisure and Amenities Manager advised that there were opportunities for more integrated working between the leisure and environment departments in relation to this strategy. The change in the Cabinet portfolios had brought responsibility for these two areas together and the Cabinet Member for Health and Wellbeing suggested that a review of the corporate management team may also impact on this.

Members raised with the Leisure and Amenities Manager a number of playing pitches in the Borough that they felt were in need of investment

The Leisure and Amenities Manager advised that it was too early to assess the impact of the strategy on the level of registrations for local junior or senior teams and the level of use of the pitches in the Borough.

Members requested that a further progress report regarding recommendation 2 of the monitoring form be provided to the Committee in

July 2016 when there may be more data available to assess the initial impact of the strategy.

Sports Facilities Strategy

The Sports and Leisure Manager had submitted a progress monitoring report on the Sports Facilities Strategy, which included information on the disability and physical access features in the design of the new Queen's Park Sports Centre.

The Committee agreed that the monitoring of these recommendations had been completed and would be removed from the monitoring form.

Water Rates Payment Policy

The Chair reported that the Customer Services and Revenues Manager had attended the pre-agenda meeting to discuss the progress monitoring report on the water rates payment policy.

Members were pleased to note that there had been no evictions carried out for water rates arrears alone.

The Committee agreed that most of the recommendations had been implemented, where practical, and that support and advice was now being offered to tenants for managing the payment of their water rates and on water meters. Members commented, however, that it was not clear, however, who held responsibility for monitoring the contract with Severn Trent Water and requested more information on this responsibility and how the monitoring of the contract is carried out.

Members thanked the Cabinet Members, the Assistant Cabinet Member and the Officers for presenting the reports and answering the Committee's questions.

RESOLVED –

- 1) That the Scrutiny Monitoring Report be agreed.
- 2) That a progress report be brought to this Committee in July 2016 on proposals to review the Hackney Carriage Licence Limit.

- 3) That regarding the Parking Policy, the proposals at paragraphs 6.4 to 6.8 of the submitted report, be supported.
- 4) That the monitoring of the recommendations on the Parking Policy be removed from the Monitoring Form.
- 5) That regarding the Parks and Open Spaces Strategy, the committee notes the wide range of consultation methods being used and accepts that methods used need to be within the council's own resources and other resources available to the council.
- 6) That the monitoring of the recommendations on the Parks and Open Spaces Strategy be removed from the Monitoring Form.
- 7) That the monitoring of the recommendations on the sports facilities strategy be removed from the Monitoring Form.
- 8) That a progress report be brought to this committee in July 2016 on the Playing Pitches and Outdoor Sports Strategy.
- 9) That a report be brought to this Committee regarding responsibility for, and the monitoring of, the Severn Trent Water contract.

22 **SCRUTINY PROJECT GROUPS**

Following the recommendation of the Overview and Performance Scrutiny Forum, the Committee agreed that the scope of the Leisure, Sport and Culture Activities Scrutiny Project Group needed to be reviewed.

The Chair, as Leader of the Community Sport and Physical Activity Strategy Scrutiny Project Group, provided the Committee with an update on its progress. The Project Group had met with the Sports and Leisure Manager and following the review of the scope of the Leisure, Sport and Culture Activities Scrutiny Project Group, they would plan the work that could be achieved by the end of the year.

RESOLVED –

- 1) That the Leisure, Sport and Culture Activities Scrutiny Project Group scoping document be reviewed.

- 2) That the update on the work of the Community Sport and Physical Activity Strategy Scrutiny Project Group be noted.

23 FORWARD PLAN AND NOTICES OF URGENT DECISIONS

The Forward Plan and Notices of Urgent Decisions were considered.

RESOLVED -

That the Forward Plan and Notices of Urgent Decisions be noted.

24 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Chair advised that the Annual Report from the Director for Public Health would be useful for the Committee to consider in relation to health and wellbeing issues related to the Committee's work. The Policy and Scrutiny Officer added that a lot of the services provided by the Borough Council have an impact on the health and wellbeing of residents and this is relevant to the work of the councils scrutiny committees.

The Policy and Scrutiny Officer advised the Committee that a report on Stage 2 of the Corporate Overview and Scrutiny Review was due to be taken to the next meeting of the Overview and Performance Scrutiny Forum.

RESOLVED –

That the updates be noted and the contents of the Health Annual Report be taken into consideration in undertaking the committee's work.

25 WORK PROGRAMME FOR ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

The Committee considered its Work Programme.

The Committee agreed that a report on the impact of the Summer Budget on the Housing Service, which had been scheduled for this meeting, be brought to the next meeting of the Committee. It was agreed that the report would include statements issued by the Chancellor since the summer budget, including the autumn statement.

The Committee also agreed that a report on the maintenance of footpaths and pavements, which had been scheduled for this meeting, be brought to the next meeting of the Committee.

The Committee discussed the recommendations from the Overview and Performance Scrutiny Forum (Minute No. 61 (2014/15)), for the Enterprise and Wellbeing Scrutiny Committee to consider appointing project groups in relation to developing the town centre, and increasing the supply and quality of housing in the Borough. It was agreed that these be considered at the next meeting in December.

Members also agreed that the items pending reschedule or removal on the Work Programme be considered again at the next meeting.

RESOLVED –

- 1) That the Work Programme be agreed.
- 2) That a report on the maintenance of pavements and footpaths be added to the agenda for the next Committee meeting.
- 3) That a report on the impact of the Summer Budget on the Housing Service be added to the agenda for the next Committee meeting.
- 4) That the recommendations for the appointment of project groups in relation to developing the town centre, and increasing the supply and quality of housing in the Borough be considered at the next meeting.
- 5) That it be considered at the next meeting whether to reschedule or remove the items pending on the Work Programme.

26 MINUTES

The Minutes of the meeting of the Committee held on 28 July, 2015 were presented.

RESOLVED –

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

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