

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, 27 July 2016** at **5.00 pm** for the purpose of transacting the following business:-

1. To approve as a correct record the Minutes of the meetings of Council held on 27 April and 11 May, 2016 (Pages 5 - 16)

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

7. Questions to the Leader

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

8. Scrutiny Annual Report 2015/16 (Pages 17 - 44)

9. Chesterfield Museum Store - Unit 1, Somerset Yard (Pages 45 - 60)

10. Risk Management Strategy and Annual review (Pages 61 - 108)

11. Local Government Act 1972 - Exclusion of the Public

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

12. Northern Gateway Revised Scheme Proposals (Pages 109 - 164)

13. Local Government Act 1972 - Re-admission of the Public

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

14. Minutes of Committee Meetings (Pages 165 - 166)

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 17 and 31 May, 14 and 28 June and 12 July, 2016 (Pages 167 - 202)

16. To receive the Minutes of the meetings of the Joint Cabinet and Employment and General Committee of 14 June and 12 July, 2016 (Pages 203 - 212)

17. To receive and adopt the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 10 May 2016 (Pages 213 - 220)

18. To receive and adopt the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 24 May, 2016 (Pages 221 - 226)

19. To receive and adopt the Minutes of the meetings of the Enterprise and Wellbeing Scrutiny Committee of 2 February and 7 June, 2016 (Pages 227 - 238)

20. Questions under Standing Order No. 19

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

21. Notice of Motion under Standing Order No.21

We are proud to live in a diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our country. We at Chesterfield Borough Council condemn racism, xenophobia and hate crime unequivocally. We will not allow hate to become acceptable.

Chesterfield Borough Council will work to help local bodies and programmes access the support and resources needed to fight and prevent racism and xenophobia.

Taking all the above into account, we would like to assure all residents, visitors and employees of the borough's businesses that Chesterfield Borough Council will strive to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations

within the borough. We will also take steps to ensure that relevant authorities are informed when we become aware of these crimes so that the judicial system can come to their aid.

(Councillor Peter Innes)

By order of the Council,



Chief Executive

Chief Executive's Unit,
Town Hall,
Chesterfield

19 July 2016

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COUNCIL

Wednesday, 27th April, 2016

Present:-

The Mayor

Councillors	Bagley	Councillors	Flood
	P Barr		P Gilby
	Bellamy		T Gilby
	Blank		Hitchin
	Borrell		Hollingworth
	Brady		Huckle
	Brown		Ludlow
	Brunt		Miles
	Burrows		Niblock
	Callan		Parsons
	Caulfield		Perkins
	Davenport		Rayner
	Derbyshire		Redihough
	Dickinson		Sarvent
	A Diouf		Serjeant
	V Diouf		Simmons
	Dyke		Slack
	Elliott		Wall

106 MINUTES

RESOLVED –

That the Minutes of the meetings of the Council held on 26 February, 3 March and 6 April, 2016 be approved as a correct record and be signed by the Chair.

107 MAYOR'S COMMUNICATIONS.

The Mayor referred to the following Mayoral engagements:

- Judging the market stall component of the Young Enterprise Awards.

- Attending the Barrow Hill Open Day.

The Mayor also referred to his gala dinner at the Proact Stadium and provided an update on his fundraising activities.

108 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J Barr, Bexton, Brittain, Catt, D Collins, L Collins, Hill, J Innes, P Innes, A Murphy and T Murphy.

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

No declarations of interest were received.

110 VOTE OF THANKS TO THE RETIRING MAYOR AND MAYORESS

It was moved by Councillor Maureen Davenport, seconded by Councillor Terry Gilby and resolved:-

- (a) That the best thanks of the Council be accorded to Councillor Barry Bingham for his services as Mayor of the Borough for the past year, for the able manner in which he has directed the affairs of the town and for the deep interest which he has shown in all matters relating to the welfare of the Borough;
- (b) That the best thanks of the Council be accorded to Mrs June Bingham for the grace, charm and dignity with which she has undertaken her duties as Mayoress.

111 PUBLIC QUESTIONS TO THE COUNCIL

There were no questions.

112 PETITIONS TO COUNCIL

No petitions had been received.

113 QUESTIONS TO THE LEADER

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

- Councillor Wall asked that as one of the council's main priorities was the health and wellbeing of residents of the borough, would the leader join with him to express support for the junior doctor's strike.
- Councillor Bagley expressed concern about government plans to make all schools into academies, and asked how the council could work with the County Council and other organisations to oppose these changes.
- Councillor Hitchin asked the leader to join with him in expressing support and solidarity with the families of the victims of Hillsborough, in the light of the recent inquest verdicts.
- Councillor Simmons asked about to what extent the number of members had increased at the new Queen's Park Sports Centre.

114 **DEPUTY LEADER OF THE COUNCIL AND CABINET APPOINTMENTS 2016/17**

RESOLVED –

That the Council note the appointment by the Leader of the following Members of the Cabinet:-

Deputy Leader and Cabinet Member for Planning
Councillor Terry Gilby

Cabinet Member for Housing
Councillor Tom Murphy
Assistant Cabinet Member
Councillor Sarah Hollingworth

Cabinet Member for Business Transformation
Councillor Ken Huckle
Assistant Cabinet Member
Councillor Keith Brown

Cabinet Member for Governance
Councillor Sharon Blank

Assistant Cabinet Member

Councillor Mick Wall

Cabinet Member for Health and Wellbeing

Councillor Chris Ludlow

Assistant Cabinet Member

Councillor Helen Bagley

Cabinet Member for Town Centre and Visitor Economy

Councillor Amanda Serjeant

Assistant Cabinet Member

Councillor Jean Innes

Minority Member without Portfolio

Leader of the Liberal Democrat Group

115 COMMITTEE APPOINTMENTS 2016/17**RESOLVED –**

1. That the Member-level bodies of the Council for 2016/17, and the number of Members on each to be as follows:-

Planning Committee	15
Planning Sub Committee	3
Appeals and Regulatory Committee	15
Licensing Committee	15
Employment and General Committee	6
Overview and Performance Scrutiny Forum	14
Community, Customer and Organisational Scrutiny Committee	8
Enterprise and Wellbeing Scrutiny Committee	8
Standards and Audit Committee (Borough Council representatives only)	5

2. That the membership of the Council's Member-level bodies for 2016/17 to be as follows:-

Planning Committee

Councillors: P Barr, Bingham, Brittain, Callan, Catt, Caulfield, Davenport, Dickinson, Elliott, Terry Gilby, Hill, Miles, A Murphy, Simmons and Wall

Planning Sub-Committee

Councillors: P Barr, Brittain and Terry Gilby

Appeals and Regulatory Committee

Councillors: Bellamy, Bexton, Bingham, Brady, D Collins, Simmons, Derbyshire, A Diouf, Hitchin, P Innes, A Murphy, Niblock, Parsons, Perkins and Rayner

Licensing Committee

Councillors: J Barr, Bellamy, Bexton, Brady, Brown, Brunt, D Collins, L Collins, Derbyshire, Flood, P Innes, Parsons, Rayner, Redihough and Slack

Employment and General Committee

Councillors: Blank, Davenport, Dickinson, Elliott, J Innes and Simmons

Overview and Performance Scrutiny Forum

Councillors: J Barr, Borrell, Callan, Catt, Derbyshire, V Diouf, Dyke, Flood, Tricia Gilby, Miles, Parsons, Perkins, Sarvent and Slack

Community, Customer and Organisational Scrutiny Committee

Councillors: J Barr, Borrell, Dyke, Flood, Miles, Parsons, Sarvent, and Slack

Enterprise and Wellbeing Scrutiny Committee

Councillors: Callan, Catt, Derbyshire, V Diouf, Dyke, Tricia Gilby, Perkins and Sarvent

4. That the membership of the Standards and Audit Committee (Borough Council representatives only) for 2016/17 to be as follows:-

Councillors: Caulfield, Derbyshire, A Diouf, Rayner and Sarvent

5. That the Chairs and Vice-Chairs of Committees for 2016/17 to be as follows:-

Planning Committee	Chair: Councillor Brittain Vice Chair: Councillor Hill
Planning Sub-Committee	Chair: Councillor Terry Gilby Vice Chair: Councillor Brittain
Appeals and Regulatory Committee	Chair: Councillor Bellamy Vice-Chair: Councillor Derbyshire
Licensing Committee	Chair: Councillor Bellamy Vice-Chair: Councillor Derbyshire
Employment and General Committee	Chair: Councillor Elliott Vice-Chair: Councillor Simmons
Overview and Performance Scrutiny Forum	Councillors Tricia Gilby and Slack to be alternating Chairs
Community, Customer and Organisational Scrutiny Committee	Chair: Councillor Slack Vice-Chair: Councillor Borrell
Enterprise and Wellbeing Scrutiny Committee	Chair: Councillor Tricia Gilby Vice-Chair: Councillor Perkins
Standards and Audit Committee	Chair: Councillor Rayner Vice-Chair: Councillor A Diouf

The Economic Growth Manager submitted a report to update Members on the introduction of the Community Infrastructure Levy (CIL), and to seek approval for the introduction of a CIL Exceptional Circumstances Relief Policy.

The Community Infrastructure Levy (CIL) allows the council to mandate contributions from developers towards providing essential infrastructure that is needed to support new developments in the borough. In October 2015 Council approved the introduction of a CIL Charging Schedule, Infrastructure List and Instalments Policy, which came into force on 1 April 2016. Since the introduction of CIL, it had become apparent that CIL could result in a very small number of developments with complex development and planning issues becoming unviable, which could in turn create delays in the regeneration of key development sites across the borough.

The report set out details of a proposed exceptions policy which would allow the council to determine, on a case by case basis, whether there was a justification for setting aside the CIL requirement in such exceptional cases.

RESOLVED –

1. That Community Infrastructure Levy (CIL) Exceptional Circumstances Relief Policy, as set out in Appendix 1 of the officer's report be approved and implemented.
2. That authority to make decisions on applications for exceptional circumstances relief be delegated to the council's Planning Committee.

117 STATUTORY REVIEW OF CHESTERFIELD BOROUGH COUNCIL'S GAMBLING POLICY

The Licensing Officer submitted the council's revised Statement of Principles with regard to the administration of the licensing functions required of the council under the Gambling Act 2005. In accordance with the Gambling Act 2005 the Statement of Principles was required to be reviewed and re-published every three years, with the reviewed statement scheduled for publication during 2016. Since the publication of the

existing policy in 2013 there had been changes in legislation which had been included in this edition.

The draft Statement of Principles had been considered by the council's Licensing Committee on 2 March, 2016 where it was resolved that Council be recommended to adopt the revised Statement of Principles. The draft Statement of Principles had also been circulated to members of the trade, responsible authorities, representatives of local premises, and businesses for consultation, however no responses had been received.

RESOLVED -

That the revised Statement of Principles for the administration of the licensing functions, required of the council under the Gambling Act 2005, be approved and published.

118 WORKFORCE STRATEGY

Pursuant to Joint Cabinet and Employment and General Committee Minute No. 44 the HR Manager submitted a report recommending for approval the Council's Workforce Strategy for 2015-19.

To support the achievement of the 2015-19 Corporate Plan, the Council's Workforce Strategy had been rewritten with priorities informed by the employee survey, council plan, Investors in People assessment and workforce strategy group. The strategy had been prepared to focus and guide activities, and included a detailed action plan that would be regularly updated.

RESOLVED –

That the Chesterfield Borough Council Workforce Strategy be approved and implemented.

119 MINUTES OF COMMITTEE MEETINGS

RESOLVED -

That the Minutes of the following Committees be noted:-

Appeals and Regulatory Committee of 17 February, 23 March, and 6 and 13 April, 2016

Employment and General Committee of 25 January and 29 March, 2016

Licensing Committee of 2 March, 2016

Planning Committee of 22 February and 14 March, 2016

120 CABINET MINUTES

RESOLVED –

That the Minutes of the meetings of the Cabinet of 23 February, 8 and 22 March and 5 April, 2016, be noted.

121 MINUTES OF THE JOINT CABINET AND EMPLOYMENT AND GENERAL COMMITTEE

RESOLVED –

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 5 April, 2016 be noted.

122 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 22 March, 2016 be approved.

123 QUESTIONS UNDER STANDING ORDER NO. 19

There were no questions.

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COUNCIL**Wednesday, 11th May, 2016**

Present:-

The Mayor

Councillors	Bagley	Councillors	Elliott
	J Barr		Flood
	P Barr		P Gilby
	Bellamy		T Gilby
	Bexton		Hitchin
	Borrell		Huckle
	Brittain		A Murphy
	Brown		T Murphy
	Brunt		Niblock
	Burrows		Parsons
	Callan		Perkins
	Catt		Redihough
	Caulfield		Sarvent
	D Collins		Simmons
	L Collins		Slack
	Dyke		Wall

1 TO ELECT THE MAYOR FOR THE CIVIC YEAR 2016/17

It was moved by Councillor John Burrows, seconded by Councillor John Dickinson and resolved that Councillor Steve Brunt be elected Mayor of the Borough of Chesterfield for the Civic Year 2016/17.

(At this point, the Chair was vacated by Councillor Barry Bingham and occupied by the new Mayor.)

The Mayor then made the Declaration of Acceptance of Office and took the Oath of Allegiance.

2 PRESENTATION TO THE RETIRING MAYOR AND MAYORESS

Pursuant to Minute No. 110 (2015/16), the Mayor presented Councillor Barry Bingham with a former Mayor's badge and a record of his year of office and a former Mayoress' badge to Mrs June Bingham and a record of her year of office.

3 TO ELECT THE DEPUTY MAYOR FOR THE CIVIC YEAR 2016/17

It was moved by the Mayor, seconded by Councillor Burrows and resolved that Councillor Maureen Davenport be appointed Deputy Mayor of the Borough of Chesterfield for the Civic Year 2016/17.

4 TO RECEIVE THE APPOINTMENT OF THE MAYOR'S CHAPLAIN FOR THE CIVIC YEAR 2016/17

The Mayor indicated that he had appointed Reverend Patrick Coleman to be the Mayor's Chaplain.

5 TO RECEIVE A REPORT ON THE RECOMMENDATIONS OF THE ANNUAL BUSINESS MEETING OF COUNCIL HELD ON 27 APRIL, 2016

RESOLVED -

That the recommendations of the Annual Business Meeting of the Council of 27 April, 2016, at Minute No.115, 2015/16, be noted and approved subject to the following amendment.

Appeals and Regulatory Committee

Councillor Lisa Collins to replace Councillor Simmons.

For publication

Scrutiny Annual Report 2015/16

Meeting:	Council
Date:	27 July 2016
Cabinet portfolio:	Governance
Report by:	Policy and Scrutiny Officer

1.0 Purpose of report

- 1.1 To present to Council the Scrutiny Annual Report which details the work of the Council's Overview and Scrutiny Committees, and development of the Overview and Scrutiny function, during 2015/16.
- 1.2 To provide an outline of Overview and Scrutiny work programme plans for 2016/17.

2.0 Recommendation

- 2.1 That Council consider and endorse the Scrutiny Annual Report 2015/16.

3.0 Background Information

- 3.1 The Scrutiny Annual Report is produced and presented to the Council each year. This is the Council's 10th Scrutiny Annual Report for submission to Council, following approval by the Overview and Performance Scrutiny Forum on 10 May 2016.
- 3.2 The provision of a Scrutiny Annual Report is considered to be good practice and is a requirement of the Council's Code of

Corporate Governance which is adopted to ensure effective operation of the Council's functions.

3.3 **Scrutiny Annual Report**

3.4 The Scrutiny Annual Report attached as Appendix A sets out the work, achievements and impact of the Council's Overview and Scrutiny function during 2015/16. The annual report intends to :

- Give an overview of the effectiveness of the Overview and Scrutiny function and how it is developing;
- Evidence and provide a comprehensive record of the work of the Overview and Scrutiny Committees;
- Promote the role and raise the profile of the statutory Overview and Scrutiny function and the work of the Council's Overview and Scrutiny Committees; and
- Provide an outline of the Overview and Scrutiny Committees' work programme plans for 2016/17.

4.0 **Human resources/people management implications**

4.1 There are no human resources / people management implications arising from the report.

5.0 **Financial implications**

5.1 There are no financial implications arising from the report.

6.0 **Legal and data protection implications**

6.1 There are no legal or data protection implications arising from the report.

7.0 **Consultation**

7.1 This report has been considered and approved by the Overview and Performance Scrutiny Forum at its meeting held 10 May 2016.

7.2 The Cabinet Member for Governance and the Council's key corporate officers have been consulted on this report.

8.0 Risk management

8.1 There are no risk management implications arising from the report.

9.0 Equalities Impact Assessment (EIA)

9.1 There are no equalities impacts arising from the report.

10.0 Alternative options and reasons for rejection

10.1 Council may wish to provide comments on the report to the Overview and Performance Scrutiny Forum.

11.0 Recommendations

11.1 That Council consider and endorse the Scrutiny Annual Report 2015/16.

12.0 Reasons for recommendations

13.0 To enable Council oversight of the work and operation of its statutory Overview and Scrutiny function, the function's effectiveness and contribution to the work of the Council.

Decision information

Key decision number	Non key decision No 57
Wards affected	ALL
Links to Council Plan priorities	ALL

Document information

Report author	Contact number/email
Anita Cunningham	Anita.cunningham@chesterfield.gov.uk 01246 345273
Background documents	

None.	
Appendices to the report	
Appendix A	Scrutiny Annual Report 2015/16



CHESTERFIELD
BOROUGH COUNCIL

SCRUTINY

ANNUAL

REPORT

2015/16

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1 OVERVIEW AND SCRUTINY COMMITTEE CHAIRS' FOREWORD

In the past year local government has come under even greater pressure as the newly elected government continued to apply its austerity measures and Chesterfield Borough Council faced its seventh year of cuts to its funding. Following our elections the Council pledged to protect the residents of Chesterfield as best it could from this unprecedented attack on local democracy and services. This means that we have to question everything we do to ensure that we achieve value for money and find innovative ways to do things. Not only to make savings but also to generate new income to protect services. Thus never before has Scrutiny been so essential to good decision making.

As can be seen from this Annual Report in committee we have ensured that we have received the information necessary to perform our role from Cabinet Members and officers on important matters such as balancing the budget, customer satisfaction and the impact of welfare and housing reform on the Borough's residents.

Scrutiny Project Groups have also played an important role. For instance, the Scrutiny Project Group on Leisure, Sport & Culture Activities focused on encouraging more people to improve their health and wellbeing by taking part in physical activities whatever their age or background. This group was praised for the way in which its involvement at the planning and construction stage led to improvements to the delivery of new Queen's Park Sports Centre; notably to disability access.

In addition, recommendations made by the Scrutiny Project Group regarding Fees and Charges were reported to Cabinet in January and by February one in particular made a contribution to balancing the Council's budget for 2016/17.

Despite having a busy work programme we have also continued to review the way that Scrutiny operates. The Council needs to transform the way in which it works in order to do its best for Chesterfield. It therefore follows that Scrutiny must also transform itself. Consequently we are piloting a new approach to developing our work programme for the coming year 2016/17. During the 8 week period prior to the end of the 2015/16 Council year a series of events took place which brought together Executive, Scrutiny and back bench councillors with the Council's senior managers to share ideas about the Council's priorities and the risks faced in the short to medium term. This resulted in a long list of potential topics for the work programme which were then subject to further analysis by scrutiny members and their back bench colleagues. At all stages feedback from the public was taken into account. We believe that this approach will further strengthen Scrutiny's place in the Council's approach to change, service improvement and policy making.

Finally, we thank all our colleagues across the Council, Executive Members, Scrutiny Members, other Council members and officers for the contribution they have made to Scrutiny over the past year and we look forward to working with you on our new programme in the year ahead.

Councillor Tricia Gilby

Councillor Andy Slack

2 COMMENTS FROM THE CHIEF EXECUTIVE

(To be included)

3 OVERVIEW AND SCRUTINY COMMITTEE WORK AND ACHIEVEMENTS

The council's scrutiny structure currently comprises 3 Overview and Scrutiny Committees which are the **Overview and Performance Scrutiny Forum**, the **Enterprise and Wellbeing Scrutiny Committee** and the **Community, Customer and Organisational Scrutiny Committee**.

The Council's Overview and Scrutiny Committees (OSCs) may undertake scrutiny work as a committee, or appoint Scrutiny Project Groups (informal working groups) to undertake specific task and finish projects before reporting back to the parent Overview and Scrutiny Committee.

Work undertaken by our Council's OSCs during the municipal year 2015/16 is detailed below.

Pre-Decision Scrutiny and the Forward Plan

A standing item on each Scrutiny Committee agenda is the Council's Forward Plan. The Forward Plan is a document which by law must be public and contain details of the 'key executive decisions', the Cabinet and Cabinet Members will make over each forthcoming 28 day period. The Plan must also contain reference to those key decisions which are to be made in private.

This Council's policy approach is to provide a Forward Plan containing key decision details four months in advance (where that is possible) and to also include 'important non-key' decisions, ie, which may include non-executive decisions.

The Forward Plan should help provide our OSCs with the opportunity to undertake 'pre-decision scrutiny' before a decision is made, and to make any recommendations to influence and add value to a decision.

The Council's policy approach is also to provide time and opportunity for OSCs to appoint Scrutiny Project Groups to inform policy and service developments at the very early stages of planned work, often a long time before decision items are entered into the Forward Plan.

During the year the following Cabinet Members (and/or their Assistant Cabinet Members as necessary) have attended scrutiny committees to present pre-cabinet and other reports, policies, strategies and plans, and to answer scrutiny members' questions :

Leader of the Council / Cabinet Member for Regeneration, Councillor John Burrows
Deputy Leader and Cabinet Member for Planning, Councillor Terry Gilby
Cabinet Member for Governance, Councillor Sharon Blank.
Cabinet Member for Health and Wellbeing, Councillor Chris Ludlow
Cabinet Member for Housing, Councillor Tom Murphy
Cabinet Member for Town Centre and Visitor Economy, Councillor Amanda Serjeant
Cabinet Member for Business Transformation, Councillor Ken Huckle.

Throughout 2015/16 OSCs undertook both pre-decision and post-decision scrutiny, receiving reports and influencing decisions on the following policies, strategies, plans and services :

- Communications Strategy (internal and external)
- New Performance Management Framework
- ICT Strategy and Action Plan
- Procurement Service
- New Council Plan
- Great Place Great Service Transformation Programme
- Member Development Programme for Overview and Scrutiny
- Corporate Health and Safety Improvement Programme
- Outside Market Reconfiguration
- New Chesterfield Health and Wellbeing Group
- Corporate Services Public Private Partnership Performance
- Corporate Review of Overview and Scrutiny Arrangements
- Workforce Strategy
- Impact of Government Budget on Chesterfield Housing Service
- Council Budget Monitoring and Medium Term Financial Forecast
- Public Space Protection Orders
- Footpaths and Pavements Maintenance

Budget and Performance Scrutiny

Our OSCs undertake budget and performance scrutiny receiving and scrutinising budget management reports and corporate performance reports routinely. Key progress and performance reports on service improvement and action plans are also received. Throughout the year, the Council Leader, Deputy Leader, Cabinet Members and responsible officers are challenged on the budget, progress and performance for their service areas, and on how they continue to contribute to priorities for the Chesterfield community.

In particular during the 2015/16 period OSCs have :

- Received reports and questioned the Leader of the Council, Deputy Leader and the Chief Finance Officer about ongoing budget proposals and the full draft budget for 2016/17.
- Scrutinised overall Corporate Performance against agreed priorities in the adopted new Council Plan.
- Monitored and challenged progress in implementing the Great Place, Great Service Council-wide Transformation Programme, including new plans to refresh the programme.
- Considered progress in implementing the Corporate Health and Safety Improvement Programme.
- Monitored and challenged progress in delivering the Chesterfield Community Safety Partnership Plan (see further information below).

Overview and Scrutiny Committee Power of 'Call-in'

Scrutiny legislation allows for an OSC to investigate, make reports and recommendations on Cabinet decisions that have been agreed but not yet put into action. Legislation allows for action on these decisions to be suspended pending such a Scrutiny inquiry.

This process is referred to as scrutiny 'Call-in'. Following any scrutiny call-in inquiry, the Scrutiny Committee (ie the Overview and Performance Scrutiny Forum) may request Cabinet reconsider its decision on the basis of the further evidence gathered.

During the 2015/16 year no 'call-ins' were made.

Health Scrutiny – Holywell Medical Practice

In July 2015 the Community, Customer and Organisational Scrutiny Committee (CCOSC) appointed Councillor Tricia Gilby as reporter to the committee on a matter being looked at by the Derbyshire County Council Health Overview and Scrutiny Committee (DCC HOSC).

The matter related to the possible closure of a number of GP practices in Chesterfield due to the imminent winding down of the Holywell Medical Group. Councillor Gilby attended a special meeting of the DCC HOSC to provide reports back to Chesterfield's CCOSC on more detailed plans and proposals going forwards, and regarding the impact on people in those Chesterfield communities affected. DCC HOSC welcomed the direct and expedient reporting link with Chesterfield's Overview and Scrutiny Committee regarding a very important and fast advancing health issue affecting Chesterfield.

The latest report received confirmed that a temporary contract had been agreed with Royal Primary Care to ensure immediate continuity of GP service delivery in the areas affected, but that there were also proposals to reduce the existing 5 GP practices to 3. CCOSC continues to receive relevant reports.

Scrutiny Project Group on Concessions on Fees and Charges

A Scrutiny Project Group was appointed by the Overview and Performance Scrutiny Forum to look at how the council offered concessions on the fees and charges it made for services. There was no corporate policy in place guiding the application of reduced rates (subsidies) for chargeable services, ie, regarding the rate of discount or on eligibility criteria.

The Scrutiny review's objectives were to produce recommendations that would contribute to the development of a clear, corporate policy on setting concessions that:

- ensured equality of access to services for all residents and visitors;
- did not harm the financial position of the Council;
- ensured services used a consistent approach to setting concessions on fees and charges; and

- reflects the changes to benefits happening with the introduction of Universal Credit.

The review had direct input from local residents through consultation with Community Assembly members and their input is directly reflected in the project group's recommendations. The project group noted the benefit of involving residents and saw this as best practice for scrutiny reviews.

The Scrutiny Committee considered the Project Group's report on 8 December, 2015 and approved the following recommendations:

1. That concessions made on fees and charges should be used as part of a dynamic and agile pricing approach for services, where the overall objective is that total costs are covered.
2. That the concession on bulky waste and pest control services be reduced from 50% to 20%.
3. That the cost of providing concessions along with the provision of less popular or costly services should be supported by higher demand and popular services, along with revenue generated from services paid for at the full rate.
4. That Leisure Services and Theatres should continue to have the freedom to vary the rate of concessions offered to manage demand. The project group notes with approval the approach taken by these services to offering concessions and their focus on the overall cost of providing all services.
5. That services should establish the unit cost of providing a service before setting a price. The costing of services should include all possible applicable costs, both fixed and variable involved in delivering a service such as buildings, staff, materials and IT.
6. That where appropriate, services should only advertise that concessions are available rather than listing all concessionary categories at the point of a service being enquired about. Also, that those services should only grant concessions after entitlement of eligibility has been confirmed.
7. That the concessionary categories for all services should be updated to include the categories of:
 - I. Universal credit, with no earned income
 - II. Universal Credit with a housing element included

to reflect the changes to benefit delivery created by the introduction of Universal Credit

8. That the Sports and Leisure Manager should review the published list of categories giving entitlement to concessionary rates so that the list is shorter, clearer and easier to understand by service users.
9. That concessions should not be offered on the basis of being aged 60 or over. The project group notes that in the current climate of local government cuts, this category of concession is neither sustainable nor fair. Anyone who is financially disadvantaged who is 60 or over would still receive a concession based on one of the other concessionary categories.
10. That a member and officer working group be established to develop a corporate policy on concessions.
 - To produce a corporate policy on concessions that managers should use when setting concessionary rates for their services so that a corporate approach is taken when setting concessions
 - A corporate policy on the application of concessions would ensure greater consistency and fairness in the application of discounts, and greater transparency on the extent to which service costs are covered by the charges.
 - That a corporate policy on concessions on fees and charges includes all the recommendations made by the project group.
 - That the members of the scrutiny project group on concessions on fees and charges be included in the member and officer working group.

The report and its recommendations were considered and approved by Cabinet on 12 January, 2016 with the stipulation that before the implementation of any resolution that could have a financial implication to the Council, further investigation on the impact is carried out by officers and brought to Cabinet for consideration.

However Cabinet has approved the recommendation regarding the concessions on pest control and bulky waste being reduced to 20%.

Scrutiny Project Group on Leisure, Sport & Culture Activities

The role of this Project Group evolved from the Group set up in 2013 (see last year's annual report) to look at the development of new leisure centre facilities, which had concluded that there had been robust adherence to the Council's objectives in providing a new sports and leisure facility in respect of the procurement and planning processes, the design of the facilities, the funding and the partnership arrangement with Chesterfield College.

During 2014/15 the Group submitted interim reports, including recommendations on the following issues:

- Consultation and internal communications processes for major projects
- Parks and Open Spaces strategy
- Playing Pitch strategy

- Sports Facilities strategy

all of which contributed to the Council's overarching Health and Wellbeing strategic portfolio.

All of the Group's recommendations were supported by the Enterprise and Wellbeing Scrutiny Committee and accepted by Cabinet. Monitoring of the implementation of the recommendations has been undertaken during 2015/16 (see section 4 below)

At the end of the 2014/15 Council year the Group submitted an interim report, recommending:

- continuing monitoring by the Project Group of the construction, transfer to and operation of the new leisure centre facilities
- consideration by the Project Group of the development of the Community Sport and Physical Activity Strategy
- consideration by the Enterprise and Wellbeing Scrutiny Committee of the impact and effectiveness of integrated working across different service areas and teams in delivering the Playing Pitches, the Parks and Open Spaces and the Sports Facilities strategies
- an evaluation of the impact and effectiveness of integrated working across different service areas and teams more widely across the Council
- consideration of the potential for further use of ongoing, 'real time scrutiny' reviews as a method for supportive and constructive scrutiny engagement in the future

The work of the Project Group was commended by the Executive Member as an excellent example of how Scrutiny could positively improve the implementation of projects.

The first three recommendations were supported by the Enterprise and Wellbeing Scrutiny Committee in April 2015, and in September 2015 the Overview and Performance Scrutiny Forum resolved that the final two recommendations be considered under future Great Place : Great Service progress reports on the development of the Operating Model and then reviewed after a further six months.

The Overview and Performance Scrutiny Forum also suggested that the new Health and Wellbeing Group consider the integrated working of the Leisure and Environment service areas, and any other relevant services, in relation to the promotion of health and wellbeing.

During 2015/16 the Project Group has undertaken some preliminary work on the development of the Community Sport and Physical Activity Strategy, supporting further exploration of links with an overarching Health and Wellbeing strategy, as this is an emerging area of work under the Health and Wellbeing Partnership.

It is expected that the scope for future work of this Project Group will be reviewed following consideration of items for the Scrutiny Work Programme for 2016/17.

Statutory Crime and Disorder Scrutiny Committee

Legislation requires that Councils appoint a Crime and Disorder Scrutiny Committee (CDSC) which must meet at least once a year to provide overview and scrutiny of the council area's Community Safety Partnership's work and performance.

A meeting of the committee was held 7 July 2015 and 22 March 2016 to consider performance progress against the Chesterfield Community Safety Partnership Plan for 2015/16, and the Plan refresh for 2016/17. Emerging priorities included anti social behaviour, domestic abuse and sexual violence, substance misuse (drugs and alcohol), and safeguarding for children and adults.

In addition the committee monitored progress in relation to actioning its recommendations regarding alcohol related hospital admissions (see previous reports). The committee also considered further reports and proposals relating to the decision to stop locking park gates at night and associated impacts (see last year's report for more detail). The committee is currently awaiting the outcome of a report to Cabinet reviewing the impact of this decision and possible further options regarding the way forward.

The committee also received information updates on the work of the Derbyshire Police and Crime Panel, from the Council's appointed member representative the Cabinet Member for Health and Wellbeing.

Joint Overview and Scrutiny Panel for Chesterfield, North East Derbyshire and Bolsover Councils

During the 2015/16 municipal year the Joint Overview and Scrutiny Panel (JOSP) met in October 2015 and March 2016.

The Panel scrutinised performance and monitored joint services delivered between the three Councils of Chesterfield, Bolsover and North East Derbyshire. The Procurement Service was no longer a shared service for Chesterfield, however the Panel received reports on the Internal Audit Consortium and the BCN (Building Control) Consultancy, regarding the effective and efficient operation of these shared services.

The Committee also considered potential further plans to extend these two services to include other Councils and form Derbyshire wide services. The committee supported plans to pursue a Derbyshire wide Building Control service, subsequently approved by the Joint (Executive) Board, and now under development. The consultant's options for a possible Derbyshire wide Audit Service are currently being considered.

The Joint Panel also gave some consideration, in the light of various external changes taking place such as the introduction of Combined Authorities and their Overview and Scrutiny Committees (see section 5 below), to review its own terms of reference. Following consultation with the Joint Board for a view on the executive forward programme of work, the Joint Panel decided that its role should remain relatively unchanged for the present time, and that it continues to meet as and when needed.

4 SCRUTINY OUTCOMES AND IMPACT ON SERVICE DELIVERY

Ensuring Implementation and Monitoring Impact of Scrutiny Work and Recommendations

Our Overview and Scrutiny Committees monitor the progress of implementation of scrutiny recommendations that are approved by decision makers, requesting regular 6 monthly or annual updates on progress. This follow up procedure is essential to ensure once recommendations are approved they are put into action, that the work of Scrutiny impacts on service delivery and the benefits of scrutiny work are received by the people of Chesterfield.

Monitoring also takes place around issues and services where our Scrutiny Committees have had a concern and undertaken some scrutiny work, but their scrutiny recommendations have not been approved. When this happens progress reports may still be requested.

During 2015/16 our Scrutiny Committees monitored progress with delivery of their scrutiny work and recommendations regarding :

- External Communications Strategy Scrutiny Review
- ICT Developments (Great Place, Great Service programme)
- Parking Policy Scrutiny Review
- Water Rates Payments Policy Scrutiny Review
- Hackney Carriage Licence Limit Policy Scrutiny Review
- Parks and Open Spaces Strategy Scrutiny Review
- Sports Facilities Strategy Scrutiny Review
- Playing Pitches Strategy Scrutiny Review
- Dog Fouling Scrutiny Review
- Crime and Disorder Scrutiny Committee.

Background detail of these reports and the scrutiny recommendations can be found in the previous section of this report and/or in previous Annual Scrutiny Reports. More specific progress made this year is detailed below.

Scrutiny Project Group on Water Rates Payments Policy

Last year we reported on the achievements of a scrutiny project group set up during 2013/14 to look into the council's policy on housing tenants' water rates payments and associated evictions policy. (This work had followed a previous scrutiny review which recommended policy changes approved by Cabinet in January 2012). The scrutiny work is detailed in the annual report for 2013/14. The Enterprise and Wellbeing Scrutiny Committee has continued to monitor implementation of its recommendations.

Achievements :

All the scrutiny recommendations have now been actioned, most of them successfully implemented, and are detailed in last year's report. The Committee received further reports on the numbers of evictions and was satisfied with those levels subject to the other interventions and support to tenants which were now in place.

After further officer investigation into the payments collection process, systems and technology, it was agreed this work was no longer feasible particularly in relation to the effects of incoming Universal Credit arrangements. However the Scrutiny Committee will continue to monitor arrangements for the management of the council's collection contract with Severn Trent Water.

Scrutiny Project Group on Hackney Carriage Licence Capping

In 2013 a Scrutiny Project Group was appointed by the Enterprise and Wellbeing Scrutiny Committee to look into the review of the current cap on the number of Hackney Carriage licences. The Scrutiny Committee considered and approved the Project Group's report and recommendations, which are detailed in last year's annual report. The recommendations were considered by the Council's Appeals and Regulatory Committee which resolved to take account of the Project Group's report when considering and reaching its decision on future policy.

Achievements :

Some achievements are detailed in last year's report. Additionally, as an independent review of the licence limit is currently a 3 yearly requirement, the Scrutiny Committee retains the item on its monitoring programme until the next independent review is completed, as this will be the first licence limit review since the scrutiny recommendations were considered. This next hackney carriage licence limit review is due to commence autumn 2016.

Scrutiny Project Group on External Communications Strategy

Last year we reported on the work of the scrutiny project group to review and inform the production of a new External Communications Strategy. The work aimed to ensure that the new strategy is customer focused but also takes into account the needs of the council as it moves forward with embracing new technology and managing a difficult budget. The Scrutiny Forum's recommendations were approved by Cabinet July 2014. Further details are already provided in last year's report.

Achievements :

Three of the four approved recommendations have been implemented. The external communications strategy and new corporate branding are now fully in place and analytics are routinely being used to monitor and guide customer service improvements for the council's website, intranet and social media channels. The 'digital first' approach to communications has now been rolled out to, and is being used by, council services. The Scrutiny Forum continues to monitor the proposed review of marketing and communication activities which is currently pending council consideration of arrangements for commercialisation opportunities.

Scrutiny Project Group on Parking Policy Review

In February 2013 a Scrutiny Project Group was appointed by the Enterprise and Wellbeing Scrutiny Committee to assess the quality of the current parking facilities and to provide guidance on future investment priorities.

In March 2013 Cabinet agreed that the recommendations of the Enterprise and Wellbeing Scrutiny Committee should be supported through the implementation of the Council's Medium Term Parking Strategy, and the Committee was also thanked for its valuable contribution to the development of the Council's parking policy. The scrutiny work and recommendations are detailed in the annual report for 2013/14.

Achievements :

In last year's report we explained that the Council's Medium Term Parking Strategy had been approved on the understanding that some car park investment would form part of the proposed Northern Gateway Scheme. Because of the economic downturn this scheme has not progressed, and those car park investment opportunities not realised. It is also now known that for technical reasons it would not be possible to introduce the pay-on-foot (barrier) car park system to all car parks.

Some improvements to car parks signage have still successfully been achieved.

The Cabinet has since considered proposals for a new car parks strategy for the next 5 years. However under the circumstances, for the technical and financial reasons provided affecting delivery of the scrutiny recommendations, the Scrutiny Committee has resolved to remove the monitoring of the recommendations from its work programme.

Scrutiny Project Group on Dog Fouling

Last year a Scrutiny Project Group was appointed by the Enterprise and Wellbeing Scrutiny Committee to look into the issue of dog fouling. The review and its focus came about as an issue raised by Community Assembly members who requested dog fouling be a priority matter for scrutiny to look at.

The subsequent review into the council's approach to dog fouling had direct input from local residents through consultation with Community Assembly members. Their input was reflected in the project group's focus and its recommendations which are included in last year's report.

In March 2015 Cabinet agreed that the group's recommendations be approved and thanked scrutiny members for their work and observations.

Achievements:

The work of the Scrutiny Project Group has resulted in:

- An on-going review of the location of dog bins resulting in 11 dual use bins for dog mess and litter, and changes to the frequency that bins need to be emptied.
- New posters and leaflets using new, innovative art work and amended wording regarding fines which draws its focus from the group's recommendations.

- Increased coordination and communication by the Environmental Protection Team and other teams within the council, with the objective of reducing dog fouling.

The Scrutiny Committee continues to monitor the implementation of the group's recommendations as well as how the council is managing the issue of dog fouling and irresponsible dog owners across the borough.

Scrutiny Project Group on Parks and Open Spaces Strategy

The Project Group's recommendations had led to the Parks and Open Spaces Strategy and action plan being adopted by Full Council in February 2015.

These recommendations had referred to:

- 1 Consultation being carried out with local residents and community groups when proposals were put forward for investment in a park or open space, in conjunction with promoting awareness of the health benefits, with regard to the Council's Community Engagement Strategy and the community engagement model produced by students from University of Nottingham's masters in public health course in partnership with Derbyshire County Council's Public Health Department.
- 2 Disability access being prioritised when proposals were developed for investment in parks and open spaces.
- 3 The Play Strategy being reviewed within the next 12 months in order to rationalise the provision of equipped play areas, taking into account the age profiles of the surrounding areas.
- 4 The Council's website being used more effectively to promote parks and open spaces with maps and details of community events and activities.

Achievements :

During its monitoring of outcomes in October 2015 the Enterprise and Wellbeing Scrutiny Committee found that these recommendations had been fully met.

Consultation had been and would continue to be undertaken for any policy changes or where physical work was proposed for a site, appropriate to the nature of the project and the resources available. A wide range of consultative methods were being used and the public health method would be considered where access to funding, internally or externally, was available.

Scrutiny Project Group on Playing Pitch and Outdoor Sports Strategy

The Project Group's recommendations had led to the Playing Pitch and Outdoor Sports Strategy 2015 - 2031 being approved by Council in December, 2014.

The Enterprise and Wellbeing Scrutiny Committee had recommended that monitoring be undertaken in October 2015 to confirm the status of the strategy implementation and delivery; and also to confirm whether the strategy had started to reverse the shortfall of junior teams and interest in playing by young people, both boys and girls.

Achievements:

In October 2015 it was confirmed that the strategy was now referred to in determining planning applications and that it would be used in preparing the review of the Local Plan. There were still some areas of detail where Planning would need to work on how the strategies were interpreted on individual sites and cases, but this situation was expected at this stage, given the range of issues covered. Links to the strategy had also been added to the documents from the Local Plan Evidence Base page. The Parks team had been consulted and had contributed to the strategy action plan and this was being used to inform current and future pitch planning and letting in the borough.

Derbyshire Football Association (FA) was a consultee on the strategy and had confirmed their support for future actions. The FA were updating their registration and team monitoring systems and had advised that at that time they were unable to report on any impact until both the system and current registrations were complete. A time line had not been confirmed. Locally junior teams remained popular and some work was being done to formalise needs in some areas regarding developing community coaching matters.

The Chesterfield Football forum endorsed the strategy and were working with CBC on delivering the action plan, the new Active Chesterfield Sport Forum had been alerted to the strategy and implications for sports included. Tennis facilities at the Annexe had been upgraded. The strategy was directly linked to the new Parks strategy to ensure efficiencies and future development opportunities were maximised.

Further monitoring was planned by the Enterprise and Wellbeing Scrutiny Committee in July 2016 when it was anticipated there would be more data available to assess the initial impact of the strategy.

Scrutiny Project Group on Sports Facilities Strategy

The Project Group's recommendations had led to the Sports Facilities Strategy 2015 - 2028 being adopted by Full Council in February, 2015.

The Project Group had recommended reference being included in the Strategy to:

- 1 Priorities regarding facilities being community focused and aiming for positive health impacts, in particular for those with mental health issues and the elderly at risk of being isolated; and
- 2 Accessibility – physical access to comply with Sport England access standards and encouraging participation through community based delivery.

Achievements:

During its monitoring of outcomes in October 2015 the Enterprise and Wellbeing Scrutiny Committee found that these recommendations had been fully met.

The strategy confirmed the need for additional swimming pool and sports hall space in the borough and was pivotal in the Council demonstrating needs and evidence for the £2m Sport England investment in the new Queens Park Sports Centre.

It was confirmed that the strategy was now referred to in determining planning applications and that it would be used in preparing the review of the Local Plan. Links to the strategy had also been added to the documents from the Local Plan Evidence Base page as appropriate. Local sports club forums had been advised of the strategy as a reference document.

The School Sport Partnership and College were engaged in developing usage at education sites to improve community access to sport and physical activity opportunities and health improvement outcomes.

Disability and physical access features in respect of the design of the new Queen's Park Sports Centre included:

- Compliant approach routes across the site
- Tactile paving to crossing points
- Accessible parking
- Level access entrance
- Manifestations to entrance glazing
- Hearing induction loops
- Accessible / compliant reception desk and server
- Accessible seating to café area
- Swing gate access / egress
- Tactile / part m compliant signage
- Compliant circulation routes / opening widths
- 2.no lifts and appropriate controls
- Accessible changing rooms / spaces & associated showers and lockers
- Appropriate material / colour contrasts in floor and wall finishes
- 600mm bench seating to group change areas
- Accessible spectating areas for pool hall
- Inclusive sports hall court markings
- Refuge areas to fire escape routes
- Platform lift to main swimming pool and graduated steps
- Moveable floor to small swimming pool and hoist access
- TV screens in main reception and other areas with customer information
- Differential tile finishes at poolside edge
- Finger grip tile to pool edging.
- Appropriate lighting and temperature controls
- Shower and tap control fittings
- All necessary hand rails and access support.
- Minimum of 50% of fitness equipment to be “inclusive fitness initiative” design

5 OVERVIEW AND SCRUTINY DEVELOPMENTS DURING THE YEAR

Developments in overview and scrutiny are ongoing and this is a standing item on the agenda for each meeting of the Overview and Performance Scrutiny Forum (OPSF). Developments fall into two main areas:

- i) Developments in the inside and outside of the Council having an impact on delivery of the overview and scrutiny function;
- ii) The development of people involved with delivering the function, and more specifically those elected members of our Overview and Scrutiny Committees (OSC).

The information below provides details of the various developments that have taken place during 2015/16.

Evaluation & Review of the Council's Overview and Scrutiny Function

Last year we reported that a full, corporate review of overview and scrutiny operation was underway. The review has been completed and the findings supported by the Overview and Performance Scrutiny Forum, and approved by the Overview and Scrutiny Review Corporate Steering Group.

The main findings included a need for :

- More clarity, involvement and transparency in the Work Programming process.
- Organisation wide learning and development plans for the overview and scrutiny role.

Findings also acknowledged a need to better promote overview and scrutiny via use of the new internet and intranet, and to consider use of social media to engage and involve external stakeholders.

Also reported was a need to review the staffing service to strengthen resilience to respond to emerging issues.

The associated improvement actions are in the process of being developed and delivered, some of which are detailed separately in this section.

These actions included the introduction of a more collaborative approach to our work programming process which involved the development and delivery of two work programme action planning days where all council members and senior key officers had the opportunity to be involved. Initial evaluation of the impact of the action planning days indicates the new approach was warmly received and very successful.

Organisational Learning and Development for Overview and Scrutiny

The Council agrees that the development and growth of individuals to enable them to undertake their roles effectively is essential. As part of the corporate review mentioned above, development plans for overview and scrutiny have now been adopted for both members and employees. These are in the process of being delivered.

During 2015/16 learning and development sessions were delivered on :

- Member Induction and Introduction to Overview and Scrutiny
- Chairing Skills for Scrutiny Committee Chairs
- Scrutiny Project Groups
- Council Budget Setting and Monitoring
- Chairing Skills for Scrutiny Project Groups

Learning 'on-the-job' and 'action-learning' is also valuable and takes place during routine business and service delivery. In this way the following business also enabled the building of knowledge and experience :

- Report to OPSF on the new Performance Management Framework
- Two OSC Work Programming 'Away Day' Sessions
- Briefing on the process of Reporting Scrutiny Project Group work to Cabinet

Since completion of the corporate review, two members of the OPSF have also been appointed to the Council's corporate Member Development Working Group.

To strengthen communications and information sharing, the two Scrutiny Committee Chairs are also invited to the informal joint Cabinet Member and Corporate Management Team 'away days'.

Overview and Scrutiny Policy, Practice and Guidance

In line with the new overview and scrutiny arrangements adopted, we continue to develop our local policy approach, processes, and shared learning, through the introduction and further development of guidance and information documents, as needed. We continue to promote and develop a presence on both the new internet and intranet on an ongoing basis.

Sheffield City Region Combined Authority, Overview and Scrutiny Committee

Last year we reported on the creation of the Sheffield City Region Combined Authority (SCRCA). This new statutory body has strategic powers to make decisions on transport, economic development and regeneration matters within the Combined Authority area. The Combined Authority area covers 9 Councils in south Yorkshire and north Derbyshire, and Chesterfield Borough Council is in the process of becoming a full constituent member of the Combined Authority.

As part of the creation of the Combined Authority came legislation which requires establishment of an Overview and Scrutiny Committee (OSC) to increase transparency and accountability of the work and decisions of the Combined Authority. Chesterfield Borough Council's Scrutiny Chair is currently appointed to the SCRCA OSC which has been meeting since March 2015.

The Centre for Public Scrutiny (a national charity which supports development of the scrutiny role) has been appointed to assist with the development of governance and scrutiny arrangements for the SCRCA and its OSC. This work is still in its early stages and we will provide a further update on these outcomes in next year's report.

Overview and Scrutiny of Proposed North Midlands Combined Authority

Last year we reported that Councils across Derbyshire were also proposing to form a Combined Authority. An application for a Derbyshire Combined Authority was originally submitted to Government in April 2014 for consideration. Since that time applications have been replaced to propose one Combined Authority for both Derbyshire and Nottinghamshire (ie, the North Midlands Combined Authority). As for the SCRCA, approved status would give the North Midlands Combined Authority (NMCA) similar strategic powers to make decisions on transport, economic development, regeneration and possibly other public service matters, within the Combined Authority area. The merits of the current proposal are still being considered by Government. Chesterfield Borough Council agreed at its recent Council meeting to become a non-constituent member of the NMCA, if and when created.

Again to support and ensure good governance the creation of a NMCA would also require the body to establish an Overview and Scrutiny Committee. Further details regarding these developments will be included in next year's report.

East Midlands Councils' Regional Scrutiny Network

The East Midlands Councils' Regional Scrutiny Network is a forum for learning, sharing, promoting, supporting and developing the scrutiny function across the region. The Council plays a proactive role in supporting and contributing to the work of the Network which meets on a quarterly basis.

The Overview and Scrutiny function is a continually evolving and growing role, requiring ongoing learning and development. Much of the developments this year are detailed above.

The Council will undertake regular reviews of its overview and scrutiny function to ensure its ongoing evaluation and effectiveness.

6 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

The three Scrutiny Committees review their Work Programme business at each of their meetings every two months. Programmes of work would normally include :

- Items agreed by the Scrutiny Committees for consideration including Scrutiny Project Group work.
- Ongoing priorities such as budget, performance and corporate priority (Council Plan) scrutiny.
- Scrutiny of the Council's Forward Plan of key decisions.
- The monitoring of implementation of approved scrutiny recommendations.
- The monitoring of implementation of corporate and service improvement plans.
- Other unplanned business items that the Committees will decide to deal with as and when they arise such as 'call-in' and petitions.

Scrutiny aims for its work to have both a strategic and community focus, and to involve all stakeholders where possible - Councillors, officers, public and partners can all influence contents of the Scrutiny Work Programme.

An outline of Work Programme business (as at 10 May 2016) is below.

Overview and Performance Scrutiny Forum

<ul style="list-style-type: none"> • Constitution Reform • Public Space Protection Orders • Procurement • Great Place Great Service • Communications 	<p><i>Items for Monitoring :</i></p> <ul style="list-style-type: none"> • External Communications Strategy • ICT Developments (Great Place, Great Service) • Fees and Charges Concessions
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Community, Customer and Organisational Scrutiny Committee

<ul style="list-style-type: none"> • Workforce fit for the Future • Markets Review • 'Press Red', Health & Deprivation • Impacts of Welfare Reform • Statutory Crime & Disorder Committee <p><i>Scrutiny Project Groups on :</i></p> <ul style="list-style-type: none"> • Friends of Groups • Venues 	<p><i>Items for Monitoring :</i></p> <ul style="list-style-type: none"> • Crime and Disorder Committee (Alcohol Related Hospital Admissions / Locking of Park Gates) • New Leisure Facilities (Engagement)
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Enterprise and Wellbeing Scrutiny Committee

<ul style="list-style-type: none">• Housing Policy and Housing Revenue Account Business Plan• Careline Service• Green Spaces / Allotments Strategy and Health Improvement <p><i>Scrutiny Project Groups on :</i></p> <ul style="list-style-type: none">• Play Strategy• Future of former Queens Park Leisure Centre• Development of the Town Centre	<p><i>Items for Monitoring :</i></p> <ul style="list-style-type: none">• Leisure Facilities Strategy• Playing Pitches Strategy• Hackney Carriage Licence Limit• Water Rates Payment Policy• Dog Fouling
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7 SCRUTINY COMMITTEE MEMBERSHIP 2015/16

Overview and Performance Scrutiny Forum :	
Councillors	
Tricia Gilby – Co Chair Andy Slack – Co Chair Jeannie Barr (<i>also SPG Lead Member for Concessions on Fees and Charges</i>) Howard Borrell Ian Callan Ray Catt Vickey-Anne Diouf	Lisa-Marie Derbyshire Barry Dyke Keith Miles Donald Parsons Suzie Perkins Kate Sarvent Gordon Simmons
Community, Customer and Organisational Scrutiny Committee	
Councillors	
Andy Slack – Chair Howard Borrell – Vice Chair Jeannie Barr Barry Dyke	Keith Miles Donald Parsons Kate Sarvent Gordon Simmons
Enterprise and Wellbeing Scrutiny Committee	
Councillors	
Tricia Gilby – Chair (<i>Also Lead Member for Leisure, Sport and Culture Activities SPG</i>) Suzie Perkins – Vice Chair Ian Callan Ray Catt	Lisa-Marie Derbyshire Vickey-Anne Diouf Barry Dyke Kate Sarvent

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For publication

Chesterfield Museum Store – Unit 1 Somerset Yard (T230)

Meeting:	Council
Date:	27 July 2016
Cabinet portfolio:	Town Centre and Visitor Economy
Report by:	Economic Growth Manager

For publication

1.0 Purpose of report

- 1.1 To seek approval to undertake the works to bring Unit 1 Somerset Yard back into use as the offsite store for the Chesterfield Museum's collections

2.0 Recommendations

- 2.1 That approval be given to renovate Unit 1 Somerset Yard and convert it to the offsite store for Chesterfield Museum at an estimated cost of £189,790.
- 2.2 That authorisation be given to fund the works using £61,100 from the Property Repair Fund with the balance of £128,690 from short-term Prudential Borrowing.

3.0 Report details

Background

- 3.1 Chesterfield Museum's collections are currently stored over two sites. The small, high value items are stored onsite on the second floor of Stephenson's Memorial Hall. This store is just over 2,000 square feet in size and houses approximately 20,000 objects.

Larger items are stored offsite at 6 Ashgate Road in the main building, house and the garages. There are eight individual store rooms covering an area of around 3,000 square feet and housing approximately 10,000 objects.

- 3.2 In the museum's accreditation application in 2012, it was noted that the offsite store on Ashgate Road was not fit for purpose and that a significant amount of work would need to be carried out to bring it up to accreditation standard.
- 3.3 Subsequent to this, as part of the council's asset management plan, 6 Ashgate Road and the adjoining car park were identified for sale. To facilitate this sale, the collections stored there would have to be moved to a new store providing an opportunity to acquire a store room that will meet the accreditation standard.
- 3.4 In preparation for the move, the museum curatorial staff carried out a complete review and rationalisation of the permanent collection stored at 6 Ashgate Road. In accordance with the council's rationalisation and disposal policy and following the Museum Association's disposal toolkit and code of ethics, the permanent collection has been assessed and around 60% has been identified for rationalisation.
- 3.5 Chesterfield Borough Council, as the governing body for the museum, has a responsibility, as a guardian of museum collections in the public domain, and is accountable to the public for its actions. Once an object has been selected for disposal, the council is required to follow a set process and must do so openly and with transparency.
- 3.6 In the first instance, the item can be offered to another accredited museum (if not originally a donation). Alternatively, it can be offered to an organisation which will keep the item in the public domain. Consideration can also be given to sale of the item, but any money raised should be applied solely and directly for the benefit of the collections. For a minimum of 3 months, the item must be displayed on the Museum Associations website as available for relocation. If a new position cannot be found for the item, it may be possible to recycle it through sale as scrap, or it can be donated as a gift to charity.

- 3.7 The sale of 6 Ashgate Road has now been agreed with an anticipated completion date of November 2016. There is now, therefore, an urgent need to find alternative storage space for the Museum's collections.
- 3.8 When the General Fund Capital Programme was approved by the Council in February, there were insufficient resources available to approve all the growth requests. It was agreed that the Museum Store project would be the first priority when additional resources (ie capital receipts) became available.

Unit 1 Somerset Yard

- 3.9 This two storey building is located alongside the Winding Wheel and is currently in a dilapidated state. It has been empty for the last 14 years. The council is currently paying non-domestic rates on the building of £4,800 per annum.
- 3.10 Kier Asset Management Services have investigated the use of Unit 1 Somerset Yard as a potential offsite store for the museum collections. Kier has stated that the building can be brought back into a usable condition at a total cost of £189,790. Of this, £61,100 could be paid from the property fund leaving £128,690 to be funded. A breakdown of these costs is attached at Appendix A.
- 3.11 In order for the building to be used as a store for the museum, there are a number of structural alterations which are required to meet building regulations, including an additional fire escape from the first floor. A report from Building Services is attached at Appendix B.
- 3.12 Since these reports were completed, work has taken place to assess the load bearing of the first floor and take core samples. The cost of this work came to £12,500 (£8,000 for the load testing and £4,500 for the core sampling), which was met from the Property Repair Fund and included in the quotations given in paragraph 4.2.
- 3.13 The work was contracted out to Topbond who took core samples which were negative for high alumina cement content. The initial load testing failed after 5 hours due to an equipment malfunction so a second visit took place. This showed that the upper floor

would not take the loadings necessary for the museum store as the floor failed to return to its original state after load testing.

- 3.14 Because the upper floor failed the load testing, internal steel supports will be required on the ground floor. A contingency sum of £10,000 is included in the costing estimates for this.
- 3.15 Once completed, the building will have total floor space of 4,070 square feet (2,160 square feet on the ground floor and 1,910 square feet on the first floor). This is larger than the current storage space at 6 Ashgate Road. However, this would also allow objects to be transferred from the onsite store which would free up space in the museum to allow the council to explore options to develop the existing museum building.
- 3.16 Work must begin on the building for it to be ready in time to meet the completion date of 6 Ashgate Road in November.
- 3.17 The design of the building will enable it to be used for other purposes if it is no longer required for storing the Museum's collections at some point in the future.

Other options considered

3.18 Use of an industrial unit

Several industrial units were viewed by the curatorial staff at the museum, including units 26 and 27 Foxwood Road and several units at Calow Lane.

The council is currently receiving rent for their industrial units that amounts to £19,000 per annum. If the museum was to take industrial units as a store, this would represent a loss in income to the council.

3.19 Storage available at other museums

Several other museums have been contacted regarding space that they may have available in their stores that Chesterfield Museum could rent. These include:

- Sheffield Museum Service

- Rotherham Museum
- Buxton Museum
- Derbyshire County Council Library Service

None of the above museums had a significant amount of space available that could be rented by Chesterfield Museum.

3.20 **Commercial storage**

Enquiries have been made to Chesterfield Space and Storage. The company stores items in steel containers, which would provide ideal environmental conditions. However, the largest container is 150 square foot and the Museum needs 4,000 square foot of storage space, which would be 27 containers

It should be noted, however, that not all the space in the container could be utilised as a walkway would be needed in each container to allow access to all the items stored. It would also be difficult to use the full height of the container as some items would not reach the roof of the container leaving dead storage space above them. Consequently, the number of containers which would need to be rented would be closer to 40 – 50.

Chesterfield Space and Storage give free and unlimited access to items stored, but only during their normal business hours of Monday to Friday, from 10am to 3.30pm.

The restrictions noted above make this option unsuitable for the storage of Chesterfield Museums’.

Other considerations

- 3.21 In order to care for the collection, certain environmental and security standards need to be met. These include humidifiers/dehumidifiers, fire alarm, intruder alarm and environmental monitoring. In addition, objects must be protected from natural light and windows or skylights have to be blocked or fitted with blinds.
- 3.22 Although some of the existing racking and equipment from 6 Ashgate Road can be utilised in the new store, extra units may be required and there will be the cost of transporting the collection. A

rough estimate of the transportation costs would be £5,000-£7,000 and shelving costs would be £2,000-£4,000 depending on the amount of shelving that can be reused. These costs will be met from the contingency or other budgets (to be defined).

3.23 This report and its recommendations were considered by Cabinet at its meeting on 12 July, 2016, where it resolved that the recommendations be supported and referred to full Council for approval.

4.0 **Human resources/people management implications**

4.1 There are no human resources or people management implications.

5.0 **Financial implications**

5.1 Estimated costs for the renovation of Unit 1 Somerset Yard and its conversion to a museum store have been provided by Kier and are attached in full at Appendix A.

5.2 An outline of these costs is as follows:

	Total	From PRF	From Capital
	£	£	£
External work	88,500	41,500	47,000
Internal work	42,600	19,600	23,000
Electrical	31,130	–	31,130
Additional items	1,640	–	1,640
Contingency	16,387	–	16,387
Fees	9,533	–	9,533
	189,790	*61,100	128,690
* £12,500 already spent on load testing and core sampling			

5.3 The capital receipt from the sale of 6 Ashgate Road, has already been committed to fund other schemes within the General Fund Capital Programme so is not available to finance the Museum Store project. The Capital Programme approved in February showed that surplus resources would not become available until 2017/18 and that was dependent on completing a number of high value asset sales in 2017/18 (£7.3 million).

5.4 Given the urgent need to vacate the Ashgate Road site and secure the capital receipt, the only options available to finance new schemes are:

- Prudential Borrowing – the borrowing should be seen as a short term solution, with a commitment to repay it from future capital receipts as soon as they become available.
- From Reserves, eg the Service Improvement Reserve. The problems with this option are that the uncommitted balance is only £490,000, reserves can only be used once and future capital receipts cannot be used to top-up revenue reserves.

5.5 Short-term Prudential Borrowing with a commitment to repay it from future capital receipts as soon as they become available is, therefore, the recommended option

6.0 Legal and data protection implications

6.1 There are no legal and data protection implications.

7.0 Risk management

Description of Risk	Likelihood	Impact	Mitigating Action	Resultant Likelihood	Resultant Impact
No store provided for Chesterfield Museum's Collections	L	H	Consider alternative options and seek funding to support preferred option	L	M
Risk to sale of 6 Ashgate Road if museum collections are not rehoused if funding is	M	H	Manage renovations and fit out to coincide with timescales for sale of 6 Ashgate Road	L	H

not secured					
Loss of accredited status, loss of museum and damage to council's reputation	M	H	Ensure priority given to managing collection through resourcing preferred option and managing transition to new premises	L	L

8.0 **Equalities Impact Assessment (EIA)**

8.1 A preliminary EIA has been carried out on the proposed new store for Chesterfield Museum and because there are no negative impacts for any of the equality groups, a full EIA is not necessary.

9.0 **Alternative options and reasons for rejection**

9.1 If the council decides not to renovate Unit 1 Somerset Yard, Kier has recommended that, at some time in the future, the building will become unsafe and have to be demolished. It is estimated that demolishing the building would cost £90,000 and, in the interim period, the council would still have to pay rates of £4,800 per annum

10.0 **Recommendations**

10.1 That approval be given to renovate Unit 1 Somerset Yard and convert it to the offsite store for Chesterfield Museum.

10.2 That authorisation be given to fund the works using £61,100 from the Property Repair Fund with the balance of £128,690 from short-term Prudential Borrowing (see paragraph 7.5).

11.0 **Reasons for recommendations**

11.1 Chesterfield Borough Council, as the governing body for the museum, is a guardian of Chesterfield Museum's collections. It is

accountable to the public for its actions and has a moral obligation to preserve the collections for future generations. In order to conserve the objects in Chesterfield Museum's collections, a suitable store needs to be provided.

- 11.2 In order to retain accredited status, Chesterfield Museum needs to have approved storage for its collections. Failure to provide this would result in the removal of its accredited status which would make the museum ineligible to apply for grant funding from the Arts Council England and the Heritage Lottery Fund, as well as funding from other museum organisations such as Museums Development East Midlands

Decision information

Key decision number	646
Wards affected	All
Links to Council Plan priorities	To make Chesterfield a thriving borough To develop our great town centre Extend the town centre offer for our residents and visitors and increase satisfaction levels with the council's cultural venues Increase the value of the visitor economy by at least 5%, bringing in an additional £7m per annum

Document information

Report author	Contact number/email
Alyson Barnes	01246 345775
<i>This must be made available to the public for up to 4 years.</i>	
Appendices to the report	
Appendix A	Unit 1 Somerset Yard budget costs
Appendix B	Notes of a site visit to review the structural condition of Unit 1 Somerset Yard

Appendix A

Unit 1 Somerset Yard Museum Store Budget Costs

	Element	Budget Costs
1.0	Works to be paid for from the Property Fund	
	External Works	
1.1	Removal of existing and replacement of timber fascia boards, gutters and downpipes (Asbestos Gutters)	£4,000.00
1.2	Repairs to concrete coping stones on west elevation (rear)	£3,000.00
1.3	Brickwork repairs (cracking) and repointing of brickwork	£15,000.00
1.4	Making good holes in brickwork from flues etc	£1,000.00
1.5	Window repairs (replacement of broken glass panes, steelwork repairs and redecoration)	£11,000.00
1.6	Replace roller shutter on East Elevation	£1,500.00
1.7	Removal of concrete canopy above roller shutter doors	£2,000.00
1.8	Replacement of damaged/ cracked lintels	£4,000.00
	Internal Works	
1.9	Load testing to check the load capacity of the first floor	£8,000.00
1.10	Core sampling of the first floor concrete planks to check the condition of the concrete	£4,500.00
1.11	Repairs to brickwork staircase wall	£2,500.00
1.12	Making good of holes in ground floor concrete floor	£1,000.00
1.13	Check if internal walls are sitting on a foundation	£600.00
1.14	RAD Survey (Asbestos)	£1,000.00
1.15	Provisional sum for Asbestos removal	£2,000.00
	Total from Property Fund	£61,100

Item	Element	Budget Costs
2.0	Works Requiring Funding	
	External Works	
2.1	Scaffolding	£12,000.00
2.2	Possible roof repairs / replacement	£20,000.00
2.3	Installation of new security entrance door	£1,000.00
2.4	Removal of 1no. Roller shutter on front of building and installation of new double door	£2,500.00
2.5	New ramp and steps into unit on West Elevation	£3,000.00
2.6	Creation of new fire escape from first floor (External steel staircase)	£8,500.00
	Internal Works	
2.7	<i>Contingency for Steel supports (if required)</i>	£10,000.00
2.8	Removal of existing plasterboard partition walls to first floor	£500.00
2.9	Installation of plasterboard dry lining to ground and first floor walls	£9,500.00
2.10	Blinds to windows	£3,000.00
	Electrical Installation	
2.11	New electricity supply to building - <i>(May be able to reduce if a connection is bought in from the Winding Wheel)</i>	£7,000.00
2.12	Wiring and power to feed humidifiers, Dehumidifiers, office and general power	£8,000.00
2.13	Lighting (internal and external) & Emergency Lighting	£2,630.00
2.14	Fire alarm	£7,000.00
2.15	Intruder alarm	£5,000.00
2.16	Data <i>(No provision for Data connection to building)</i>	£1,500.00
	Additional Items	
2.17	Reconnection of water supply	£1,000.00
2.18	Building Control Application	£500.00
2.19	Planning Application	£140.00
	Contingency @ 10% (of total building works)	£16,387.00
	Fees @ 8% (only on works not included in property fund)	£9,532.56
	Total requiring funding	£128,689.56

**Notes of a site visit to review the structural condition of Unit 1
Somerset Yard**

These notes relate to a brief visual survey undertaken on 6th July 2015.

General Comments

The building is a two storey structure, sited in the courtyard to the rear of the Council premises known as 'The Winding Wheel'.

In plan, the building has a rectangular footprint of approximately 26m x 8m, with the main length being on an approximate north-west to south-east axis. On a sloping site, external ground levels fall approximately 0.5m across the width of the building.

Constructed with external walls in brickwork and a flat roof, the overall appearance tends to date the property to circa 1930's - 1940's.

It is apparent that a number of single storey buildings were attached to the north-east facing elevation and the remnants of what may have been the boiler house / coal store still exist towards the southern end of the property along with an external chimney stack. A redundant garage style fuel pump is also evident in the yard, centrally on this elevation (underground fuel tanks – position? / de-commissioned?).

Generally, the outer walls appear to be 1½ brick thick solid masonry (approx. 330mm) from ground to first floor level, with 1 brick thick solid walls (approx. 225mm) from first floor to roof level. Above first floor level brick piers have been constructed internally to stiffen the wall at ¼ points on the long elevations.

A 'blue brick' dpc is evident around the perimeter of the wall adjacent ground floor level.

The NW, NE and SE elevations all contain high level window openings serving ground and first floor levels. Two roller shutter 'goods' doors are located at the southern end of the building on the SW and NE elevations, with a personnel entry adjacent on the SW elevation.

The lintels above the windows and personnel door appeared to be insitu concrete construction with the roller shutter doors being part sheltered by insitu concrete canopies.

Ground floor construction appears to be 'ground-bearing' concrete slabs reinforced with a steel mesh fabric in the bottom face (a previously excavated internal trial pit remains open to view). The material below the floor slab appeared to be backfill, with the finished floor level being raised above external ground levels.

First floor and roof construction appears to be pre-cast concrete 'units'. The floor units are part supported by an internal brick wall at ground floor level and full span in all other areas.

The roof construction appears to sit into a parapet wall which extends above roof level on three elevations, but projects out on the NE facing elevation to allow rainwater to discharge into a gutter (asbestos cement) along this exposed edge.

An internal inspection chamber, presumably for foul drainage, was noted within the ground floor construction. There appeared to be damp staining around the cover that might be indicative of past blockages within the drainage system.

At ground floor level an open timber stud construction has been constructed centrally over a significant length of the floor space. It is not known whether this was to divide work areas or if this was constructed as a temporary prop to the first floor.

Access to the first floor is made via a small flight of steps that leads to a long concrete ramp up to first floor level. The ramp and steps are supported off an internal brick loadbearing wall that also supports the concrete first floor units.

Observed Structural Defects

Externally, the brickwork appeared in reasonable condition with all elevations relatively plumb. However, cracking was noted on the NW, NE, and SE elevations with damage generally located around window jambs typically at lintel level (ground and first floor).

Cracks were also observed in many of the insitu concrete lintels that span the openings, with vertical cracks noted in the SE end elevation (GF), and many other areas where horizontal cracks were noted around the lintel soffit, where this may be indicative of corrosion of the steel reinforcement.

Evidence of reinforcement corrosion was also noted in the concrete canopies above the roller shutter doors.

Internally, the pattern of external cracking to masonry around window jambs was also noted on the inner face of the brickwork.

Where vertical cracks were apparent in the lintels, these were also evident internally.

Evidence of cracking was also noted within the first floor and roof construction where a number of the pc concrete units appeared to be separating at their joints. In places these cracks appeared to line up with the cracks noted within the masonry walls.

It was evident that many of the cracks within the walls, lintels and pc concrete floor/ roof units had been fitted with small slips of glass, fixed by adhesive, which act as movement detectors for the appraisal of structural defects. A number of these were noted to have broken. As the slips were not dated, it is not known whether these were fitted as a previous investigations into the stability of the property.

General Comments

Having reviewed the condition of the building on site and read the background information to the potential use of this property for museum storage, I would concur that significant work will be required to make the building viable for the intended use.

Although I am not qualified to comment on the stated budget costs, in my opinion, the scope of the work would be extensive even if the building was only to be restored to basic storage accommodation suitable for rent. For the intended specialised use, costs are likely to be more significant due to the higher levels of environmental performance, security provision and potential service requirements for the unit.

Although the anticipated storage requirements are not stated, the load capacity of both floor areas appears fundamental to any consideration of this building as a long term solution.

Unless the structural history of this building can be reviewed through original documentation, detailed investigations would be required to assess the load capacity of the building for the intended use. This is particularly relevant to a building that has an obvious history of structural movement within the construction.

Investigations would need to assess the condition and capacity of the existing pre-cast concrete roof / floor units and consider the suitability of the external wall construction, including lintel requirements and existing foundations.

If physical tests or structural assessment indicates that any components are deficient for the intended use, strengthening or replacing defective elements would be a necessity. The extent of this work cannot be accurately assessed by visual inspection alone.

In addition to the structural items, please note the following:

With the current layout and limited access to this building, there may also be issues relating to 'means of escape' in the event of an emergency. The first floor is only accessed from the single stair/ ramp and currently does not have an alternative escape route. Consultations with Building Control and the local Fire Officer would be required to review proposed room layouts to ensure that adequate escape provision is included.

Investigations will also be required to check the risks associated with the old fuel pump to the rear of the property. If the pump delivered fuel from an underground tank, this may require removal or consideration to some form of de-commissioning.

As noted, asbestos based products are still evident on the building. A full appraisal and consideration for their removal should be given as part of any refurbishment.

H.Sorsby
Structural Engineer

BCN Consultancy (Building Control)
07/07/15

FOR PUBLICATION

RISK MANAGEMENT STRATEGY & ANNUAL REVIEW

MEETING: COUNCIL

DATE: 27 JULY 2016

CABINET
PORTFOLIO: CABINET MEMBER FOR GOVERNANCE

REPORT BY: CHIEF FINANCE OFFICER

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS: None

1.0 PURPOSE OF REPORT

1.1 To provide a report on the Risk Management developments during 2015/16 and to update the Risk Management Policy, Strategy and Corporate Risk Register for 2016/17.

2.0 RECOMMENDATIONS

2.1 That the Risk Management Policy, Strategy and Corporate Risk Register for 2016/17 be approved.

3.0 BACKGROUND

3.1 The Risk Management Strategy requires an annual review to be reported to the Council at the end of the financial year and the Corporate Risk Register at the start of the year.

3.2 The Standards and Audit Committee is required to consider the effectiveness of the Council's risk management arrangements.

3.3 This report and the risk management strategy were considered by the Standards and Audit Committee at its meeting on 12 July, 2016 where it resolved to note the progress made on developing the Council's approach to risk management during 2015/16 and to recommend for approval the Risk Management Policy, Strategy and Corporate Risk Register for 2016/17.

4.0 ANNUAL REVIEW 2015/16

4.1 The main focus of risk management activities during 2015/16 has been on implementing changes to the Council's risk management arrangements as recommended by an external risk management adviser in the previous year. The changes included:

- Revised Terms of Reference and membership of the Corporate Risk Management Group (RMG).
- An updated Risk Management Strategy.
- The development of six service risk registers to feed into a revised Corporate Risk Register.
- A risk reporting dashboard (**Appendix A**).

4.2 The key developments on the risks included in the Corporate Risks Register (**Appendix B**) at the start of the financial year and new risks added during the year are summarised in the 'dashboard' report below:

Risk	Risk Rating (maximum score = 25) Direction of travel (DOT)			Comments
	Start of year	Latest (DOT)	Latest Target	
At start of year:				
CR1 – Budget Risk	20 Red	15 Red ↑	12 Amber	The outturn for 2015/16 produced a surplus of £448k. The budget for 2016/17 assumes savings of £1.3m will be delivered in order to produce a balanced budget. The financial pressures continue to increase in future years creating increasing deficits/savings targets. The current budget risk rating has, therefore, been maintained as a high scoring 'red' risk. This is due mainly to external factors such as the planned reduction in Government funding, including changes to the New Homes Bonus grant system, and the continuing threats to business rate income due to back-dated appeals, new claims for Charitable Relief and the revaluation due in 2017. Delivering budget savings to keep pace with the funding reductions will become increasingly difficult.
CR2 - Transformation	15 Red	12 Amber ↑	8 Amber	GPGS approved, revised governance in place including ensuring benefits are identified and shared with finance to have removed from budget at source – Needs embedding to ensure effectiveness. BT / GPGS focusing on cash releasing & income generating projects with specific focus on GPGS Programme. SLT/ CMT & Cabinet have been reviewing potential projects at away days. PMO is being developed to help allow single view of all work and aid the prioritisation of work and resources. TOM being developed. Developing a communications plan for GPGS and working

Risk	Risk Rating (maximum score = 25) Direction of travel (DOT)			Comments
	Start of year	Latest (DOT)	Latest Target	
				with Workforce Strategy Group to encourage staff engagement with change.
CR3 - Workforce	9 Amber	9 Amber ↑	6 Amber	
CR4 - ICT	20 Red	9 Amber ↔	9 Amber	Awaiting feedback from PSN submission so ratings left unaltered.
CR5 – Emergency Planning	9 Amber	8 Amber ↑	8 Amber	Emergency plans have been produced and maintained taking account of new and emerging risks. Work is on-going to analyse common consequences to assess the current capability against the capability requirement. All Emergency and Business Continuity Plans are now available to view on the secure browser ResilienceDirect. Exercises have taken place to validate plans.
CR6 – Health & Safety	12 Amber	9 Amber ↑	6 Amber	Policies and procedures are in place and are regularly reviewed. Developments in progress around asbestos management. H&S Audits in services will commence in July 2016.
CR7 – Welfare Reform				Changes introduced in Apr 2013 now embedded and working satisfactorily. This risk has, therefore, been removed from the Corporate Risk Register.
CR8a–PSN compliance	8 Amber	8 Amber ↔	8 Amber	Awaiting feedback from PSN submission so ratings left unaltered.
CR8b – data security	16 Red	16 Red ↔	12 Amber	Significant improvement anticipated in 16/17 once the Info Assurance Manager and Info Rights Officer are in post.
CR9 – Procurement/ Contract Management	12 Amber	12 Amber	8 Amber	New procurement contract signed with the NHS (tbc).

Risk	Risk Rating (maximum score = 25) Direction of travel (DOT)			Comments
	Start of year	Latest (DOT)	Latest Target	
		↑		<p>Training delivered during Feb / March 2016. Regular Procurement Clinics have been scheduled.</p> <p>Contractor management training (specific in-house) has been delivered to key officers and remains on offer to any other staff who require it going forward.</p>
CR10 – Elections – local & national				<p>Elections in May 15 resulted in: No change of control locally; & Conservatives nationally. This risk has now been removed from the register.</p>
CR11 – Key Partnerships	12 Amber	12 Amber ↔	9 Amber	
Added in Year:				
CR12 – provision of Social Housing	n/a	15 Red ↑	12 Amber	<p>Added November 2015. Pressure on the HRA Business Plan due to Government's rent reduction and other policies.</p>
CR13 - Safeguarding	n/a	12 Amber ↑	8 Amber	<p>Extensive progress has been made on the action plan to reduce the risk likelihood including:</p> <ul style="list-style-type: none"> • Updated policy and procedures • Defined roles and responsibilities for lead officers • Central safeguarding group established • Terms and conditions of hire review • Hate and intolerance framework established <p>Further progress is required on the training programme during the next six months and we will be completing an audit in early 2017. By this point we expect to have met the risk target level.</p>
CR14 – Combined	n/a	20	6	Added November 2015.

Risk	Risk Rating (maximum score = 25) Direction of travel (DOT)			Comments
	Start of year	Latest (DOT)	Latest Target	
Authorities		Red ↔	Amber	Good progress in 15/16 but now subject to public consultation, Secretary of State sign-off and political changes at the national level.
CR15 – Non-Housing Property Repairs Programme	n/a	12 Amber ↑	4 Green	Following a critical Internal Audit report this issue has been added to the CRR and is also included as a key issue within the Annual Governance Statement. The issue relates to not having an up-to-date planned maintenance programme in place to ensure that properties remain fit for purpose and to enable adequate sums to be set aside each year into the Property Repairs Fund.
CR16 – Leaving the European Union	n/a	12 Amber ↔	9 Amber	Added July 2016. Uncertainty over impact on economy and regulatory frameworks. Issues/challenges should become clearer by end of 2016.

4.3 Sitting below the Corporate Risk Register there are six service level risk registers (SRR). The SRR's contain risks that are linked to the corporate risks but which are managed at the service level and other, operational level, risks. The SRR were reviewed at least once by the Corporate Risk Management Group during the year twice a year to (a) ensure a consistency of approach and (b) check that links with the Corporate Risk Register were being maintained. The SRR's will be revised during 2016 to align with the new Corporate Management structure. Service Management Teams will then be required to monitor them on a regular basis.

5.0 RISK MANAGEMENT POLICY AND STRATEGY

5.1 The Policy and Strategy documents are designed to clarify the corporate and operational elements and to further embed Risk Management within the organisation. The documents for 2016/17 are included in **Appendix C**. Appendix A and D within the Strategy document will have to be updated once the new Corporate Management structure is in place.

6.0 CORPORATE RISK REGISTER (CRR)

- 6.1 The management of corporate risks is an essential component of good governance and helps to ensure the delivery of services. It is therefore important that the CRR is reviewed regularly to take account of any changes in risk levels and to identify any new risks.
- 6.2 The format and content of the CRR was developed for 2015/16 through a consultation process involving officers and members and led by a Risk Management Adviser from the Council's insurance provider. Many of the corporate risks will be a permanent feature within the CRR whilst others, which relate to one-off type projects, will appear only for a limited period. The CRR for 2016/17 is shown in **Appendix B**, the key changes from 2015/16 Register are described in paragraph 4.2 above, they include:

Deletions:

- CR7 - Implementing Welfare Reform Changes such as the Spare Room Subsidy and the Localised Council Tax Support scheme.
- CR10 - Political - National and Local Elections.

Additions:

- CR13 - Safeguarding
- CR14 - Combined Authorities
- CR15 - Non-Housing Property Repairs
- CR16 – Leaving European Union

Amendments:

- CR8 – Information Governance has been split into two elements, CR8a PSN compliance and CR8b Data Governance.

- 6.3 The challenge for 2016/17 will be to implement the further actions highlighted or any other actions subsequently developed to bring the risk ratings to the 'target' level which reflects the Council's risk appetite i.e. the level of risk it is prepared to accept.

7.0 RISKS AND UNCERTAINTIES

7.1 The failure to have effective risk management arrangements in place which will identify and manage risk could have serious consequences for the Council.

Description of Risk	Likelihood	Impact	Mitigating Actions	Residual Likelihood	Residual Impact
Risk management arrangements are not sufficiently robust.	Possible	Very High	Implementing the Risk Management Strategy. Monitor and redefine if necessary the "further actions required".	Possible	Medium

7.2 An evaluation of each of the Corporate Risks is included in **Appendix C**.

8.0 FINANCIAL IMPLICATIONS

8.1 The Council transfers £5,000 per annum into a Risk Management Reserve which is managed by the Corporate Risk Management Group. The movements on the reserve during 2015/16 were as follows:

Description	£
Balance b/fwd April 2015	5,000
Add contribution for the year	5,000
<u>Less expenditure/commitments:</u>	
Balance in excess of £5k to Budget Risk Reserve.	(5,000)
Estimated balance c/fwd at 31 st March 2016	5,000

8.2 The Council's insurance contract with Zurich included an allowance of £5k in 2015/16 and £5k for 2016/17 which must be used for risk management services provided by the company. The allowance was used in 2015/16, and will be used again in 2016/17, to help develop the corporate risk management arrangements.

8.3 The Council also maintains a number of earmarked reserves and provisions to cover the financial risks that it faces. The funds include the General Working Balance, the Budget Risk Reserve and the Insurance Reserve.

9.0 EQUALITIES CONSIDERATIONS

9.1 None arising from the contents of this report.

10.0 RECOMMENDATIONS

10.1 To note the progress made on developing the Council's approach to risk management during 2015/16.

10.2 To recommend to the Full Council the approval of the Risk Management Policy, Strategy and Corporate Risk Register for 2016/17.

11.0 REASON FOR RECOMMENDATION

11.1 To ensure that effective risk management monitoring and reporting arrangements are in place.

B DAWSON
CHIEF FINANCE OFFICER

Glossary of Terms <i>(delete table if not relevant)</i>	
<i>CRR</i>	<i>Corporate Risk Register –the high level risks that affect the Council's ability to deliver its strategic priorities</i>

Decision information

Key decision number	577
Wards affected	All
Links to Council Plan priorities	All

Document information

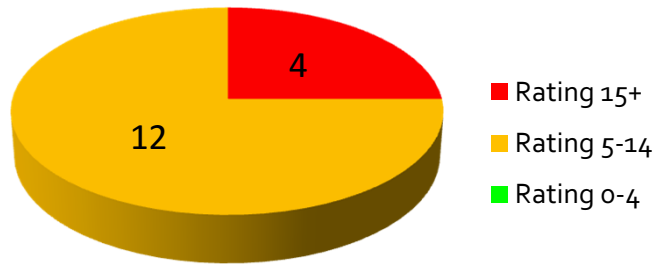
Report author		Contact number/email	
Helen Fox		Tel: 01246 345452 helen.fox@chesterfield.gov.uk	
Background documents			
None			
<i>This must be made available to the public for up to 4 years.</i>			
Appendices to the report			
Appendix A		Risk Dashboard	
Appendix B		Risk Management Strategy	
Appendix C		Corporate Risk Register	

Chesterfield Borough Council

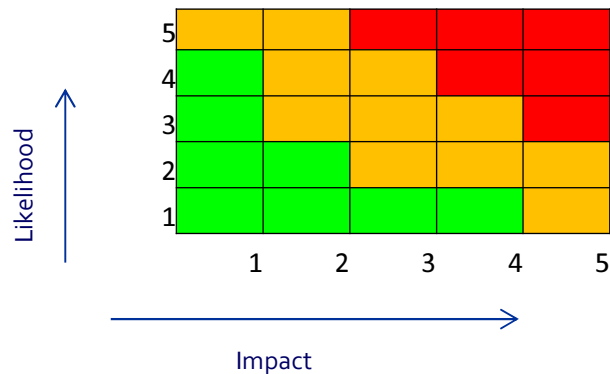


Corporate Risk Dashboard – June 2016

No of corporate risks in red, amber, green



Risk Matrix



No	Corporate Risk Description	Target	Score	DOT in yr
1	Finance & Budgets	12	15	↑
2	Transformation Programme / GPGS	8	12	↑
3	Workforce Capacity & Capability	6	9	↑
4	Investment & Development of the ICT infrastructure	9	9	↔
5	Emergency Planning & Business Continuity	8	8	↑
6	Protecting the Public & Staff (Health and Safety)	6	9	↑
8a	Information Governance	8	8	↔
8b	Data Security	12	16	↔
9	Procurement Contract Management	8	12	↑
11	Key Partnerships	9	12	↔
12	Provision of social housing / HRA business plan	12	15	
13	Safeguarding children and vulnerable adults	8	12	
14	Combined Authorities	6	20	
15	Non-housing property maintenance	4	12	
16	Leaving European Union	9	12	

No	Service Area	Service Risk	Target	Score	DOT
1	Housing	Ageing stock		16	↔
2	Regen	Premises mgt & maintenance		12	↔
3	Regen	Out-of-hours ICT support		12	↔
4	Finance	Exempt VAT recovery		12	↑

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Chesterfield Borough Council Corporate Risk Register (July 2016)

Total Risk Score: Likelihood x Impact. Rating Key:

0-4 Green	5-14 Amber	15+ Red
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CAUSE	EFFECT	PRE-MITIGATION RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING & DOT (↑ = positive)	FURTHER ACTION REQUIRED/DATE	TARGET RISK RATING	TARGET DATE	RISK LEAD / LINK TO CORP PLAN
CR1 - Having a Sustainable Financial Plan – the ability to deliver priority services with the resources available								
<p>Changes in: RSG, Business Rates retention & growth, Council Tax limitation & collection rates, New Homes Bonus, etc. Cost pressures e.g. pensions, pay, inflation, interest rates, etc. Other unforeseen events Contracts – re-tender of the Waste Contract in 2018</p>	<p>Re-assessment of the range & scope of services currently provided & the Corporate Plan priorities Short-term use of reserves Worst case – financial failure Critical external inspection/audit reports Damage to reputation Public expectations/reaction Loss of Member confidence Loss of staff morale</p>	<p>Short & Med term Likely / Very High (4 x 5) = Score 20 Red</p>	<p>5-year MTFP produced Prudent assumptions re income levels & collection rates Budget monitoring & reporting (to FPG, Scrutiny & Cabinet) Great Place: Great Service Programme approved Asset Management Plan Budget Challenge sessions. Expenditure and vacancy control.</p>	<p>Short term Possible / V. High (3 x 5) = Score 15 Red ↑ Med Term Possible / V. High (3 x 5 = Score 15 Red ↑</p>	<p>Horizon scanning to identify future pressures & opportunities (on-going). Assess implications of Local Gov't Finance review – NHB, retained business rates. Rigorous budget monitoring to identify variances early & implement corrective action (quarterly). Regularly update the assumptions in the 5-year MTFP & model the options (quarterly) Delivering the savings targets included in the budget.</p>	<p>Short term Unlikely / Medium (2 x 3) = Score 6 Amber</p> <p>Med Term Possible / High (3 x 4 = 12) Score 12 Amber</p>	<p>Short/Med term – balanced budget in Feb each year. Med /Long term – Self-sufficient by 2020</p>	<p>Chief Finance Officer Supported by SLT VFM</p>

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CAUSE	EFFECT	PRE-MITIGATION RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING & DOT (↑ = positive)	FURTHER ACTION REQUIRED/DATE	TARGET RISK RATING	TARGET DATE	RISK LEAD / LINK TO CORP PLAN
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 74</p>	<p>Impact on Asset Management Plan</p> <p>Significant increase in the cost of the waste contract</p>				<p>CMT/Exec Members Budget Group to Identify & implement further budget cuts required to eliminate forecast deficits (on-going)</p> <p>Development of trading opportunities to increase income.</p> <p>Assess the business rate devolution proposals at the national and the SCR CA level.</p>			

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CAUSE	EFFECT	PRE-MITIGATION RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING & DOT (↑ = positive)	FURTHER ACTION REQUIRED/DATE	TARGET RISK RATING	TARGET DATE	RISK LEAD / LINK TO CORP PLAN
CR2 – Transformation / Change Management – managing change effectively to deliver the required transformational changes and savings.								
<p>Failure to develop & implement the required projects due to capacity issues, skills gaps, resistance to change, poor project management etc.</p> <p>Competitor responses and other challenges to commercial activities.</p>	<p>Loss of expertise & or experienced staff</p> <p>Scarce resources not used effectively</p> <p>Budget shortfalls</p> <p>Delivery timelines not adhered to</p> <p>Increase in financial costs</p> <p>Legal, financial and reputational implications if commercial activities not structured and managed.</p>	<p>Possible / Very High</p> <p>(3 x 5) =</p> <p>Score 15</p> <p>Red</p>	<p>Transformation Strategy produced.</p> <p>Project Academy.</p> <p>Increased focus on commercialism.</p> <p>Great Place: Great Service Programme</p> <p>Staff & Union consultation</p> <p>Political leadership & TU's meetings</p> <p>£150k budget approved in 2016/17 to finance additional resources required to implement the savings targets.</p>	<p>Possible / High</p> <p>(3 x 4) =</p> <p>Score 12</p> <p>Amber</p> <p style="text-align: center;">↑</p>	<p>Delivery of the current savings targets.</p> <p>CMT to prioritise resources onto cash releasing projects.</p> <p>Identify & secure other savings required to bridge any forecast deficit.</p> <p>Post implementation reviews.</p> <p>Training of a wider group of staff in transformation techniques.</p> <p>Improving communications and engagement with staff.</p> <p>'Solid Foundations' work in GPGS.</p> <p>Develop the Target Operating Model (TOM)</p>	<p>Unlikely / High</p> <p>(2 x 4) =</p> <p>Score 8</p> <p>Amber</p>	<p>31 Mar 2017</p>	<p>Business Transformation Manager</p> <p>Supported by SLT</p> <p>VFM</p>

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CAUSE	EFFECT	PRE-MITIGATION RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING & DOT (↑ = positive)	FURTHER ACTION REQUIRED/DATE	TARGET RISK RATING	TARGET DATE	RISK LEAD / LINK TO CORP PLAN
CR3 - Workforce – to ensure that we have right skills and capacity to deliver the Council’s priorities.								
Loss of key people within the organisation e.g. loss of corporate memory & key skills Lack of training – due to for example budget pressures No effective succession planning Difficulties in recruitment & retention of key skills/staff Lack of mid to long term planning	Inability to deliver services to the desired standard or projects effectively Performance suffers due to low morale & job fears Increased sickness (stress related) Impact on staff health & well being Financial e.g. severance costs arrangements	<p>Likely / Medium</p> <p>(4 x 3) =</p> <p>Score 12</p> <p>Amber</p>	Draft Workforce Strategy produced EPD process/ Competency frameworks Communications - Leader/CEO staff briefings, Borough Bulletin, etc. Internal Comms Strategy. SLT/CMT restructure	<p>Latest / Medium</p> <p>(3 x 3) =</p> <p>Score 9</p> <p>Amber</p> <p>↑</p>	Workforce Strategy to be approved (Apr 16) and implemented. Identify opportunities for staff development & succession planning (EPD process – June 15). Review of staffing (as per service plans). Voluntary redundancy/early retirement scheme (on-going). Implement CMT restructure (Q1 16/17).	<p>Possible / Low</p> <p>(3 x 2) =</p> <p>Score 6</p> <p>Amber</p>	Mar 2017	Service Managers

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CAUSE	EFFECT	PRE-MITIGATION RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING & DOT (↑ = positive)	FURTHER ACTION REQUIRED/DATE	TARGET RISK RATING	TARGET DATE	RISK LEAD / LINK TO CORP PLAN
CR4 – Investment & development of the ICT infrastructure – to ensure that a modern, efficient and reliable infrastructure is in place to support service delivery.								
<p>Lack of resources and expertise to develop the infrastructure and manage the technology life cycle.</p> <p>Ad-hoc development and flawed project documentation.</p> <p>Reliance on Partner expertise and resources</p>	<p>Inefficient & expensive services</p> <p>Poor service outcomes</p> <p>Additional Project delays</p>	<p>Possible / Medium</p> <p>(3 x 3) =</p> <p>Score 9</p> <p>Amber</p>	<p>ICT Strategy written & governance structure in place.</p> <p>Invest-to-Save budgets approved.</p> <p>Strategies incorporated into GP:GS</p>	<p>Possible / Medium</p> <p>(3 x 3) =</p> <p>Score 9</p> <p>Amber</p> <p>↔</p>	<p>Resource and implement the ICT strategy once service areas provide information about their business needs.</p> <p>Enforce new governance.</p> <p>Centralise ICT budgets.</p> <p>Improve project documentation.</p> <p>Rationalise ICT assets.</p>	<p>Possible / Medium</p> <p>(3 x 3) =</p> <p>Score 9</p> <p>Amber</p>	<p>31 Mar 2017</p>	<p>PPP Client Officer supported by SLT</p> <p>VFM</p>

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CAUSE	EFFECT	PRE-MITIGATION RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING & DOT (↑ = positive)	FURTHER ACTION REQUIRED/DATE	TARGET RISK RATING	TARGET DATE	RISK LEAD / LINK TO CORP PLAN
CR5 – Emergency Planning & Business Continuity – to ensure that we are able to respond effectively to unexpected events, minimising any damage caused and keeping services running.								
Inadequate or untested plans in place to respond to extreme events (e.g. severe weather, flooding, flu pandemic)	Loss of or damage to life or property	Possible / High (3 x 4) = Score 12 Amber	Robust plans in place	Unlikely / High (2 x 4) = Score 8 Amber ↑	Continue to update plans to take account of new & emerging matters	Unlikely / High (2 x 4) = Score 8 Amber	31 Mar 2017	Emergency Planning Officer (EP)
	Financial - loss of revenue/additional costs		Test exercises undertaken		Service area BCP's, including Business Impact Analysis, to be completed, regularly reviewed & additional measures implemented		31 Mar 2017	Service Managers (BCP's)
	Disruption to services		Commission advice from DCC					
	Damage to reputation		Snow Wardens Scheme					
			Improvements to ICT controls & back-up systems approved					

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CAUSE	EFFECT	PRE-MITIGATION RATING LIKELIHOOD / IMPACT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	LATEST RISK RATING & DOT (↑ = positive)	FURTHER ACTION REQUIRED/DATE	TARGET RISK RATING	TARGET DATE	RISK LEAD / LINK TO CORP PLAN
CR6 – Protecting the Public & Staff (Health & Safety) – to ensure that we have systems in place to reduce the risk of accidents occurring and their severity.								
Failure to manage the health & safety risks of the Council's undertakings Lack of training Budget pressures Ageing infrastructure	Death or injury Damage to property or the environment Litigation or prosecutions Financial - claims Damage to reputation	Likely / Medium (4 x 3) = Score 12 Amber	Corporate H&S Group established Preparation of Corporate H&S Policy 3 year H&S Improvement Programme agreed. Service level H&S Plans. Control of Contractors procedures & Group established. Transport Code of Practice approved & being implemented. Two external H&S audits. Internal audit methodology developed and agreed. Record training undertaken and monitor	Possible / Medium (3 x 3) = Score 9 Amber ↑	Corporate H&S staff to undertake audits to ensure that: a) Policies & procedures are implemented & reviewed regularly & b) The actions in the Improvement Programme are implemented. Improved on-line training system.	Unlikely / Medium (2 x 3) = Score 6 Amber	On-going	Business Transformation Manager

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			refresh dates.					
CR7 – Welfare Reform (removed from the Register in 2015/16)								
CR8a – Information Governance – PSN Compliance								
Failure to gain PSN compliance and maintain a secure and up-to-date ICT infrastructure Page 80	Service disruption - Data exchange with Government departments or other local authorities restricted ICT network suffers attack or breach. Reputational damage. Financial loss	Likely / High (4 x 2) = Score 8 Amber	IT health check commissioned for Jan 2016. Compliance achieved to July 2016. Reviewed and updated IT security audit.	Possible / High (4 x 2) = Score 8 Amber ↔	IT health check mitigation plan. On-going review of IT health and action plan to remove known issues.	Likely / Low (4 x 2) = Score 8 Amber	July 2016 On-going	PPP Client Officer and Law Manager (SIRO)

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CR8b– Information Governance (Data Security) – to comply with the statutory and other requirements to ensure that the data we hold is held securely.								
Data Breach Page 81	Reputation damage	Likely / High (4 x 4) = Score 16 Red	Raise awareness of data protection (email campaigns/e-learning)	Possible / High (4 x 4) = Score 16 Red ↔	Appoint an Information Assurance Officer.	Unlikely / Medium (3 x 4) = Score 12 Amber	11 th July 2016	CCC Manager / Information Assurance Manager
	Financial loss		Overall data protection strategy review		New Information Assurance Strategy		Sep 2016	
	Service disruption		Increased scrutiny of ICT security (including PSN compliance)		Implementation of formal governance for data protection and information security.		Dec 2016	
	Poor customer outcomes		PCI DSS compliance (ad hoc but achieved compliance for BCN consultancy as a pilot)		Assigning information asset owners throughout organisation Audit of information assurance for partners (arvato/Kier)		Dec 2016 – subject to new system being procured	

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CR9 – Procurement & Contract Management – to ensure that contracts are procured properly and deliver value for money.								
<p>Failure to adequately manage Council contracts</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 82</p>	<p>Financial impact (valuable funding is used for rectification issues)</p> <p>Increase in staff resource to defend the challenge</p> <p>Potential litigation & fines being incurred</p> <p>The Council does not receive value for money</p> <p>Discouraged providers may not tender for the contract in the future – potentially reducing the portfolio of providers</p>	<p>Likely / High</p> <p>(4 x 4) =</p> <p>Score 16</p> <p>Red</p>	<p>Dedicated procurement & legal team to support where necessary on contract management</p> <p>Policies & procedures in place</p> <p>Scheme of delegation & guidance available</p> <p>Staff have been trained in general contractor management</p> <p>New and specific contractor management training commenced during 2015.</p> <p>New procurement contract with NHS.</p>	<p>Possible / High</p> <p>(3 x 4) =</p> <p>Score 12</p> <p>Amber</p> <p>↑</p>	<p>Continue the roll out of the new training in contract management by the Corporate H&S team.</p> <p>Commence additional procurement training with links to contractor management.</p>	<p>Unlikely / High</p> <p>(2 x 4) =</p> <p>Score 8</p> <p>Amber</p>	<p>Mar 2016</p> <p>From Feb 2016</p>	<p>Business Transformation Manager</p> <p>Value for Money</p>

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CR10 – Political Landscape – National and Local Elections in 2016 (removed from the Register in 2015/16)								
CR11 – Key Partnerships (e.g. PPP, Veolia) – to ensure that partnerships are used to support the delivery of the Council’s priorities and that they are delivered to the specified standard.								
Partnerships not delivered as promised Breakdown in a key partnership relations	Reputation damage Loss of Trust Service disruption	Possible / High (3 x 4) = Score 12 Amber	Strategic Board in place for PPP Client function & supporting key PI’s Focus on HYR and ICT	Possible / High (3 x 4) = Score 12 Amber ↔	Negotiations taking place with key partners around contract delivery. Begin preparations for the Waste Collection re-tender in 2018. SLT/CMT to develop relationships with key strategic partners	Unlikely / Medium (3 x 3) = Score 9 Amber	2016/17	CCC Manager Commercial Services Manager Value for Money

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CR12 – The Provision of Social Housing – ensuring that the Council is able to support the delivery of social housing and that there is a sustainable business plan for the Housing Revenue Account.								
<p>Requirement to make an annual payment to Government reflecting the market value of high value housing likely to become vacant during that year and/or sell the most valuable council housing stock as it becomes vacant</p> <p>Government controls on housing rents contrary to those agreed in self-financing settlement.</p> <p>Requirement to charge a market or near market rent for households with an income of over £30,000</p> <p>Removal of Lifetime Tenancies for new tenants and replaced with a fixed term tenancy of between 2 to 5 years</p> <p>Introduction of a cap in the amount of rent that housing benefit will cover relevant to the LHA</p>	<p>Reduced resources within the HRA business plan due to the loss of rent income and/or increased rent arrears</p> <p>Loss of stock and inability to replace the stock which is sold due to reduced resources</p> <p>Increase in Right to Buy sales</p> <p>Risk of being required to repay retained Right to Buy 1-4-1 receipts to Government</p> <p>Increased administrative burden in implementing new policies</p>	<p>Definite / Very High</p> <p>(5 x 5) =</p> <p>Score 25</p> <p>Red</p>	<p>Using the Business Planning system to model the implications of possible scenarios.</p> <p>Reprofiling of work / policies and procedures to achieve tenancy sustainment, deliver new policies</p>	<p>Possible / Very High</p> <p>(3 x 5) =</p> <p>Score 15</p> <p>Red</p> <p>↑</p>	<p>Refresh the HRA Business Plan.</p> <p>Re-phasing of capital investment.</p> <p>Increased borrowing.</p> <p>Use of working balance</p> <p>Review the debt repayment policy.</p> <p>Commission a stock condition survey.</p> <p>Review of repairs and maintenance standards and lifecycles of building components / asset performance / procurement to achieve efficiencies / revised stock condition survey against these revised standards.</p>	<p>Possible / High</p> <p>(3 x 4) =</p> <p>Score 12</p> <p>Amber</p>		<p>Housing Mgt Team</p> <p>Quality of Life – Housing Supply & Quality</p>

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CR13 – Safeguarding children and vulnerable adults – the ability to fulfil our moral and legal obligation to ensure a duty of care for children and vulnerable adults across our services and facilities								
Inadequate policies, procedures, learning and development and partnership working to safeguard children and vulnerable adults living in our communities, using our services and to protect the council, its staff (including agency staff), elected members and volunteers.	Negative impact on the well-being of children and vulnerable adults. Reputation damage Public expectations/reaction Loss of Trust Loss of Member confidence Loss of staff morale Critical external inspection/ investigation	Likely / High (4 x4) = Score 16 Red	Safeguarding lead roles identified Safeguarding group established to develop effective response, audit and share best practice. Strong dialogue and engagement with key partners on Derbyshire Safeguarding Board.	Possible / High (3 x 4) = Score 12 Amber ↑	Policy and procedures are being updated (Cabinet Dec 2015). Learning and development requirements are being established and progressed. Pilot activity planned with key partners. Annual audit activity.	Unlikely / High (2 x 4) = Score 8 Amber		Exec Dir All

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CR14 – Combined Authorities – to ensure that the Council is well placed to benefit from the opportunities created by the devolution agenda.								
<p>Government legislation introducing conditions e.g. mayor and increasing level of engagement and devolution through CAs</p> <p>Actively contributing to two partnership environments (SCR, D2N2)</p> <p>Competing partner expectations</p> <p>Political uncertainty at the national level following the Brexit vote.</p>	<p>Unsustainable pressures on officers and members</p> <p>Excluded from some funding opportunities.</p> <p>Relationship difficulties with partners</p> <p>Delay in issuing the order to permit CBC's full membership of the SCR.</p>	<p>Likely / Very High</p> <p>(4 x 5) Score = 20</p> <p>Red</p>	<p>Working with Leaders and CEOs across the region to develop proposals.</p> <p>Monitoring what is happening nationally and in other LEP areas</p> <p>Regular officer coordination meetings</p> <p>Active engagement at partnership meetings to maximise opportunities for CBC.</p> <p>Council decision to join the SCR CA as a constituent member.</p>	<p>Possible / Very High</p> <p>(4 x 5) =</p> <p>Score 20</p> <p>Red</p> <p>↔</p>	<p>Develop the economic case for joining the SCR CA.</p> <p>Public consultation (July – Aug).</p> <p>Assessing the impact of and preparing for the possible transfer of functions (e.g. public transport from DCC to SCR).</p> <p>Active involvement the SCR working groups, etc.</p>	<p>Unlikely / Medium</p> <p>(2 x 3) Score = 6</p> <p>Amber</p>	<p>April 2017</p>	<p>CEO</p> <p>Thriving Borough</p>

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CR15 – Non-Housing Property Maintenance Programme & Funding								
A planned maintenance programme with the required funding is not in place. Page 87	Insufficient funding in place. Service disruption if operational buildings taken out of use.	Likely / High (4 x 4) Score = 16 Red	Internal Audit report identified actions required. Condition surveys complete/underway	Possible / High (3 x 4) Score = 12 Amber ↑	Use the findings of the condition surveys to update the planned maintenance programme and revise the annual Property Fund contributions accordingly.	Unlikely / Low 2 x 2 4 Green	Sept 16	SLT Exec Dir.
CR16 – Leaving the European Union								
Results of Referendum mean that the UK will withdraw from the EU within 2 years of invoking Article 50.	Regulatory framework – possible legislative changes on waste/environment/procurement/workforce & employment Communities – jobs/homes/health/ASB Economy – business rates/treasury management/income	Likely / Medium (4 x 3) Score = 12 Amber	Review Procurement Strategy Review Treasury Management Strategy Budget monitoring	Likely / Medium (4 x 3) Score = 12 Amber ↔	Continue to monitor	Possible / Medium (3 x 3) Score = 9 Amber	March 18	CFO All

Chesterfield Borough Council Corporate Risk Register

Risk Likelihood Key – Risk meets at least one of the criteria from the columns below

Score -1 Highly Unlikely	Score - 2 Unlikely	Score - 3 Possible	Score – 4 Likely	Score - 5 Definite
Previous experience at this & other similar organisations makes this outcome highly unlikely to occur.	Previous experience discounts this risk as being unlikely to occur but other organisations have experienced problems.	The Council has in the past experienced problems in this area but not in the past three years.	The Council has experienced problems in this area in the last three years.	The council is currently experiencing problems in this area or expects to within the next 12 months.

Risk Impact Key - Risk meets at least one of the criteria from the columns below

Risk Impact	Score -1 Negligible	Score - 2 Low	Score - 3 Medium	Score – 4 High	Score - 5 Very High
PRIORITIES	No impact on the delivery of the Council’s corporate objectives	It may cost more or delay in delivery of one of the Council’s priorities	A number of Council priorities would be delayed or not delivered	The majority of Council priorities would be delayed or not delivered	Unable to deliver all Council priorities
FINANCIAL	Little or no financial impact (less than £5k)	The financial impact would be no greater than £25k	The financial impact would be no greater than £100k	The financial impact would be no greater than £500k	The financial impact would be greater than £500k
SERVICE IMPACT	Council services are no disrupted	Some temporary disruption of activities of one Council service	Regular disruption to the activities of one or more Council service	Severe service disruption or regular disruption affecting more than one service	Severe disruption to the activities of all Council services
INFORMATION	Minor, none consequential	Embarrassment, none last effecting	Isolated, personal details compromised	Severe personal details compromised	All personal details compromised
PUBLIC ENGAGEMENT	No loss of confidence and trust in the Council	Some loss of confidence and trust in the Council felt by a certain group or within a small geographical area	A general loss of confidence and trust in the Council within the local community	A major loss of confidence and trust in the Council within the local community	A disastrous loss of confidence and trust in the Council locally and nationally
REPUTATION	No media attention	Disciplinary action against employee	Adverse coverage in local press	Adverse coverage in National press/Front page news locally	Front page new story in National Press

Chesterfield Borough Council

Risk Management Strategy

Version:	January 2016
Ratified By:	Corporate Risk Management Group
Date Ratified	TBC
Name of Executive Lead	Director of Resources
Date Issued	July 2016
Review date:	December 2016

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Risk Management Statement

It is the Council's policy to proactively identify, understand and manage the risks inherent in our services and associated within our plans and strategies, so as to encourage responsible, informed risk taking.

Risk management is all about understanding, assessing and managing the Council's threats and opportunities. The Council accepts the need to take proportionate risk to achieve its strategic objectives, but expects these to be appropriately identified, assessed and managed. Through managing risks and opportunities in a structured manner, the Council will be in a stronger position to ensure that we are able to deliver our objectives.

As a result, through risk management, the aims & objectives of Chesterfield's Risk Management Strategy are:

- ◆ Ensure that risk management becomes an integral part of corporate and service planning, decision making & project management.
- ◆ Enable the Council to deliver its priorities and services economically, efficiently & effectively.
- ◆ Protect the council's position when entering into new partnerships and/or evaluating existing partnerships.
- ◆ Align risk management and performance management to drive improvement and achieve better outcomes.
- ◆ Guard against impropriety, malpractice, waste and poor value for money.
- ◆ That risk management training forms part of the normal training / induction programmes that are given to officers and members on an on-going basis.
- ◆ Ensure compliance with legislation, such as that covering the environment, health and safety, employment practice, equalities and human rights.
- ◆ Minimise the prospects of any damage to the Council's reputation and/or undermining of public confidence in the organisation.
- ◆ To have a performance framework that continues to allow managers to proactively track performance, and assess / deal with risk in a timely fashion.

We recognise that it is not always possible, nor desirable, to eliminate risk entirely. However, visibility of these areas is essential, so that the Council can explore external options, such as insurance.

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Risk Management Strategy

1. Introduction

The effective management of risk is an important principle for all businesses to properly address. For local authorities such as Chesterfield, managing risk is a key element of our Corporate Governance responsibilities.

Risk Management has become an important discipline across all sectors of the economy since the turn of the decade. The Audit Commission has previously highlighted Risk Management as one of the key elements to having effective governance arrangements in place to meet corporate objectives.

This risk management strategy seeks to promote the identification, assessment and response to key risks that may adversely impact upon the achievement of the Council's stated aims and objectives. It also seeks to maximise the rewards that can be gained through effectively managing risk.

Risk Management is not new; the Council has been doing it effectively for many years. However, to comply with the Corporate Governance requirements the Council must ensure that its procedures are sufficiently formalised and reviewed at regular intervals to identify areas for improvement.

This strategy has been updated to clarify the arrangements for managing risk and to further embed Risk Management within the thinking of all Council employees, Officers and Members.

1.1 Purpose and objectives of the Strategy

The purpose of this Risk Management Strategy is to establish a framework for the effective and systematic management of risk, which will ensure that risk management is embedded throughout the Council and makes a real contribution to the achievement of the Council's vision and objectives. As a result, the objectives of this strategy are to:

- Define what risk management is about and what drives risk management within the Council;
- Set out the benefits of risk management and the strategic approach to risk management;
- Outline how the strategy will be implemented;
and
- Identify the relevant roles and responsibilities for risk management within the Council.

Effective risk management will require an iterative process of identification, analysis, and prioritisation, action, monitoring and reporting of material risk. The processes required to deliver these objectives will need to ensure:

- Clear identification of corporate aims and priorities, service objectives and key actions.
- Specification of roles and responsibilities in respect of risk management activities.
- Consideration of risk as an integral part of corporate and business processes.
- Requirements to analyse, prioritise, respond to, monitor and report on material and significant risks.
- Specification of guidance and support arrangements to assist officers in their consideration of risk.
- Facilitation of shared organisational intelligence and learning.

1.2 The Scope of Risk Management

Risk is anything that may prevent the Council from achieving its stated objectives. Risk management is the process of identifying what can:

- a. Go wrong, and then doing something about it; and/or
- b. Be an opportunity, and then trying to take advantage of it.

Risks will be managed through a series of provisions applying at different levels. These include:

- Expression of the corporate risk tolerance in corporate aims and service plans through application of our risk scoring methodology.
- At operational level by budget allocation and monitoring through effective performance management arrangements.
- At project level through application of established risk assessment techniques in compliance with business continuity planning.
- Good corporate governance provisions as provided by the Standards & Audit Committee's Terms of Reference.
- Incorporated into the Council's Annual Governance Statement.
- Examination of corporate and insurable risks to identify risk reduction measures (Corporate Risk Management Group).
- Provide for risk assessment evidence in all decision making processes of the Council by inclusion in Committee reportage.

- Maintain documented procedures, toolkits and guidance for use across the Council by application of the risk register process and usage advice.
- Provide officers with suitable information and training to enable them to perform their duty (Corporate Risk Management Group).
- Make all partners, providers and delivery agents aware of the Council's expectations on risk, both generally as set out in the Risk Management Policy, and where necessary, in particular areas of service delivery

1.3 Risk Management Definitions

There are a number of ways in which organisations express risks and as a result, the risk management definitions can vary. Therefore, we have included a risk management glossary of the Council's risk management definitions.

A full glossary of definitions can be found in **Appendix B**.

1.4 What is risk management?

Risk can be defined as ***“Risk can be defined as a threat that an event or action will adversely affect the Council's ability to achieve its objectives, perform its duties or meet expectations of its stakeholders”***

Risk Management - Risk is unavoidable, organisations' must manage risk in a way that can be justified to a level which is tolerable and as a result, risk is the chance that an event will occur that will impact upon the Organisation's objectives. It is measured in terms of impact and likelihood.

The holistic approach is vital to ensure that all elements of the organisation are challenged including decision making processes, working with partners, consultation, existing policies and procedures and also the effective use of assets – both staff and physical assets.

The risks facing the Council will change over time, some changing continually, so this is not a one off process. Instead the approach to risk management should be continual and the risks and the approach to managing them should be reviewed regularly.

It is important to note that **risks can also have an upside**; their impact can in some cases be positive as well as negative. Risk is also often said to be the flipside of opportunity so the whole risk management process can also help the Council identify positive opportunities that will take it forward. Risk management needs to be seen as a strategic tool and will become an essential part of effective and efficient management and planning.

1.5 Why do we want (and need) to do risk management?

Risk management will, by adding to the business planning and performance management processes, strengthen the ability of the Council to achieve its objectives and enhance the value of the services provided.

We are required to do it - Risk management is something that the Council is required to do, for example:

- The CIPFA/SOLACE framework on Strategic Governance requires the Council to make a public assurance statement annually, on amongst other areas, the Council's Risk Management Strategy, process and framework. The framework requires the Council to establish and maintain a systematic strategy, framework and processes for managing risk.

Benefits of risk management - Successful implementation of risk management will produce many benefits for the Council if it becomes a living tool.

- Achievement of the Councils objectives and vision;
- A consistent approach to the way risks are managed throughout the Council;
- Improved informed decision making – risks reported and considered within Council decision making;
- Becoming less risk averse in innovation (because you understand) and hence are more innovative;
- Improved business planning through a risk based decision making process;
- A focus on outcomes not processes;
- Improved performance (accountability and prioritisation) - feeds into performance management framework;
- Better governance - and demonstration of it to stakeholders; and
- Helping to protect the organisation.

1.6 Where does risk management fit?

In short the answer is **“everywhere”**. Effective risk management should be applied within all decision making processes at an *appropriate scale*. So the risk management approach should encompass all types of risks and the table below may aid in the identification of risks to the Council.

RISK MANAGEMENT POLICY & STRATEGY

Sources of risk	Risk examples
STRATEGIC	
Infrastructure	Functioning of transport, communications and infrastructure. Impact of storms, floods, pollution.
Legislative and Regulatory	Effects of the change in Central Government policies, UK or EU legislation, local and National changes in manifestos. Exposure to regulators (auditors/inspectors).
Social Factors	Effects of changes in demographic profiles (age, race, social makeup etc.) affecting delivery of objectives. Crime statistics and trends. Numbers of children/vulnerable adults 'at risk'.
Technological	Capacity to deal with (ICT) changes and innovation, product reliability, developments, systems integration etc. Current or proposed technology partners.
Competition and Markets	Cost and quality affecting delivery of service or ability to deliver value for money. Competition for service users (leisure, car parks etc). Success or failure in securing funding.
Stakeholder related factors	Satisfaction of the Council's taxpayers, Central Government, GOEM and other stakeholders.
Political	Local or national political issues that may impact on the Council meeting its Objectives
Economic	Affecting the ability of the Council to achieve its commitments
Social	Relating to the Council's ability to meet the effects of changes in demographic, residential or social/economic trends
Environmental	Environmental impact from Council, stakeholder activities (e.g. pollution, energy efficiency, recycling, emissions, contaminated land etc). Traffic problems and congestion.
OPERATIONAL (Internal influences)	
Finance	Associated with accounting and reporting, internal financial delegation and control, e.g. schools finance, managing revenue and capital resources, neighbourhood renewal funding taxation and pensions.
Human Resources	Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, employment policies, health and safety.
Contracts and Partnership	Failure of contractors to deliver services or products to the agreed cost and specification. Procurement, contract and life cycle management, legacy. Partnership arrangements, roles and responsibilities.
Tangible Assets	Safety and maintenance of buildings and physical assets i.e. plant and equipment, ICT equipment and control
Environmental	Pollution, noise, licensing, energy efficiency of day-to-day activities.
Processes	Compliance, assurance, project management, performance management, revenue and benefits systems, parking systems etc.
Legal	Relating to potential breaches of legislation
Physical	Related to physical damage, security, accident prevention and health & Safety
Professional Judgement and Activities	Risks inherent in professional work, designing buildings, teaching vulnerable children, assessing needs (children and adults).

RISK MANAGEMENT POLICY & STRATEGY

Sources of risk	Risk examples
CORPORATE GOVERNANCE	
Integrity	Fraud and corruption, accountability, transparency, legality of transactions and transactions and limit of authority.
Leadership	Reputation, authority, democratic changes, trust and branding.
Policy and Strategy	Clarity of policies, communication. Policy Planning and monitoring and managing performance.
Data and information for decision making	Data protection, data reliability and data processing. Control of data and information. E-government and service delivery.
Risk Management	Incident reporting and investigation, risk analysis or measurement, evaluation and monitoring. Taking advantage of opportunities.

There is therefore a consistent approach from the top to the bottom of the Council. So a mechanism will exist for risks to be escalated up (bottom up) within the Council whilst the top risks are also explicitly identified and managed (top down).

In practice this means that the Council will carry out risk assessments and develop the following risk registers:

In practice, risks within the Council exist at many different levels (e.g., high level corporate risks to lower level everyday service based risks). For the purpose of this strategy, risks are split into two levels as follows:

- **Corporate Risk Register** – the strategic, high level council risks related specifically to the achievement of the Councils objectives; and
- **Operational Risks** – service based risks that may prevent individual service aims and objectives being met (and therefore impact upon the attainment of corporate objectives).

Given the changing landscape of local government the importance of projects and partnerships are ever increasing, so a more specific and tailored risk management approach is required.

2. Risk Management Organisational Structure

2.1 Reporting structure

The reporting structure for risk management is summarised below:



The risk management process is a continuous one and risks can therefore be reported at any time. However risks will be formally reported as follows:

- The Full Council and Cabinet will receive a report on the Council's key risks twice a year.
- The Executive Members will receive quarterly risk management reports for information purposes.
- Standards & Audit Committee will review the effectiveness of the Risk Management arrangements and receive risk management reports twice a year.
- The Senior Leadership Team and Corporate Management Team will consider the Corporate Risk Management Group minutes and summary risk management reports on a quarterly basis.
- Overall responsibility for ensuring that the Council has the appropriate systems in place to manage business risk lies with the Council's Corporate Risk Management Group (CRMG). In effect, CRMG are the sponsors for Risk Management within the Authority. Responsibility for managing specific business risks at an operational level lies with Service Managers and their dedicated Officers. The Head of Finance/Director of Resources will 'champion/coordinate' the process on behalf of CRMG.
- Service Managers are required to carry out a comprehensive review of their risk registers as part of the annual service planning process. In addition the service risk registers need to be reviewed every 2 months (prior to the CRMG meetings). All Service risk registers need to be posted on the Council's intranet site. Risk also needs to be a standing regular item at service management and team meetings, and service risks need to be communicated to relevant staff.

3. Roles and Responsibilities

In cases of operational risk, risk management will follow existing service management arrangements. Corporate risks will be managed at Senior Officer Level. The Corporate Risk Management Group will be accountable to the Corporate Management Team and will be the “driving force” behind developing and implementing the Council’s Risk Management Strategy. Membership of the Group is shown at **Appendix C**. The Group will seek to enhance the linkage between Service Line Managers and the Corporate Management Team.

Risk needs to be addressed at the point at which decisions are being taken. Where Members and Officers are asked to make decisions, they should be advised of the risks associated with recommendations being made as necessary. The Council needs to be able to demonstrate that it took reasonable steps to consider the risks involved in a decision. Risks must be addressed within Committee reports, as part of the corporate check.

There needs to be a balance between the efficiency of the decision making process and the need to address risk. All key reports, including new and amended policies and strategies, need to include a section to demonstrate that risks have been addressed.

In order to ensure the successful implementation of the strategy, roles and responsibilities have been reviewed and are updated in the following table;

Group or individual	Roles & Responsibilities
Full Council	<ul style="list-style-type: none"> ▪ Formal approve and adoption of the Risk Management Strategy (annually or as required); ▪ Approve the Corporate Risk Register (annually); ▪ Receive monitoring reports (mid and end of year);and ▪ Contribute to the identification of Corporate risks.
Cabinet	<ul style="list-style-type: none"> ▪ To review the Strategy and monitoring reports before going to the Full Council.
Standards & Audit Committee	<ul style="list-style-type: none"> ▪ To review the effectiveness of the Risk Management arrangements; and ▪ Receive reports including the annual statement of Internal Control/external audit reports/effectiveness of internal audit.
Senior/ Corporate Management Team	<ul style="list-style-type: none"> ▪ Scrutinise significant risks in more detail as part of their annual work programme, as appropriate; ▪ Take corporate responsibility for risk; ▪ Address issues that cannot be addressed within service budgets or risk management fund of an extreme or high assessment; ▪ Receive report of all extreme or high assessments; ▪ Receive minutes of Corporate Risk Management Group. ▪ Nominate an Officer Champion for Risk Management; ▪ Champion and take overall responsibility for implementing the Risk Management Framework and embedding risk management throughout the Council;

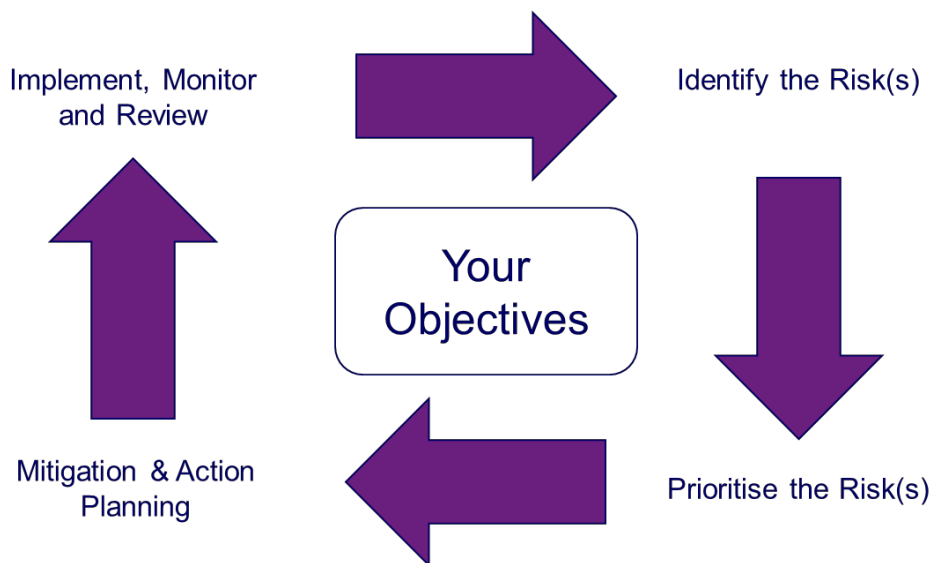
RISK MANAGEMENT POLICY & STRATEGY

Corporate Risk Management Group (CRMG)	<ul style="list-style-type: none"> ▪ Meet (6 times a year) as per the CRMG timetable ▪ Overall responsibility for ensuring that processes are in place to effectively manage risks within the Council; ▪ Increase awareness of RM – cascade to service management teams and other team meetings; ▪ Produce the Strategy and monitoring reports for members; ▪ Identify and commission projects for Risk sub-groups; ▪ Receive and consider reports from any Risk sub-groups; ▪ Formulate monitor and update the Corporate risks register; ▪ Review Service risk registers as per the CRMG timetable ▪ Report to CMT at the defined frequency all highly scored risks; ▪ Preparing and recommending changes to the risk management strategy; ▪ Identifying and assessing risks; ▪ Review Insurance claims analysis in order to identify ways of reducing or eliminating future claims; ▪ Identify good practice and share learning; ▪ Identify new and emerging risks for inclusion in the Corporate Risk Register or Operational Risk Registers; ▪ Approve the use of the RM budget and Training days; ▪ Arranging and providing risk management training as appropriate.
Service Managers	<ul style="list-style-type: none"> ▪ Ensure that risk management is incorporated into service plans and project plans. ▪ Review Service Risk Registers every 2 months. ▪ Review risk treatment schedules as identified by the line managers and team leaders; ▪ Review risk action plans and ensure they are implemented; ▪ Contribute towards the identification and management of operational risks for their service; ▪ Maintain awareness of and help promote the approved risk management strategy to all staff; ▪ Ensure that risks which have been identified are addressed and mitigated and that any high risks are addressed urgently ▪ Identify, analyse and profile operational risks through their individual monthly performance clinic. The role of the performance clinic is pivotal to challenging and understanding the risk view as well as gaining confidence that the risks will be managed. ▪ To provide annual assurance on the effectiveness of controls in place to identify and mitigate risks within their service through the annual service planning process ▪ To maintain awareness of and promote effective risk management techniques (incl. awareness of the strategy and policy) to all relevant staff; and ▪ Ensure that risk issues are highlighted in reports to Members.
Line Managers & Team Leaders	<ul style="list-style-type: none"> ▪ Identify and analyse risks; ▪ Undertake assessments at service level; ▪ Evaluate risk/perform risk assessment ▪ Prepare risk register entries; ▪ Prepare the risk treatment schedule; and ▪ Prepare risk action plan.
All Employees	<p>All employees have a responsibility to:</p> <ul style="list-style-type: none"> ▪ Manage risk effectively in their job and report opportunities and risks to their service managers; ▪ Participate in risk assessment and action planning where appropriate; ▪ Adhere to Council policies and procedures; and ▪ Attend training and development sessions as appropriate.

<p>Project Leaders</p>	<ul style="list-style-type: none"> Project leaders have a responsibility to ensure that the risks associated with their projects are identified, recorded and regularly reviewed as part of the project management process.
<p>Internal Audit (Consortium Audit)</p>	<p>Internal Audit's role is to maintain independence and objectivity. Internal Audit is not responsible or accountable for risk management or for managing risks on management's behalf. Internal Audit will:</p> <ul style="list-style-type: none"> Audit the risk management process; Assess the adequacy of the mechanisms for identifying, analysing and mitigating key risks; Provide assurance to officers and Members on the effectiveness of controls; <p>And</p> <p>The Risk Register will drive the Internal Audit Plan to ensure resources are used on the areas of highest risk and where the need for assurance is greatest.</p>

4. Risk Management Process

The risk management process is the same for the management of both strategic and operational risks. The process comprises of the following four basic steps; these are indicated in the diagram below and should be driven by the Council's objectives.



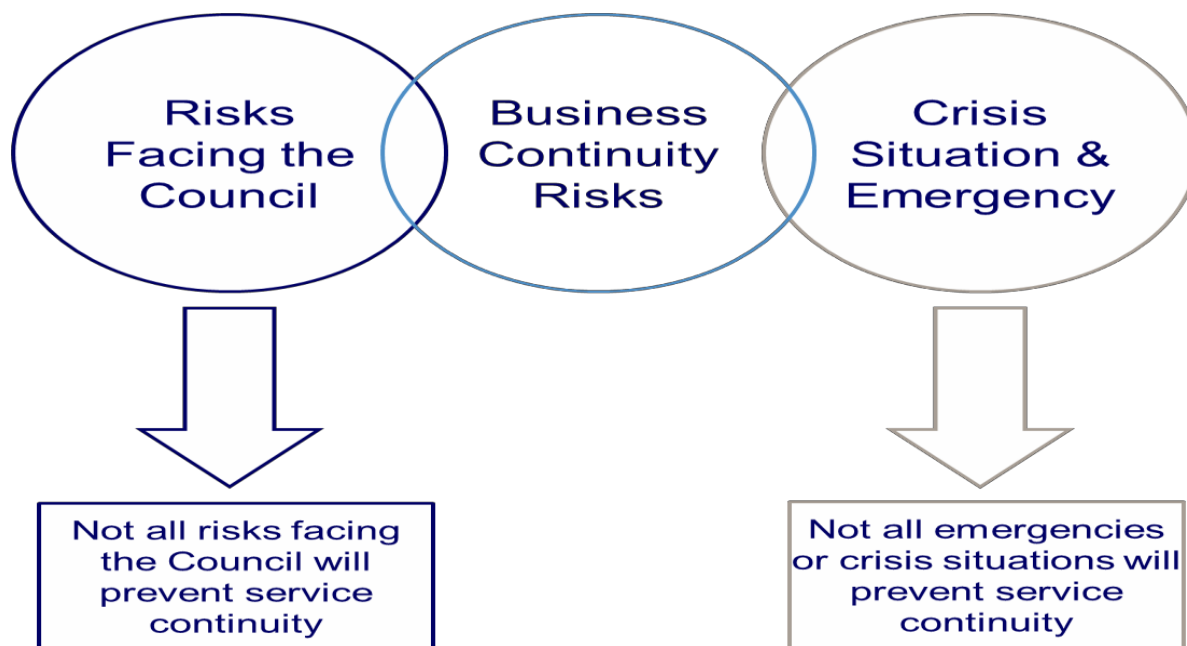
Having identified a risk there are four basic choices about how to deal with it – the 4T's:

- **Treat** the risk (i.e. do something about it)
- **Tolerate** the risk – (i.e. accept it as it is)
- **Transfer** the risk – (i.e. pass it to someone else, for example insurance)
- **Terminate** the risk – (i.e. cease the activity that gives rise to the risk)

5. Links to other Processes

Risk management, emergency planning and business continuity

There is a link between these areas however it is vital for the success of risk management that the roles of each, and the linkages, are clearly understood. The diagram below sets out to demonstrate the differences.



Risk management is about trying to identify and manage those risks which are more than likely to occur and where the impact on the Council's objectives can be critical or even catastrophic.

Business continuity management is about trying to identify and put in place measures to protect the priority functions against catastrophic risks that can stop the organisation in its tracks. There are some areas of overlap e.g. where the I.T infrastructure is not robust then this will feature as part of the organisation risk assessment and also be factored into the business continuity plans.

Emergency planning is about managing those incidents that can impact on the community (in some cases they could also be a business continuity issue) e.g. a plane crash is an emergency, it becomes a continuity event if it crashes on the office.

6. Communication

The Risk Management Strategy can be found on the Council's intranet site so that all members of staff can have access and easily refer to it. The strategy will be reviewed each year and following any key changes e.g. Central Government policy, inspection regimes and following any internal reorganisation. The Strategy will be re-issued annually via the intranet site.

7. Training

Workshops will be facilitated by experienced Officers and/or specialists in Business Risk Management. After attending the workshops, Officers should be sufficiently confident to undertake the process of risk identification within their service areas.

Risk analysis, control and monitoring, will lead to the determining of targets for improvements for inclusion in service plans.

8. Monitoring of Risk

The Council will monitor risk in the following ways:

- Risk Assessments will be undertaken annually to reflect Service Plan Objectives and Key Actions.
- The Council risk register, both strategic and operational will be the prime record which contains risk assessments, mitigation controls and review frequency information in accordance with the Councils Risk Management Methodology.
- The Corporate Risk Management Group will comply with their Terms of Reference.
- Internal Audit will review the Council's risk management arrangements as part of its strategic audit plan.

9 Conclusion

This strategy will set the foundation for integrating risk management into the Council's culture. It will also formalise the process to be applied across the Council to ensure consistency and clarity in understanding the role and benefits of corporate risk management.

Every two months reporting and escalation of risks should interlock with the existing arrangements for performance reporting. The intention being that the management of risk is incorporated into business plans and monitored through the performance management framework.

The adoption of the strategy will formalise the risk management work undertaken to date and will move the Council towards meeting the requirements of recognised best practice and inspection.



APPENDIX A -RISK MANAGEMENT FRAMEWORK

Corporate Risk Register (owner: Director of Resources)							
Risk Register	Resources	Customers Commissioning and Change	Housing	Economic Growth	Commercial Services	Health and Wellbeing	Policy and Communications
Risk Register Owner	Director of Resources (TBA)	Customers Commissioning and Change Manager (Rachel O'Neil)	Housing Manager (Alison Craig)	Economic Growth Manager (Neil Johnson)	Commercial Services Manager (Michael Brymer)	Health and Wellbeing Manager (Martin Key)	Policy and Communications Manager (Donna Reddish)
Exec Member	Deputy Leader & Cabinet Member for Planning	Cabinet Member for Business Transformation	Cabinet Member for Housing	Leader & Cabinet Member for Regeneration / Cabinet Member for Town Centre & Visitor Economy	Leader & Cabinet Member for Regeneration / Cabinet Member for Housing	Cabinet Member for Health and Wellbeing	Cabinet Member for Governance
Service areas: Including related Business Continuity and Health & Safety issues.	Accountancy	Property and Procurement	Council Housing. HRA Business Planning & Strategy.	Development & Growth.	Landscape & Street-scene	Landscape & Street-scene	Policy
	Internal Audi	Business Transformation		Cultural & Visitor Services.	Operational Services	Environmental Health	Communications & Marketing
	Insurance	Support Services			Customer Services.	Sports & Leisure	
	Regulatory & Local Government Law	PPP Client					
	Democratic & Electoral Services.	GP:GS					
		Customer Services					

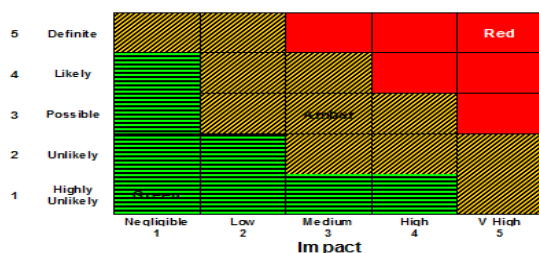


APPENDIX B – RISK MATRIX AND REGISTER

A Risk Matrix is used to assess risks in terms of their likelihood of occurring and the impact they could have. The scores for each factor (likelihood and impact) are plotted on a matrix (see below) to identify those that require management action i.e. focus on the 'red' area. The objective is to devise mitigating actions that will reduce the risk and ideally move the assessment into a safer area of the matrix (green or amber).

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

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Score -1 Highly Unlikely	Score -2 Unlikely	Score -3 Possible	Score -4 Likely	Score -5 Definite
Previous experience at this and other similar organisations makes this outcome highly unlikely to occur.	Previous experience discounts this risk as being unlikely to occur but other organisations have experienced problems.	The Council has in the past experienced problems in this area but not in the past three years.	The Council has experienced problems in this area in the last three years.	The council is currently experiencing problems in this area or expects to within the next 12 months.

Risk Impact	Score -1 Negligible	Score -2 Low	Score -3 Medium	Score -4 High	Score -5 Very High
PRIORITIES	No impact on the delivery of the Council's corporate objectives	It may cost more or delay in delivery of one of the Council's priorities	A number of Council priorities would be delayed or not delivered	The majority of Council priorities would be delayed or not delivered	Unable to deliver all Council priorities
FINANCIAL	Little or no financial impact (less than £5k)	The financial impact would be no greater than £25k	The financial impact would be no greater than £100k	The financial impact would be no greater than £500k	The financial impact would be greater than £500k
SERVICE IMPACT	Council services are not disrupted	Some temporary disruption of activities of one Council service	Regular disruption to the activities of one or more Council services	Severe service disruption or regular disruption affecting more than one service	Service disruption to the activities of all Council services
INFORMATION	Minor, none consequential	Embarrassment, none lasting	Isolated, personal details compromised	Severe personal details compromised	All personal details compromised
PUBLIC ENGAGEMENT	No loss of confidence and trust in the Council	Some loss of confidence and trust in the Council felt by a certain group or within a small geographical area	A general loss of confidence and trust in the Council within the local community	A major loss of confidence and trust in the Council within the local community	A disastrous loss of confidence and trust in the Council locally and nationally
REPUTATION	No media attention	Disciplinary action against employee	Adverse coverage in local press	Adverse coverage in National press/Front page news locally	Front page news story in National Press

APPENDIX C: GLOSSARY

Risk	Risk can be defined as a threat that an event or action will adversely affect the Council's ability to achieve its objectives, perform its duties or meet expectations of its stakeholders.
Hazard	Anything that has the potential to cause harm.
Risk Management	Risk is unavoidable, organisations' must manage risk in a way that can be justified to a level which is tolerable and as a result, risk is the chance that an event will occur that will impact upon the Organisation's objectives. It is measured in terms of consequence and likelihood.
Assessing risks	The approach and process used to prioritise and determine the likelihood of risks occurring and their potential impact on the achievement of the Councils objectives.
Contingency	An action or arrangement that can be put in place to minimise the impact of a risk if it should occur.
Control (control measures)	Any action, procedure or operation undertaken to either contain a risk to an acceptable level, or to reduce the likelihood.
Corporate Governance	Set of internal controls, processes, policies, affecting the way the Council is directed, administered or controlled.
Service risk	Significant operational risks which affect the day-to-day activities of the council.
Identifying risks	The process by which events that could affect the achievement of the Council's objectives, are drawn out and listed.
Risk Prioritisation	Risk prioritisation is the process used to evaluate the hazard/ risk and to determine whether precautions are adequate or more should be done. The risk is compared against predetermined acceptable levels of risk.
Impact	The effect that a risk would have if it occurs.
Issue	An event or concern that has occurred or is taking place and needs to be addressed (as opposed to a risk which has not yet, or might not, occur).
Consequence	A measure of the impact that the predicted harm, loss or damage would have on the people, property or objectives affected.
Likelihood	A measure of the probability that the predicted harm, loss or damage will occur
Risk Treatment	The action(s) taken to remove or reduce risks
Managing and controlling risks	Developing and putting in place actions and control measures to treat or manage a risk.
Control	The control of risk involves taking steps to reduce the risk from occurring such as application of policies or procedures.
Mitigation (Plan)	A strategy that reduces risk by lowering the likelihood of a risk event occurring or reducing the impact of the risk should it occur.
Objective	Something to work towards – goal.
Operational risk	Risks arising from the day to day issues that the Council might face as it delivers its services.
Overall risk score	The score used to prioritise risks – impact multiplied by likelihood.
Risk Assessment	Analysis undertaken by management when planning a new process or changing an existing procedure to identify risks that may occur, their potential impact and likelihood of occurrence. It will also identify the controls needed to control the risk and who is responsible for this.
Risk Register	A risk register is a log of risks of all kinds that threaten an organisations success in achieving its objectives. It is a dynamic living document which is populated through the organisations risk assessment and evaluation process. The risk register enables risks to be quantified and ranked. It provides a structure for collating information about risks.

APPENDIX D – CORPORATE RISK MANAGEMENT GROUP – MEMBERSHIP

Member	Officer	Title	Role
Member/Chair	tbc	Director of Resources	Chair and Resources Risk Lead
Member	tbc		Customers, Commissioning & Change Risk Lead
Member	tbc		Housing Risk Lead
Member	tbc		Economic Growth Risk Lead
Member	tbc		Commercial Services Risk Lead
Member	tbc		Health & Wellbeing Risk Lead
Member	tbc		Policy & Comms. Risk Lead
Member	Cllr Mick Wall	Assistant Cabinet Member for Governance	Independent
Attendee	Mike Williamson	PPP Site Director	PPP – arvato/Kier
Attendee	Sam Sherlock	Emergency Planning & Business Continuity	Business Continuity Support
	Gerard Rogers	Regulatory & Local Government Law Manager	Legal Service and Monitoring Officer
Attendee	Jenny Williams	Head of Internal Audit	Internal Audit Representative
Attendee	Marc Jasinski	Health and Safety	Health & Safety Representative
Attendee	Richard Staniforth	Group Accountant	Finance , Risk & Insurance Representative
Attendee	Paul Robertson	Insurance	Insurance Representative
Attendee	tbc	PPP Client Officer	PPP Client Representative

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COUNCIL MEETING – 27 JULY 2016 **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	20 April 4 May 18 May 25 May 1 June 8 June 15 June 6 July 13 July
Licensing Committee	20 April 6 July
Planning Committee	30 March 25 April 16 May 6 June 27 June 18 July
Standards and Audit Committee	6 April

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, 17th May, 2016

Present:-

Councillor Burrows (Chair)

Councillors T Gilby
T Murphy
Blank
Huckle

Councillors Ludlow
Serjeant
A Diouf

Non Voting Members Bagley
J Innes
Brown

Hollingworth
Wall

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

2 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

3 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 5 April be approved as a correct record and signed by the Chair.

4 **FORWARD PLAN**

The Forward Plan for the four month period 1 June to 30 September was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

5 DELEGATION REPORT

Decisions taken by Cabinet Members during April, 2016 were reported.

***RESOLVED –**

That the Delegation Report be noted.

6 SYRIAN VULNERABLE PERSONS RESETTLEMENT PROGRAMME

The Policy and Communications Manager submitted a report requesting cabinet members consider Chesterfield Borough Council's participation in the national Syrian vulnerable persons resettlement programme (SVPRS).

The United Nations had estimated that as of February 2015, 12.2 million people were in need of humanitarian aid within Syria and that more than 7.7 million people had been forced to flee their homes. In light of this situation the SVPRS was the government's resettlement programme to relocate to the UK 20,000 of the most vulnerable Syrian refugees. The report noted that the SVPRS prioritised help for survivors of torture and violence, as well as women and children at risk, or in need of medical care.

At the East Midlands Migration Board meeting in November 2015, all authorities in the East Midlands had been asked to formally consider taking part in the SVPRS, with Nottingham City Council, Nottinghamshire County Council and the Nottinghamshire districts being the first areas within the East Midlands to take part in the scheme. These authorities had subsequently developed a partnership to facilitate the resettlement of 17 family units during December 2015. It was noted that East Midlands Councils and the Nottinghamshire partnership had been keen to share their knowledge and experience of the SVPRS, and that Derbyshire had benefitted greatly from this information sharing when considering its own involvement.

Since November, 2015 work had been carried out by the Derbyshire districts to establish potential locations, numbers and size of suitable housing available for the scheme, with Derbyshire County Council looking at other requirements of the scheme, such as access to health, education

and other local services. Six council properties in the borough had been identified as potentially suitable to house refugees, although it was noted that it would be likely that only three or four would be needed. The homes chosen would not impact on council house waiting lists as the properties were those that had proved difficult to let to tenants in the past.

It was proposed that Derbyshire County Council should act as the single point of contact and lead partner for the scheme with all partners being asked to contribute £2000 towards the costs associated with administering the scheme. It was noted that all other costs in relation to housing the refugees would be met by the government scheme.

***RESOLVED –**

1. That Chesterfield Borough Council agrees to take part in the Syrian vulnerable persons resettlement scheme.
2. That Chesterfield Borough Council formally joins the Derbyshire SVPRS partnership, and agrees to Derbyshire County Council acting as lead partner for this scheme.
3. That up to six Chesterfield Borough Council housing properties be utilised for the scheme.
4. That a contribution of £2,000 be made to the Derbyshire SVPRS partnership to assist with it's set up costs.

REASON FOR DECISIONS

To contribute to the UK response to the humanitarian crisis in Syria.

7 UNAUTHORISED DEPOSIT OF WASTE (FIXED PENALTIES) REGULATIONS 2016

The Senior Environmental Health Officer submitted a report to seek approval for proposed actions needed for the council to meet its obligations with regard to the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016, and for amendments to be made to the council's constitution to allow the issuing of Fixed Penalty Notices.

The officer's report noted that the illegal depositing of waste, known as fly tipping, had resulted in over 2000 complaints being made to the council

since 2012, and that a number of existing enforcement options were currently used for dealing with fly tipping offences, such as informal warning and formal cautions, as well as prosecutions in the courts. The introduction of the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 would now allow local authorities to issue fixed penalty notices when an enforcement officer had reason to believe that a person had committed a fly tipping offence in the council's area. The regulations stated that non-payment of the fixed penalty notice would result in a prosecution.

***RESOLVED -**

1. That the proposed actions to enable the enforcement of the provisions of The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016, as set out in the officer's report, be approved.
2. That the Council's Constitution be amended to enable the enforcement of the Regulations and to enable officers within the Environmental Protection Team to issue Fixed Penalty Notices.
3. That the amount of the Fixed Penalty Notice be set at £300.

REASON FOR DECISIONS

Fly tipping is a significant blight on local environments; a source of pollution; a potential danger to public health and a hazard to wildlife. It also undermines legitimate waste businesses where unscrupulous operators undercut those operating within the law. The Fixed Penalty Notice will provide an additional enforcement tool and is in addition to the existing options listed in paragraph 3.5 of the officer's report.

8 HOUSING REVENUE ACCOUNT BUSINESS PLAN

The Housing Manager submitted a report to advise Cabinet of the implications arising from the introduction of the new Welfare Reform and Work Bill and the new Housing and Planning Bill, and also from the announcements made in the Comprehensive Spending Review; and to recommend the adoption of a strategy and policy changes to mitigate the impacts of these on the long term viability of the Housing Revenue Account Business Plan.

***RESOLVED –**

1. That the implications arising from the introduction of the new Welfare Reform and Work Bill, the new Housing and Planning Bill, and also from the announcements made in the Comprehensive Spending Review for the Housing Revenue Account Business Plan be noted.
2. That the proposed strategy and policy changes to ensure the long term viability of the Housing Revenue Account Business Plan, as outlined in Section 6 of the officer's report be approved.
3. That further reports are brought to Cabinet as further mitigation actions are developed, and as the full implications of Central Government policies become known.

REASON FOR DECISIONS

To deliver a sustainable HRA Business Plan.

9 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC**RESOLVED –**

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

10 ACTION IN RESPECT OF MISCELLANEOUS HOUSING STOCK

The Housing Manager submitted a report seeking approval to dispose of two miscellaneous residential properties that were surplus to requirements and to refurbish three further miscellaneous residential properties.

The report noted that over the years the Council had acquired a number of miscellaneous residential properties which have been held within the

Housing Revenue Account and managed by the Housing Service. These properties were not 'traditional' council houses, in that they are not situated on the large municipal estates and had had a variety of uses over the years, including most recently some being used by South Yorkshire Housing Association as interim homeless accommodation for families. Four of the properties had been vacant for some years and Housing Services had not been able to let them due to their physical condition, locations and unsuitability as accommodation for families.

The report outlined the current situation with regard to the properties, including structural condition, location and the estimated costs to bring the properties up to a satisfactory standard. The report also considered various options for the future of the properties including leasing to another housing provider, refurbishment and re-letting, refurbishment and sale, demolition as well as selling the properties in their current state.

It was noted that while the current transferred tenant of the Spital Cemetery Lodge had indicated their wish to return to the property after repairs, the high costs required to improve the property, along with the high on-going maintenance costs due to the property's grade II listed status, would not provide value for money for the council.

***RESOLVED -**

1. That the Housing Manager be authorised to dispose of 49 Compton Street, Chesterfield by means of sale at auction.
2. That the Housing Manager be authorised to dispose of Spital Cemetery Lodge, Chesterfield by means of sale at auction.
3. That the refurbishment of the properties at 11, 13 and 15 King Street North, Old Whittington be approved, and that the associated cost be met from the 2016/17 Housing Capital Programme.

REASONS FOR DECISIONS

1. To manage the Council's Housing assets effectively and to support the Housing Capital Investment Programme.
2. To contribute to the Council's Priorities - 'to improve the quality of life for local people' and 'to provide value for money services'.

11 DEMOLITION OF 9 AND 9A WENSLEY WAY, MIDDLECROFT

The Housing Manager submitted a report to recommend action in respect of the former Careline Office at 9 Wensley Way, Middlecroft, the attached garage, neighbouring boiler room and attached bungalow at 9A Wensley Way. The property at 9 Wensley Way had been a Careline office, but had been empty since June 2013, with the one bedroom bungalow at 9a Wensley Way currently occupied by a tenant. It was noted that all the buildings were of steel framed 'trusteel' non-traditional construction and were suffering from several structural problems which would require substantial and costly work to make them structurally viable into the future.

The report considered various options and their related costs for dealing with the properties, but recommended that members approve the demolition of the properties as the most cost effective solution. The demolition of the properties would save some capital works costs associated with the improvements required to the building and also create a far more usable space for a future development of housing to take place.

The report noted that the tenant of 9a Wensley Way would be granted a permanent move to a property of the same size elsewhere in the Borough if their property was demolished.

***RESOLVED –**

1. That the properties at 9 and 9a Wensley Way, Middlecroft be demolished.
2. That the Housing Manager be authorised to tender for and appoint a demolition contractor.
3. That the Housing Manager be authorised to make an offer of equivalent accommodation to the affected tenant.
4. That the Housing Manager be authorised to make Home loss Payments in line with statutory amounts and a disturbance payment to the displaced tenant.

REASON FOR DECISION

To meet the Councils priority 'to improve the quality of life for local people' and the objective, 'To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs'.

CABINET**Tuesday, 31st May, 2016**

Present:-

Councillor Burrows (Chair)

Councillors	T Gilby	Councillors	Huckle
	T Murphy		A Diouf
	Blank		
Non Voting	J Innes		Wall
Members	Brown		

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

13 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bagley, Hollingworth, Ludlow and Serjeant.

14 MINUTES**RESOLVED –**

That the minutes of the meeting of Cabinet held on 17 May, 2016 be approved as a correct record and signed by the Chair.

15 FORWARD PLAN

The Forward Plan for the four month period 1 June – 30 September, 2016 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

16 **COUNCIL PLAN OUTTURN 2015/16**

The Policy and Communications Manager submitted a report to review the progress during the first year of delivery on the 2015 – 2019 Council Plan, and to highlight the key activities and commitments to be delivered during its second year.

In 2015/16 the Council had moved from the production of a one year plan to a four year strategic Council Plan following a recommendation from the Local Government Association's peer challenge in late 2013. The four year Council Plan is one element of the Council's response to this which, along with a revised medium term financial plan and strengthened transformation programme, assists the council in enabling to plan effectively for the financial and policy challenges it faces. The plan had been designed to define the Council's key priorities and aims to provide a focus by setting out priorities that would require collected corporate effort during the period.

The Policy and Communications Manager noted that during 2015/16 there had been 34 key commitments which had been scheduled for delivery, of these 29 had been fully delivered on with a further two close to completion. The report also highlighted key outputs and outcomes achieved during 2015/16, which included:

- The launch of the new Chesterfield Borough Council website;
- The completion of the £3 million supported housing scheme at Parkside;
- Improving the occupancy rates of town centre shops, with occupancy reaching at 91%;
- Opening of the new £11.25 million Queen's Park Sports Centre.

The report also provided information on the 54 key commitments for the second year of the plan as well as the development and implementation of the council's new performance management framework.

***RESOLVED –**

That the progress made towards delivering the Council Plan 2015 - 2019 be noted.

REASON FOR DECISION

To raise awareness of key outcomes and outputs against the Council Plan commitments and to enable Cabinet Members to challenge performance.

17 REVIEW OF CODE OF CORPORATE GOVERNANCE AND ANNUAL GOVERNANCE STATEMENT

The Corporate Management Team submitted a report reviewing the Council's compliance with the Code of Corporate Governance requirements during the year 2015/16.

The review of the Code of Corporate Governance had been used to provide evidence to support the preparation of the Annual Governance Statement.

The report included:

- A review of the key elements of the systems and processes that comprised the Authority's governance arrangements, and examples and evidence of assurances in support of the Authority's Annual Governance Statement;
- An action plan arising from the above assessment;
- An Annual Governance Statement for the Council to accompany the Council's Statement of Accounts for 2015/16.

The Code of Corporate Governance had first been adopted in 2002, revised in 2008 and revised again following further guidance issued jointly by SOLACE (Society of Local Authority Chief Executives) and CIPFA (Chartered Institute of Public Finance and Accountancy) in 2012. In April 2016 CIPFA had published a further good governance guide to be implemented for the 2016/17 year.

***RESOLVED –**

1. That the following documents be noted and referred to the Standards and Audit Committee for approval:
 - a) the Annual Review of the Local Code of Corporate Governance for 2015/16;
 - b) the Annual Governance Statement;
 - c) the Annual Governance Statement Action Plan.
2. That a review of the Code of Corporate Governance be undertaken in 12 months' time.
3. That progress on the Action Plan be monitored by the Corporate Management Team.

REASONS FOR DECISIONS

To enable the Cabinet and the Standards and Audit Committee to influence the development of, and monitor compliance with, the Code of Corporate Governance.

In order to comply with the requirements of the Accounts and Audit Regulations 2015.

To support the maintenance of sound governance arrangements within the Council.

CABINET**Tuesday, 14th June, 2016**

Present:-

Councillor T Gilby (Vice-Chair, in the Chair)

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

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Hollingworth and J Innes.

20 MINUTES**RESOLVED –**

That the minutes of the meeting of Cabinet held on 31 May, 2016 be approved as a correct record and signed by the Chair.

21 FORWARD PLAN

The Forward Plan for the four month period 1 July – 31 October, 2016 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

22 DELEGATION REPORT

Decisions taken by Cabinet Members during July were reported.

***RESOLVED –**

That the Delegation Report be noted.

23 LEADER & CABINET MEMBER FOR REGENERATION PORTFOLIO ACCOUNTS 2015/16

The Chief Finance Officer submitted a report on the Revenue Outturn and the Capital Outturn for the Leader and Cabinet Member for Regeneration Portfolio Accounts for 2015/16. The report provided explanations for significant variations from the Revised Estimates previously approved by Cabinet.

***RESOLVED –**

That the report be noted.

REASON FOR DECISION

To enable the portfolio's Revenue Out-turn to be included in the Council's overall Statement of Accounts.

24 DEPUTY LEADER & CABINET MEMBER FOR PLANNING PORTFOLIO ACCOUNTS 2015/16

The Chief Finance Officer submitted a report on the Revenue Outturn and the Capital Outturn for the Deputy Leader and Cabinet Member for Planning Portfolio Accounts for 2015/16. The report provided explanations for significant variations from the Revised Estimates previously approved by Cabinet.

***RESOLVED –**

That the report be noted.

REASON FOR DECISION

To enable the portfolio's Revenue Out-turn to be included in the Council's overall Statement of Accounts.

**25 CABINET MEMBER FOR BUSINESS TRANSFORMATION
PORTFOLIO ACCOUNTS 2015/16**

The Chief Finance Officer submitted a report on the Revenue Outturn and the Capital Outturn for the Cabinet Member for Business Transformation Portfolio Accounts for 2015/16. The report provided explanations for significant variations from the Revised Estimates previously approved by Cabinet.

***RESOLVED –**

That the report be noted.

REASON FOR DECISION

To enable the portfolio's Revenue Out-turn to be included in the Council's overall Statement of Accounts.

**26 CABINET MEMBER FOR GOVERNANCE PORTFOLIO ACCOUNTS
2015/16**

The Chief Finance Officer submitted a report on the Revenue Outturn and the Capital Outturn for the Cabinet Member for Governance Portfolio Accounts for 2015/16. The report provided explanations for significant variations from the Revised Estimates previously approved by Cabinet.

***RESOLVED –**

That the report be noted.

REASON FOR DECISION

To enable the portfolio's Revenue Out-turn to be included in the Council's overall Statement of Accounts.

27 **CABINET MEMBER FOR HEALTH & WELLBEING PORTFOLIO
ACCOUNTS 2015/16**

The Chief Finance Officer submitted a report on the Revenue Outturn and the Capital Outturn for the Cabinet Member for Health and Wellbeing Portfolio Accounts for 2015/16. The report provided explanations for significant variations from the Revised Estimates previously approved by Cabinet.

***RESOLVED –**

That the report be noted.

REASON FOR DECISION

To enable the portfolio's Revenue Out-turn to be included in the Council's overall Statement of Accounts.

28 **CABINET MEMBER FOR HOUSING GENERAL FUND PORTFOLIO
ACCOUNTS 2015/16**

The Chief Finance Officer and the Housing Manager submitted a report on the Revenue Outturn and the Capital Outturn for the Housing General Fund Portfolio Accounts for 2015/16. The report provided explanations for significant variations from the Revised Estimates previously approved by Cabinet.

***RESOLVED –**

That the report be noted.

REASON FOR DECISION

To enable the portfolio's Revenue Out-turn to be included in the Council's overall Statement of Accounts.

29 **CABINET MEMBER FOR TOWN CENTRE & VISITOR ECONOMY
PORTFOLIO ACCOUNTS 2015/16**

The Chief Finance Officer submitted a report on the Revenue Outturn and the Capital Outturn for the Cabinet Member for Town Centre and Visitor Economy Portfolio Accounts for 2015/16. The report provided

explanations for significant variations from the Revised Estimates previously approved by Cabinet.

***RESOLVED –**

That the report be noted.

REASON FOR DECISION

To enable the portfolio's Revenue Out-turn to be included in the Council's overall Statement of Accounts.

30 GENERAL FUND BUDGET OUTTURN 2015/16

The Chief Executive and the Chief Finance Officer submitted a report on the Revenue Outturn and the Capital Outturn for 2015/16. The report provided explanations for significant variations from the Revised Estimates previously approved by Cabinet and also sought approval for two carry forward requests.

***RESOLVED –**

1. That the General Fund Revenue and Capital Outturn reports for 2015/16 be noted.
2. That the £448k revenue account surplus be transferred to the Budget Risk Reserve.
3. That the General Fund carry forward request for the Forward Planning service, as set out at paragraph 4.8 of the officers' report, be approved.
4. That the General Fund carry forward request for the Learning and Development service, as set out at paragraph 4.8 of the officers' report, be refused, and that officers be invited to make a request for a supplementary estimate to cover the costs of the online learning and development platform in 2016/17, and in future financial years.
5. That the level of General Fund Reserves and Balances as set out at Section 6 and Appendix D of the officers' report, be approved.

6. That the capital financing arrangements as set out in Appendix E of the officers' report, be approved.

REASON FOR DECISIONS

In the interests of sound financial management.

31 EQUALITY ANNUAL REPORT 2015/16

The Policy and Communications Manager submitted the council's Equality and Diversity Annual Report for 2015/16. An annual equalities report was required under equalities legislation as well as being best practice.

The report summarised the council's equalities progress during the year, and covered improvements, achievements and future plans.

***RESOLVED –**

1. That the Equality and Diversity Annual Report for 2015/16 be noted and approved.
2. That the future plans, with regards to the council's equality and diversity activities, as contained in the annual report, be noted and approved.

REASON FOR DECISIONS

To improve knowledge and understanding of equality and diversity issues and implement legislative and good practice requirements.

32 HEALTHY LIVING CENTRE ACTIVITY REVIEW

The Healthy Living Centre Centre Manager submitted a report seeking approval for the creation of a new activities room, improved administration area and new staff facilities at the Healthy Living Centre, Staveley, and to request a capital investment of £46,000 capital investment to enable the improvement works to take place.

The report noted that exercise classes at the Healthy Living Centre were frequently oversubscribed and that there was a need for an additional multifunctional activities room to add capacity to help to satisfy increasing

membership numbers and demand for classes. The report recommended that to help assist with increased demand, the large and underutilised administration office should be converted into an activities room, with the administration section moved to more suitable office accommodation elsewhere in the building. This change would add to capacity for classes, assist to satisfy demand and also help to generate income by providing an improved service.

The £46,000 required for the works had already been included in the council's capital programme, which had been approved by Council on 25 February, 2016 (Minute No. 77, 2015/16).

The report also contained detailed information on projections on how much extra revenue the new activities room could potentially generate, as well as how the extra capacity for classes could assist with the enrolment and retention of members at the centre.

***RESOLVED –**

1. That the creation of a new activities room along with a new administration office and improved staff facilities at the Healthy Living Centre, be approved.
2. That a £46,000 capital investment be made to improve the current customer and staff facilities at the Healthy Living Centre.

REASONS FOR DECISIONS

To provide improved service delivery and capacity for activity classes.

To increase commercial potential.

33 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED –

That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972.

34 **SALE OF THE FORMER NEWBOLD SCHOOL SITE, NEWBOLD ROAD, CHESTERFIELD**

The Kier Asset Management Team submitted a report seeking approval for revised terms for the disposal of the site of the former Newbold School.

The report set out revised terms for the disposal of the site to those approved by Cabinet on 22 September, 2015 (Minute No. 79, 2015/16). The revised terms for the disposal of the site had been negotiated in response to the buyer of the site advising the council that after site investigations, it had become apparent that a number of costly on and off site works were required in order to deliver housing on the site, and that these costs were in excess of the buyer's standard build costs. The officers' report contained details the required works, their related costs and of the proposed revised terms for the disposal of the site.

***RESOLVED –**

1. That the site of the former Newbold School be sold on the terms set out in the officer's report.
2. That the Procurement and Contracts Law Manager, in consultation with Kier Asset Management's surveyor and Derbyshire County Council's surveyor, be delegated authority to agree any late amendments to the contract as necessary.

REASONS FOR DECISIONS

To secure a capital receipt for both Councils, to sell an unused brownfield site, and procure much needed housing for the Borough.

To enable last minute adjustments to the contract if necessary without seeking formal approval, which could cause undue delay to the sale.

35 **BUILDING CLEANING DSO FINAL ACCOUNTS 2015/16 & BUSINESS PLAN 2016/17**

The Chief Finance Officer, the Commercial Services Manager and the Interim Environmental Services Manager submitted a report on the Final

Accounts for 2015/16 in respect of the Cleaning of Buildings Internal Service Provider (ISP). It was noted that the production of the Business Plan for 2016/17 had been delayed and would be brought to the next meeting of the Cabinet on 28 June, 2016.

***RESOLVED –**

1. That the Building Cleaning Final Accounts for the 2015/16 financial year be received and that the financial position be noted.
2. That the surplus of £6,025 be transferred to the Budget Risk Reserve, in accordance with the Council's Financial Strategy.

REASON FOR DECISIONS

To enable the financial position of the Building Cleaning D.S.O. to be included within the Council's overall Statement of Accounts for 2015/16.

36 LANDSCAPE & STREETSCENE SERVICES FINAL FOR REGENERATION ACCOUNTS 2015/16 & BUSINESS PLAN 2016/17

The Chief Finance Officer, the Commercial Services Manager and the Interim Environmental Services Manager submitted a report on the Final Accounts for 2015/16 in respect of the Landscape and Streetscene Services. It was noted that the production of the Business Plan for 2016/17 had been delayed and would be brought to the next meeting of the Cabinet on 28 June, 2016.

***RESOLVED –**

1. That the Landscape and Streetscene Final Accounts for the 2015/16 financial year be noted.
2. That the surplus of £211,853 be transferred to the General Fund, in accordance with the Council's Financial Strategy.

REASON FOR DECISION

To enable the financial position of SpirePride to be included within the Council's overall Statement of Accounts for 2015/16.

37 **OPERATIONAL SERVICES ISP FINAL ACCOUNTS 2015/16 & BUSINESS PLAN 2016/17**

The Chief Finance Officer and the Commercial Manager submitted a report on the Final Accounts for 2015/16 and the Business Plan for 2016/17 in respect of the Operational Services Internal Service Provider (ISP).

***RESOLVED –**

1. That the Operational Services I.S.P. Final Accounts for 2015/16 be received and the financial position be noted.
2. That the 2015/16 surplus be set aside, as described in paragraph 3.4 of the officer's report.
3. That the Business Plan forecast for 2016/17 be approved.

REASON FOR DECISIONS

To enable the financial position of the Operational Services I.S.P. to be included within the Council's overall Statement of Accounts for 2015/16.

38 **SECURITY SERVICES DSO FINAL ACCOUNTS 2015/16 & BUSINESS PLAN 2016/17**

The Chief Finance Officer and Head of Contract (Kier) submitted a report on the Final Accounts for 2015/16 and the Business Plan for 2016/17 in respect of the Security Services D.S.O.

***RESOLVED –**

1. That the final accounts for the 2015/16 financial year in respect of the Security Services D.S.O. be received and the financial position noted.
2. That the surplus of £18,309 be transferred into the Budget Risk Reserve.
3. That the Business Plan forecast for 2016/17 be approved.

REASON FOR DECISIONS

To enable the financial position of the Security Services D.S.O. to be included within the Council's overall Statement of Accounts for 2015/16.

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CABINET**Tuesday, 28th June, 2016**

Present:-

Councillor Burrows (Chair)

Councillors	T Gilby	Councillors	Ludlow
	T Murphy		Serjeant
	Blank		A Diouf
	Huckle		
Non Voting	Bagley		Brown
Members	J Innes		

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

40 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Hollingworth and Wall.

41 MINUTES**RESOLVED –**

That the minutes of the meeting of Cabinet held on 14 June, 2016 be approved as a correct record and signed by the Chair.

42 FORWARD PLAN

The Forward Plan for the four month period 1 July to 31 October, 2016 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

43 PUBLISHING CONSULTATION DOCUMENTS RELATING TO A

SHEFFIELD CITY REGION MAYORAL COMBINED AUTHORITY

The Chief Executive provided a verbal report to Cabinet on the delegated decision he had taken in consultation with the Leader of the Council, to endorse the publication for consultation of documents that formed the governance review and scheme for a Sheffield City Region Mayoral Combined Authority.

On 6 April 2016, it had been resolved by Full Council that Chesterfield Borough Council should apply to become a full constituent member of the Sheffield City Region Combined Authority. It had also been resolved, that in line with the statutory processes, authority to take further steps as necessary with regard to the devolution process should be delegated to the Chief Executive in consultation with the Leader (Minute No.104, 2015/16), and that details of decisions made using this authority should be reported to Cabinet.

The Chief Executive advised that the process of becoming a full constituent member of the combined authority included carrying out a review (the 'Governance Review') as well as preparing a draft scheme for the new combined authority. These documents had now been completed and that the next step in the devolution procedure, in line with the statutory processes, would be to conduct a public consultation in respect of the proposals (the review and scheme).

The Chief Executive advised that a public consultation would run for six weeks from 1 July to 12 August, and that numerous events were planned in order to engage residents and businesses in the consultation process. The Chief Executive also provided a timetable and a summary of the devolution processes that would occur after the consultation. It was also noted that the final decision on the devolution proposals would be the Secretary of State's to make.

***RESOLVED –**

That the decision taken by the Chief Executive to endorse the publication for consultation of documents that form the governance review and scheme for a Sheffield City Region Mayoral Combined Authority, be noted.

REASON FOR DECISION

To note the publication for consultation of documents that form the governance review and scheme for a Sheffield City Region Mayoral Combined Authority.

44 HOUSING REVENUE FINAL ACCOUNTS 2015/16

The Chief Finance Officer and the Housing Manager submitted a report on the Housing Revenue Final Accounts for 2015/16. The report provided explanations for significant variations from the Revised Estimates previously approved by Cabinet.

***RESOLVED –**

1. That the report be noted.

2. That the revenue and carry forward request for £311,870 as detailed at paragraph 3.6 of the officers' report, be approved.
3. That the capital carry forward request for £2,460,900 and associated financing arrangements, as detailed at paragraph 4.1 of the officers' report, be approved.

REASONS FOR DECISIONS

To enable the HRA revenue outturn to be included in the Council's overall Statement of Accounts.

To enable carry forward requests that will allow for the completion of the revenue and capital schemes which were not finalised during the financial year.

45 EMPTY PROPERTY STRATEGY

The Housing Manager submitted for approval the Chesterfield Borough Council Private Sector Empty Homes Strategy 2016 - 2020.

The Housing Manager noted that Chesterfield Borough Council's Housing Strategy included a strategic objective to make best use of the boroughs existing housing stock and included actions to reduce the numbers of long term empty properties in the Borough. The proposed Private Sector Housing Empty Homes Strategy, as a dedicated strategy would work towards the achievement of this objective.

The council's empty homes strategy had last been reviewed in 2004 and incorporated Private Sector, Council and Housing Association owned empty properties. Since 2004 there had been many changes to funding, legislation, housing policy and practice meaning that the strategy was in need of reviewing and refreshing in order to be effective. The report noted that with regard to empty homes, the council would always prefer to find a voluntary way forward when trying to bring a property back into use; however, on occasion this approach was unsuccessful. The report noted that in these situations the council had to consider using enforcement action, which could include compulsory purchase, enforced sale and empty dwelling management orders.

The report also requested that the Health and Wellbeing Manager and Private Sector Housing Manager be delegated authority to use the legislative powers granted to the council with regard to empty homes (as listed at appendix B of the officers' report), in order to bring empty homes back into use.

***RESOLVED –**

1. That the Council's Private Sector Empty Homes Strategy 2016 – 2020 be approved and published.
2. That the legislative powers and responsibilities, with regard to empty homes, as contained in the Private Sector Empty Homes Strategy 2016 – 2020, be

delegated to the Health and Wellbeing Manager and Private Sector Housing Manager.

REASON FOR DECISION

To allow the Private Sector Housing team to investigate complaints and take necessary remedial action, including authorising officers to implement a robust and practical approach towards the reoccupation of empty homes within the borough.

46 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED –

That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972.

47 LINACRE ROAD, ASHGATE - PROJECT UPDATE

The Kier Asset Management Team submitted a report to seek approval for the adoption of the Master plan, Revision E, for the Council's land at Linacre Road, and to provide an outline of the proposed marketing for the sale of the site.

The revised Master Plan had been designed to maximise the development potential of the land so as to be appealing to potential buyers and developers. The report provided full details of the Master plan and noted that its development had taken into account community comments received during the extensive consultation process.

***RESOLVED –**

1. That the Master plan Revision E, included at appendix 2 of the officer's report, be adopted as the basis for bringing forward for sale the site at Linacre Road, Ashgate.
2. That the proposed marketing strategy, for the council's Linacre Road site be agreed.

REASONS FOR DECISIONS

The Master Plan will form the Council's stated planning position. It will also de-risk the site from a developer's point of view, simplify the bidding and evaluation process and accelerate capital receipt realisation.

Based on the positive comments received from developers, this is an opportunity for the Council to realise the capital receipt.

48 SPIREPRIDE D.S.O. BUSINESS PLAN 2016/17

Pursuant to Minute No.36 (2016/17), the Chief Finance Officer, the Commercial Services Manager and the Interim Environmental Services Manager submitted the Business Plan for 2016/17 in respect of the Landscape and Streetscene Services "Spirepride" D.S.O.

***RESOLVED –**

That the Business Plan for 2016/17 be approved.

REASON FOR DECISION

To update the Council's Medium Term Financial Plan.

49 BUILDING CLEANING D.S.O BUSINESS PLAN 2016/17

Pursuant to Minute No.35 (2016/17), the Chief Finance Officer, the Commercial Services Manager and the Interim Environmental Services Manager submitted the Business Plan for 2016/17 in respect for the Building Cleaning D.S.O.

***RESOLVED –**

That the Business Plan for 2016/17 be approved.

REASON FOR DECISION

To update the Council's Medium Term Financial Plan.

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CABINET**Tuesday, 12th July, 2016**

Present:-

Councillor Burrows (Chair)

Councillors T Murphy
Blank
Huckle

Councillors

Ludlow
Serjeant
A DioufNon Voting Members Bagley
J InnesHollingworth
Wall

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

51 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Brown and T Gilby.

52 MINUTES**RESOLVED –**

That the minutes of the meeting of Cabinet held on 28 June, 2016 be approved as a correct record and signed by the Chair.

53 FORWARD PLAN

The Forward Plan for the four month period 1 August to 30 November, 2016 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

54 LOCAL LIST OF HERITAGE ASSETS

The Development Management and Conservation Manager submitted a report on the progress of the compilation of a Local List of Heritage Assets.

In August 2012 the Deputy Leader and Cabinet Member for Planning agreed to the compilation of a draft Local List in consultation with the general public and key historic environment stakeholders within the Borough. The Local List would be a non-statutory designation recognising elements of the Borough's historic environment. Designations to the list would cover buildings of historic or architectural merit, but could also include monuments, sites or structures of particular value or interest. A consultation had been carried out and a list of the 289 nominations received had been compiled. The Development Management and Conservation Manager noted that due to circumstances there had been delays in moving to the next stage of formulating the list, but that process was now back up and running and could now proceed in a timely manner.

The report noted that the next stage of the process for the formulation of the Local List of Heritage Assets would be the formation of an assessment panel to consider all the nominations received, and that those judged by the panel to meet the criteria sufficiently would then form the basis of the draft local list. The report provided details on how the panel would be selected as well as the criteria against which the nominations would be assessed for inclusion on the list. A full list of the nominations was included as appendices to the officer's report.

***RESOLVED –**

1. That the processes set out in the officer's report for the progression of nominations for the Local List of Heritage Assets be approved.
2. That all nominations received as a result of the consultation process be evaluated against the criteria for selection through the establishment of an assessment panel.
3. That an assessment panel be established consisting of representatives from:
 - Chesterfield and District Civic Society
 - North East Industrial Archaeological Society
 - The Chamber of Commerce
 - Staveley Town Council
 - Brimington Parish Councilas well as:
 - a representative from a local history group
 - the Chesterfield Borough Council Conservation Officer
 - a Chesterfield Borough Council Planning Officer
 - a numerically and politically balanced group of councillors, including the Chesterfield Borough Council Heritage Champion.

4. That following the evaluation of the nominations, a revised recommended Local List of Heritage Assets be the subject of further consultation with owners of the properties on the list.
5. That the recommended Local List of Heritage Assets, as well as details of the consultation responses, be reported to the Deputy Leader and Cabinet Member for Planning and subsequently to Cabinet for adoption.

REASON FOR DECISIONS

To progress development of the Local List to provide appropriate recognition of and protection of heritage assets within the Borough.

55 RESPONSE TO THE DERBYSHIRE COUNTY COUNCIL CONSULTATION ON COMMUNITY AND VOLUNTARY SECTOR FUNDING

The Policy and Communications Manager submitted a report to seek approval for the council's proposed response to Derbyshire County Council's and the Derbyshire Clinical Commissioning Group's consultation on the proposed changes to non-statutory services grant funding.

Derbyshire County Council's revised five year financial plan indicated that cuts of at least £109m were required between 2016/17 and 2020/21. This was in addition to the cuts identified in the period 2010 /11 to 2015/16. To manage their budget one proposal was to reduce funding to the voluntary and community sector made via the Adult Care Grant Aid budget, and in March 2016, Derbyshire County Council and the Derbyshire Clinical Commissioning Groups had agreed a notification and consultation process to enable a final decision on funding to be made in September 2016.

The report included details of the consultation process and included the full draft responses to both Derbyshire County Council and to the Derbyshire Clinical Commissioning Groups. The Executive Director noted that the council's Community, Customer and Organisational Scrutiny Committee had been consulted regarding the proposed responses, and a summary of the committee's comments was provided at the meeting.

***RESOLVED –**

That the suggested response to the consultation, as detailed at appendix two of the officer's report, be submitted to Derbyshire County Council and the lead Clinical Commissioning Group.

REASON FOR DECISION

To respond to Derbyshire County Council's (DCC) and the Derbyshire Clinical Commissioning Group's consultation on the proposed changes to non-statutory services grant funding.

56 CHESTERFIELD MUSEUM STORE - UNIT 1, SOMERSET YARD

The Economic Growth Manager submitted a report to seek support to undertake the required works to bring Unit 1 Somerset Yard back into use as the offsite store for the Chesterfield Museums' collections.

The report noted that Chesterfield Museums' collections were currently stored over two sites with the small, high value items being stored onsite on the second floor of Stephenson's Memorial Hall and the larger items being stored offsite at 6 Ashgate Road. As part of the council's asset management plan, 6 Ashgate Road had been identified for disposal, and now that a sale had been agreed, with a scheduled completion date of November, 2016 there was now an urgent need to find suitable alternative storage space for the Museums' collections. The storage facilities at 6 Ashgate Road had also been assessed as not being fit for purpose during the Museums' accreditation application in 2012, and that significant amount of work would be needed to bring the premises up to accreditation standard. In this situation it was noted that there was now an urgent need to find alternative storage space for the Museums' collections.

The report provided details of the various options considered for the Museums' store, as well as the related costs, which included renovating Unit 1 Somerset Yard, adjacent to the Winding Wheel, using industrial units owned by the council, utilising any available storage space at other museums and commercial storage companies. The report recommended that renovating Unit 1, Somerset Yard provided the best solution as it not only offered the best storage facilities for the collection and enabled the collection to be stored securely and in the correct environmental conditions, but also offered the best value for money for the council.

***RESOLVED –**

That it be recommended to Full Council:

1. That Unit 1 Somerset Yard be converted into the offsite store for Chesterfield Museum.
2. That the works be funded from the Property Repair Fund with the balance being met through short term prudential borrowing.

REASONS FOR DECISIONS

1. Chesterfield Borough Council, as the governing body for the museum, is a guardian of Chesterfield Museums' collections. It is accountable to the public for its actions and has a moral obligation to preserve the collections for future generations. In order to conserve the objects in Chesterfield Museum's collections, a suitable store needs to be provided.
2. In order to retain accredited status, Chesterfield Museums need to have approved storage for its collections. Failure to provide this would result in the

removal of its accredited status which would make the museum ineligible to apply for grant funding from the Arts Council England and the Heritage Lottery Fund, as well as funding from other museum organisations such as Museums Development East Midlands.

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JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 14th June, 2016

Present:-

Councillor T Gilby (Vice-Chair in the Chair)

Councillors	Blank	Councillors	Ludlow
	Burrows		Huckle
	Davenport		T Murphy
	A Diouf		Serjeant
	Elliott		Simmons
Non-Voting	Brown		Wall
Members	Bagley		

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Dickinson, Hollingworth and J Innes.

3 MINUTES

RESOLVED –

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 5 April, 2016 be approved as a correct record and signed by the Chair.

4 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 it 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.

5 RE-PRIORITISATION OF RESOURCES INTO THE HEALTH AND WELLBEING PRIORITY PORTFOLIO

The Policy and Communications Manager submitted a report recommending for approval changes to three discretionary service areas in order to re-align resources into the Health and Wellbeing priority.

The Council Plan had been revised for 2016/17 to take into account new data about Chesterfield's worsening Health Profile, some re-prioritisation of resources from discretionary services was considered necessary to address the situation. In addition, the Council's budget strategy had identified that resources should be re-directed or re-allocated from low priority and discretionary areas to priority areas when looking for savings.

The report outlined the three service areas involved and the key features of the three posts under review that had the ability to provide a valuable contribution to the health and wellbeing agenda and would be retained in the new role. One FTE post would be created to support the development and delivery of the Health and Wellbeing Strategy, increase capacity within the key priority area and retain the priority activities from arts development, sustainability and community development. The existing posts, equating to 2.5 FTEs, would be deleted.

A summary of the actions taken in relation to the displaced employee's protocol was included in the report along with details of the help provided to the 'at risk' employees to find redeployment. Consultations had taken place with the trade unions and the affected employees had received individual consultations.

The Job Description and Person Specification for the new Health and Wellbeing Officer post were attached to the report along with the full Equality Impact Assessment.

The report outlined the financial implications along with the potential risks involved in the review and included other options that had been considered and reasons why these had not been pursued.

Councillor A Diouf requested that his vote against the recommendations be recorded in the minutes. Councillor Davenport requested that her vote to abstain be recorded in the minutes.

***RESOLVED –**

- (1) That the proposed changes to the Arts Development, Sustainability and Community Assemblies/Community Development services be approved.
- (2) That the Health and Wellbeing Officer role be established.
- (3) That the relevant service managers (Arts and Venues Manager, Policy and Communications Manager and Health and Wellbeing Manager), in consultation with the HR Manager, be authorised to implement the changes.
- (4) That the value and effectiveness of the Council's re-prioritised approach to promoting health and wellbeing, reducing health inequalities and building social capital, including the success of the new Health and Wellbeing Officer role, be reviewed in 12 months' time.

6 REVIEW OF BUILDING CLEANING SERVICES

The Interim Environmental Services Manager submitted a report recommending for approval the implementation of new building cleaning specifications and a new building cleaning services structure.

The report outlined the current building cleaning service provided by Chesterfield Borough Council and areas of improvement that had been identified. It was discovered that in many locations there were no cleaning specifications for cleaners to work with, this had been addressed in the review by holding discussions with clients to clearly identify the work that

they required. In addition, there had been an inconsistent approach to contracted hours, working locations and contract terms and conditions. By identifying the new building cleaning specifications, the staffing requirements had been structured to meet the needs of the service, provide the necessary flexibility and allow for appropriate staff contracts to be created.

The new building cleaning structure that detailed the posts and hours at all the venues was attached as an appendix to the report. In addition, the role of chargehand had been reviewed and replaced with the role of Team Leader which would be re-graded to reflect the responsibilities and training required for the role.

The report outlined the human resources and the financial implications along with the potential risks in moving to the new staffing proposals.

***RESOLVED –**

- (1) That the new Building Cleaning specifications be approved.
- (2) That the new Building Cleaning Services structure as detailed in Appendix 1 to the officer's report be approved for immediate implementation.

JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE**Tuesday, 12th July, 2016**

Present:-

Councillor Burrows (Chair)

Councillors	Huckle	Councillors	Elliott
	T Murphy		Simmons
	Ludlow		Davenport
	Serjeant		Dickinson
	J Innes		A Diouf
	Blank		

Non-voting	Bagley	Wall
Members	Hollingworth	

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

8 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Brown and T Gilby.

9 MINUTES**RESOLVED –**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 14 June, 2016 be approved as a correct record and signed by the Chair.

10 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 3 and 4 on the grounds that it contained information relating to financial and business affairs, and consultations or negotiations in connection with any labour relations matters arising between the authority and employees of the authority.

11 **PAY AND REWARD REVIEW**

The HR Manager submitted a report seeking approval for the scope of a project to review the current pay and reward structure and for the commencement of consultations with the trade unions and employees.

The local collective agreement for Green Book employees was signed in 2007 and had been earmarked for review as it was thought to no longer provide an appropriate framework for pay and reward for the large number of employees at Chesterfield Borough Council. A project group was established in 2013 to review overtime and additional hours, implementation of the Living Wage, unsocial hours, standby and callout payments, and the administration and application of the job evaluation process. However, further action was not taken at the time as priority was given to the review of the senior leadership team.

The report outlined the current pay and reward system and why improvements and modernisation was needed. The current incremental pay structure was heavily reliant on time served rather than performance, attendance, competence or flexibility and did not support the growth and development of employees. In addition, 6000 days had been lost in the past year through sickness absence; measures needed to be brought in to better manage attendance and control costs.

A range of options from low to high impact had been proposed and the recommendation made to proceed with a mid-range option. This sought to realise a degree of savings and shift to a “performance management” culture, whilst being achievable and deliverable within the time constraints, i.e. implementation by April 2017.

The council would continue to negotiate annual pay through the national pay bargaining machinery. In addition, the ability of managers to reduce

costs and implement efficiencies through the use of existing protocols and policies was critical to implementation of the pay and reward system when agreed.

The report contained details of the financial and legal implications, outlined the consultation process and detailed alternative options and reasons why these had been rejected.

***RESOLVED –**

(1) That the scope of the Pay and Reward Project be approved to allow consultation to commence with trade unions and employees.

(2) That the membership of the Project Board, chaired by Cllr Huckle, be noted and that the Project Board reports back to the Joint Cabinet and Employment and General Committee on a regular basis.

REASON FOR DECISIONS

To achieve the project in the timescale outlined would be a challenge and it was considered that the option presented was the most achievable.

12 ENVIRONMENTAL SERVICES RESTRUCTURE

The Commercial Services Manager submitted a report recommending for approval a new senior officer operating structure for Environmental Services to improve service delivery.

Following implementation of the new corporate structure, Environmental Services now fell within the Commercial Services Division. The restructure sought to place a greater focus on commercialisation and providing excellent value for money services. In addition, it was expected that the new senior operating structure would produce an annual saving of £90,000.

As and when appointments had been made to the Manager and Senior Officer positions, the remainder of the structure would be reviewed to ensure that the operations delivery structure was fit for purpose.

The report outlined the consultations that had taken place to date and included comments from the trade unions and affected employees.

Associated risks were detailed in the risk matrix included in the report and a full equalities impact assessment was attached. The report also summarised the alternative options and reasons why these were not pursued.

***RESOLVED –**

(1) That Phase 1 of the Environmental Services restructure, project, which proposes a revised senior officer operational structure, be approved.

(2) That the Commercial Services Manager be authorised to make appointments to the revised senior officer operational structure for Environmental Services.

REASON FOR DECISIONS

To propose a new senior officer operating structure for the Council's Environmental Services that would improve service delivery and address the issues contained in Section 3 of the officer's report.

13 TEMPORARY CAPITAL WORKS GROWTH STAFF AND NEW APPRENTICESHIP POSTS

The Commercial Services Manager submitted a report recommending for approval the creation of 15 new fixed term contract posts and appointments to 2 vacant apprenticeship posts as part of the Operational Services Division establishment.

In 2015/16, Operational Services relied on sub-contractors for 28% of the total HRA Planned/Capital Works completed in that year which equated to over £1m of works being sub-contracted. One of the main factors for sub-contracting the work was due to not having the required staffing available within the Operational Services Division. Though using sub-contractors to manage 'peak' workloads was an effective strategy, the level of use should not ordinarily exceed 10-12%. The cost of using sub-contractors had increased over the last 12 months in comparison to the cost of carrying out works directly. The volume of HRA Planned/Capital works would be too much for the existing staffing levels therefore an alternative approach needed to be adopted to avoid further use of sub-contractors during 2016/17.

The report proposed that the creation of 15 fixed term contract posts for a period of up to 12 months would allow a reduction in expenditure on sub-contractors as well as provide additional capacity to carry out external income generation works. The report outlined the HRA Capital Budget allocated to the Operational Services Division and the financial costs involved in creating 15 new posts. There was sufficient room in the budget to fund the fixed term contract posts with some room left in the budget for works that needed to be sub-contracted out.

The report also outlined the apprenticeship recruitments proposals. There were currently over 130 trade employees of which over half had served their apprenticeship with Chesterfield Borough Council. There were currently 9 apprentices employed within the section with 2 coming out of their apprenticeships in September 2016. In order to maintain the number of skilled employees it was proposed to recruit two new joinery apprentices to the positions that would be vacant from September 2016. It was estimated that recruiting to the two vacant apprenticeship posts would cost approximately £35,000 and the amount was already included within the agreed budget.

The report detailed the risks associated with the proposals, equalities issues and alternative options along with their reasons for rejection.

***RESOLVED –**

- (1) That 15 new fixed term contract posts of 12 months duration within the Operational Services Division's capital works team be established.
- (2) That the Commercial Services Manager be authorised to make appointments to the 15 new fixed term contract posts.
- (3) That appointments be made to 2 vacant apprenticeship posts.

REASONS FOR DECISIONS

To reduce Operational Services' reliance on sub-contractors as well as provide additional capacity to carry out commercial building works.

To support the Council's Workforce Strategy.

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OVERVIEW AND PERFORMANCE SCRUTINY FORUM**Tuesday, 10th May, 2016**

Present:-

Councillor Slack (Chair)

Councillors J Barr
Borrell
Callan
V Diouf

Councillors Derbyshire
P Gilby
Perkins
Sarvent

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

No declarations of interest were received.

57 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Catt and Dyke.

58 DEPUTY LEADER AND CABINET MEMBER FOR PLANNING - PROGRESS ON THE COUNCIL PLAN - YEAR 1 - 2015/16

The Deputy Leader and Policy and Communications Manager attended to provide members with a progress report on the Council Plan for Year 1, 2015/16.

The Policy and Communications Manager informed Members that moving from a 1 year Council Plan to a 4 year Council Plan had achieved a positive effect with 85% of commitments for Year 1 being fully delivered with a further 2 close to completion. The 34 projects for 2015/16 were included as an appendix to the report and the Policy and Communications Manager noted that many of the projects were going above and beyond the mandatory requirements of the Council.

Members asked if there had been a noticeable impact since the introduction of a risk assessment on all housing applications. The Policy and Communications Manager responded that the restructure within the

Housing Solutions and Neighbourhoods teams had given more resources to focus on tenancy sustainment and supporting council tenants. The introduction of Universal Credit and changes to housing benefits for under-25s would further affect the tenancy sustainment rates but the new structure had put the council in a stronger position to tackle those challenges.

Members commented that the Council had performed well, delivering on several big projects alongside running the day-to-day Council operations. However, concerns were raised regarding key project no. 30, the consultation on options for the former Queen Park's Sports Centres' land, as asbestos had been discovered unexpectedly and had delayed work. Members suggested that when scoping work, officer's need to ensure that they have explored all hidden costs before announcing that a saving would be made.

Of the commitments for 2016/17, Members asked which 3 carried the biggest risks. The Policy and Communications Manager replied that the 3 biggest risks would be:

- Sheffield City Region as the combined authority was linked to several projects in Chesterfield. Chesterfield Borough Council was applying to be a full constituent member, but there was a level of uncertainty regarding Sheffield City Region's involvement with the projects if it failed in its application.
- £29million investment in Council Housing Stock – there were concerns with maintaining the level of investment in future years.
- Outdoor market – the costs involved in the reconfiguration were higher than anticipated and the project was on hold.

Members enquired about progress on the Co-op development. The Deputy Leader reported that the development was unlikely to progress any further until the restaurants on the ground floor had been let. A gym had shown interest in occupying the basement and there was a hotel interested in using the upstairs floors. Members also raised concerns over the uncertain status of the BHS store on Vicar Lane. The Policy and Communications Manager noted that business lettings were still doing better than the previous year and there was approximately 91% occupancy across all the units in the town centre. The Deputy Leader

added that as Vicar Lane is owned by a private company, the Council receives only 10% of the rental from the units on Vicar Lane.

Members asked if the major developments in the town centre would include a varied combination of units, e.g. retail, restaurants etc. The Deputy Leader explained that the Northern Gateway project would involve mostly housing to increase the amount of people living in the town centre and raise customer levels for the new and existing businesses.

Members had concerns that the area of town between Stephenson Place and Marks and Spencers, and in particular the Victoria Centre, was run down and not thriving. The Deputy Leader advised that the Victoria Centre was owned privately and the owners spent little on maintenance. The Policy and Communications Manager added that Chesterfield town centre was maintaining its position compared to other towns in the family group that included Mansfield and Worksop.

Members thanked the Deputy Leader and Policy and Communications Manager for presenting the progress report and answering their questions.

RESOLVED –

1. That the progress report be noted.
2. That the Deputy Leader and Policy and Communications Manager be invited to the November meeting of the Overview and Performance Scrutiny Forum to provide a progress report on the implementation of the Council Plan.

59 OVERVIEW AND SCRUTINY WORK PROGRAMME 2016/17

The Policy and Scrutiny Officer submitted a report that included the details of the proposed Overview and Scrutiny Committees' Work Programme for 2016/17.

The Chair noted that the involvement of Members in the work programming sessions had been successful in creating a work programme that included many issues that Scrutiny Members wanted to look at. Members commented that the sessions had worked well and had engaged Members in the decision making process. However, it was noted

that some Members were absent for one or both sessions, the sessions would be evaluated to identify why Members did not attend.

Members were invited to state their interest in joining one of the five Scrutiny Project Groups (SPGs). The following responses were received:

- Play Strategy – Councillor Lisa-Marie Derbyshire
- Venues – Councillors Tricia Gilby and Lisa-Marie Derbyshire to joint lead
- Future of former QPSC – Councillors Ray Catt and Kate Sarvent to joint lead
- Development of the Town Centre – Councillors Howard Borrell, Ian Callan and Vickey Diouf
- Markets – Councillors Andy Slack and Jeannie Barr

The membership of the groups would be confirmed at the next meeting of their respective Scrutiny committees. There was some uncertainty over the SPG on the Play Strategy, Councillor Derbyshire and the Policy and Scrutiny Officer would meet with the Interim Environmental Services Manager to discuss the plans for the strategy.

In addition, the Scrutiny Member nominations for the Council Working Groups were discussed and one Scrutiny Member was put forward for each. It was explained that this role would involve reporting back to scrutiny committee. It was also noted that if any Council Working Groups were established to look at Friends of Groups and Workforce Fit for the Future, that Scrutiny committees should consider nominating a Scrutiny Member to join the groups.

Members thanked the Policy and Scrutiny Officer and Committee and Scrutiny Coordinators for the work they had done for the work programming action planning days.

RESOLVED –

1. That the Overview and Scrutiny Work Programme 2016/17 be approved and recommended to the Council's Overview and Scrutiny Committees (OSCs).
2. That the following appointments to Council Working Groups be approved:

- Member Development – Councillor Lisa-Marie Derbyshire
 - Constitution – Councillor Kate Sarvent
 - Housing Policy/HRA – Councillor Suzie Perkins
3. That the appointment of Members to Scrutiny Project Groups be recommended for approval to the Council's OSCs.
 4. That the Policy and Scrutiny Officer and Councillor Lisa-Marie Derbyshire meet with the Interim Environmental Services Manager to discuss the plans for the Play Strategy.
 5. That the Overview and Performance Scrutiny Forum consider appointing a representative to a Friends of Group Working Group should one be created, or that the Community, Customer and Organisational Scrutiny Committee consider creating a Scrutiny Project Group.
 6. That the Overview and Performance Scrutiny Forum consider appointing a representative to a Workforce Fit for Future Working Group should one be created.

60 **SCRUTINY ANNUAL REPORT 2015/16**

The Policy and Scrutiny Officer submitted a report and a draft copy of the Scrutiny Annual Report for 2015/16. The annual report was complete pending the Chief Executive's Comments. The Chair remarked that the Annual Report indicated that Scrutiny had changed for the better particularly through the increased involvement of Members in the work programming. Members also expressed that the work programming "away days" had improved the balance of items being put forward to the Scrutiny committees.

RESOLVED –

1. That the Overview and Performance Scrutiny Forum approve the Scrutiny Annual Report 2015/16 for submission to Council.
2. That the Policy and Scrutiny Officer in conjunction with the Joint Chairs be permitted to make any late, minor amendments to the Scrutiny Annual Report 2015/16.

61 **FORWARD PLAN**

The Forward Plan was considered by the forum.

RESOLVED –

That the Forward Plan be noted.

62 SCRUTINY MONITORING

Consideration was given to the Implementation Monitoring Report for Scrutiny Committee Recommendations. It was noted from the new work programme that an ICT (under Great Place, Great Service) update and an Internal and External Communications update was due for the next meeting of the forum on 14 June, 2016.

Member's also informed the Forum that on 16 May, 2016 there would be a Concessions Policy Working Group meeting and some members of the former Scrutiny Project Group had been invited to attend. Feedback would be received at the next meeting of the Forum on 14 June, 2016.

RESOLVED –

1. That the Monitoring Report be accepted and aligned with the new work programme.
2. That feedback from the Concessions Policy Working Group be received at the Overview and Performance Scrutiny Forum on 14 June, 2016.

63 JOINT OVERVIEW AND SCRUTINY

The minutes of the Joint Scrutiny Panel meeting on 10 March, 2016 were presented to the committee.

Councillors Borrell and Slack attended the Joint Scrutiny Panel meeting and noted that the meeting had been brief. Though Members commented that the meetings were often called at very short notice, it was agreed that continuing to scrutinise joint working was useful, particularly the Building Control Transformation project as that project was a good example of commercialisation.

RESOLVED –

That the minutes be noted.

64 OVERVIEW AND SCRUTINY DEVELOPMENTS

There were no Overview and Scrutiny Developments reported.

65 MINUTES

The minutes of the meeting of the Overview and Performance Scrutiny Forum held on 12 January, 2016 were presented.

RESOLVED –

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

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**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY
COMMITTEE**

Tuesday, 24th May, 2016

Present:-

Councillor Slack (Chair)

Councillors Borrell
Sarvent

Councillors J Barr

Councillor Blank ++

Anita Cunningham, Policy and Scrutiny Officer
James Drury, Executive Director +
Angela Dunn, Interim Environmental Services Manager +
Brian Offiler, Committee and Scrutiny Coordinator
John Ramsey +
Donna Reddish ++

+ Attended for Minute No. 3

++ Attended for Minute No. 4

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

No declarations of interest were received.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Flood and Miles.

**3 CABINET MEMBERS FOR HEALTH & WELLBEING AND
GOVERNANCE - FRIENDS OF GROUPS**

The Executive Director, the Interim Environmental Services Manager and the Landscape Development Officer explained the background to the Council's involvement with Friends of Groups.

The Parks and Open Spaces service had dealt with approximately 18 Friends of Groups (such as the Friends of Queen's Park group) over the last 15 years or so, as well as other groups such as Tenant and Resident Associations and a local Community Interest Company. There had been a range of involvement, including specific capital projects or particular activities. There had been good joint working with groups on submission of funding bids and they had generally been useful routes for consultation.

The Council had developed a pack of general information for potential groups, including guidance on activities, aims, roles and relationships and constitutions, and this was available on the Council's website.

It was noted that the Council retained the final decision on proposed schemes or activities, although these were generally mutually agreed with the relevant group.

It was noted that the Parks and Open Spaces Strategy referred to the need for resources to be directed and prioritised appropriately, and it was recognised that consideration needed to be given as part of the health and equalities agenda to relative levels of deprivation across the borough and to levels of support that could realistically be offered.

It was recognised that Friends of Groups may be able to access funding which was not available to the Council to undertake activities (such as litter picking) or events (such as carnivals). However, given the financial constraints on the Council, it was noted that it may not be possible to provide the same levels of support to such groups in the future if their proposed activities were not closely related to the Council's priorities.

It was confirmed that there had previously been a mechanism for the various Friends of Groups to meet together to share good practice with each other, but that this had lapsed in recent years.

The meeting discussed the possibility of greater standardisation of approach across different groups to ensure that all groups' activities and plans aligned with the Council's priorities, whilst recognising that the groups were independent of the Council. The importance of close working between groups and the Council was emphasised to avoid unrealistic expectations.

The issue of how to encourage wider community engagement in such groups was also raised.

It was suggested that a Scrutiny Project Group be established to consider the potential for greater standardisation of approach in respect of the Council's relationship with Friends of Groups, and that Members be invited to express interest in joining the Project Group to start in July.

RESOLVED –

That a Scrutiny Project Group be established to consider the potential for greater standardisation of approach in respect of the Council's relationship with Friends of Groups, and that Members be invited to express interest in joining the Project Group to start in July.

4 CABINET MEMBER FOR GOVERNANCE - DRAFT EQUALITY & DIVERSITY ANNUAL REPORT 2015/16

The Cabinet Member for Governance and the Policy and Communications Manager submitted a report to present a draft of the Council's Equality and Diversity Annual Report for 2015/16.

The Council had a duty to positively contribute to equalities within the local community and to publish an annual report on how it had done this.

The draft report included details of the Equality and Diversity Forum's events and activities during the year, how the Council had promoted equality and diversity through its services, its training for staff and its use of Equality Impact Assessments, along with proposals for activities to be undertaken in 2016/17. Further comments would be added to the draft report before submission of the final report to Cabinet in June.

The Cabinet Member for Governance commended the work undertaken during the past year, despite the absence on maternity leave of the Policy Officer. It was noted that there had been high levels of engagement through the Equality and Diversity Forum, working in partnership with other organisations to deliver events and activities to raise awareness of issues affecting local people, such as deaf and hearing support, dementia action alliance and holocaust memorial day.

It was noted that equalities issues were becoming embedded in the everyday business of Council services.

In response to questions from Members it was confirmed that the report, as with other published Council documents, could be made available on request in alternative formats, such as large print, braille, tape or Easy Read. If required, translation and interpretation services could also be provided where it was reasonable to do so.

Members thanked the Cabinet Member and officers for the report and for the good work being undertaken on equalities and diversity issues.

RESOLVED –

That the draft Equality and Diversity Annual Report for 2015/16, including the future plans proposed for 2016/17 be supported.

5 FORWARD PLAN

The Committee considered the Forward Plan for the period 1 June – 30 September 2016.

RESOLVED –

That the Forward Plan be noted.

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

The Committee considered the list of items included on its proposed Work Programme for 2016/17, which had been developed from the Scrutiny Work Programming Action Days held in March and April and supported by the Overview and Performance Scrutiny Forum on 10 May, 2016.

RESOLVED –

- (1) That the proposed Work Programme for the Community, Customer and Organisational Scrutiny Committee for 2016/17 be approved.
- (2) That the establishing of the proposed Scrutiny Project Group on Venues be ratified, to be jointly led by Councillors Tricia Gilby and Lisa-Marie Derbyshire.
- (3) That the Scrutiny Project Group on Friends of Groups be added to the Work Programme.

7 **SCRUTINY MONITORING**

The Committee considered the Scrutiny recommendations monitoring schedule.

RESOLVED –

That the Scrutiny monitoring report be approved.

8 **MINUTES**

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 22 March, 2016 were presented.

Further to Minute No. 34, it was confirmed that a substitute Member was able to attend the Derbyshire Police and Crime Panel in the event of the Cabinet Member for Health and Wellbeing being unable to attend.

RESOLVED –

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

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ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

Tuesday, 2nd February, 2016

Present:-

Councillor P Gilby (Chair)

Councillors Perkins
Callan
Catt

Councillors Sarvent
V Diouf
Bagley

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

No declarations of interest were received.

28 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Derbyshire.

29 **SCRUTINY MONITORING**

The Senior Environmental Health Officer submitted an updated Implementation Plan that provided progress on the Scrutiny Review Panel's recommendations for dog fouling.

The Assistant Cabinet Member for Health and Wellbeing attended to present the report and provided the Committee with a colour coded version of the Implementation Plan that demonstrated how effectively targets were being met. On the plan, the targets that were making good progress were coloured green, the targets that had some complications or were due to be implemented soon were amber and the red targets needed further development. The Assistant Cabinet Member for Health and Wellbeing noted that the target dates on the Implementation Plan should all have been March 2017 except for recommendation 5 which was March 2016.

Two changes had occurred since the Implementation Plan was published and included confirmation from Great Place: Great Service that smart phones would be issued to Officers. In addition, new signage, designed

by the Communications and Marketing Manager, was presented to the Overview and Performance Scrutiny Forum in January, 2016 and was ready for printing at the time of that meeting. The Assistant Cabinet Member for Health and Wellbeing reported that the move of the Environmental Services team to the Operational Services depot had improved cross-team working and communication.

Members commented that they were particularly impressed with Pest/Dog Control Officer, Mark Rawson, as he had reacted quickly to several complaints Members had reported to him. In addition, the Committee noted its appreciation that he had followed up complaints by going into schools to give talks to children about the effects of dog fouling.

The Committee thanked the Senior Environmental Health Officer and Assistant Cabinet Member for Health and Wellbeing for providing the update.

RESOLVED –

- 1) That the Scrutiny Monitoring Report be agreed.
- 2) That a further progress report on Dog Fouling be brought to this Committee in 6 months.
- 3) That a communication be made from the Committee stating its support for the roll out of smart phones to the Environmental Services team.
- 4) That a communication be made from the Committee thanking the Pest/Dog Control Officer, Mark Rawson, for his prompt service.

30 CABINET MEMBER FOR HEALTH AND WELLBEING - FOOTPATHS AND PAVEMENTS REPORT

The Assistant Cabinet Member for Health and Wellbeing and the Waste and Street Cleaning Manager submitted a report on the Maintenance of Footpaths and Pavements. The Chair also provided a verbal statement that fed back on issues that faced the County Council that were discussed during a training session at Derbyshire County Council.

The Chair noted that the main problem that faced the public when reporting a footpath or pavement was identifying which authority to report

it to. The Derbyshire County Council (DCC) website contains a Mapping Portal which designates between Local Authority and privately owned highways however it does not show which Local Authority is responsible. In addition, the DCC website has the facility to report faults with pavements and rights of way which also allows the reporter to specify the fault for example, damage to kerb or subsidence.

The report from the Waste and Street Cleaning Manager detailed the different responsibilities of the Local Authorities. Chesterfield Borough Council (CBC) would only be responsible for paths on public land that had not been adopted by DCC, for example footpaths within parks, therefore should only be contacted about concerns with those paths. However CBC undertakes the cleaning of most of the adopted paths on an agency basis for DCC. Footpaths within the borough are maintained depending on the frequency of footfall and additional clearance visits could be requested by a member of the public or by local councillors.

Members commented that due to the different parties involved in footpath and pavement maintenance, it could be a lengthy process to solve an issue. The Chair advised that, in order to tackle problems with footpaths and pavements efficiently, they needed to be reported as soon as possible to allow the Local Authority responsible to contact any landowners or domestic properties that might be involved. Members also asked if there was a list of footpath numbers available in order to accurately report which footpath had the problem. The Chair responded that the information was on the DCC website.

The report noted that, following a review of the Street Care service, savings totalling £100K had been achieved. Since the review there had been no rise in the level of complaints or other indications of dissatisfaction. Following on from the success of the review, the report advised that there would be no capacity at the current time to make further efficiency savings without affecting the standards of service delivery.

The Chair asked the Committee if a Scrutiny Review was needed to continue monitoring the maintenance of footpaths and pavements. The Committee agreed that no review was needed as the current reporting system and maintenance worked well and there was a need for residents to be pro-active and report issues directly through the available systems. The only matter that needed further clarification was the process and impact of Councillor reporting; for example to which Council should

Councillors report, and what was the impact on 'hot spot' identification when a councillor reports once on behalf of a number of residents.

The Chair thanked the Assistant Cabinet Member for Health and Wellbeing and the Waste and Street Cleaning Manager for presenting the report.

RESOLVED –

- 1) That the report be noted.
- 2) That there is no need for a Scrutiny Project Group to be set up to further review the maintenance of pavements and footpaths and that it be noted that residents need to report directly through the available systems.
- 3) That outstanding queries around Councillor reporting be raised.

31 CABINET MEMBER FOR HEALTH AND WELLBEING - SPORTS AND LEISURE STRATEGIES - VERBAL UPDATE

The Chair provided a verbal update on the Sports and Leisure Strategies, focussing on the development and opening of the Queen's Park Sports Centre (QPSC). The Chair informed the committee that the Sports and Leisure Manager had attended the pre agenda meeting to provide an update on the newly opened QPSC. The Committee noted that the new QPSC was a fantastic building and the development had been a success.

The Chair informed members that there would be a meeting arranged with the Sports and Leisure Manager and the Board that oversaw the development and opening of the new QPSC. The members of the Scrutiny Project Group would be invited to the meeting to receive feedback on the new leisure centre. The Chair noted that the meeting would provide an appropriate conclusion to the work of the project group.

The Committee agreed that the development of a broader strategy that focussed on Health and Wellbeing as an alternative to the Community Sports Strategy should be considered in the work programming day. The Cabinet Member for Health and Wellbeing advised that a project group's work can evolve after the group is set up and these changes needed to be reflected in the work programme.

RESOLVED –

- 1) That the Chair's request for the Scrutiny Project Group to meet with the Leisure Centre Build Programme Board to sign off the Phase 1 work from the Scrutiny Project Group be noted, and that the Scrutiny Project Group report back to the Committee.
- 2) That it be noted that the Community Sport and Physical Activity Strategy is now being seen as a broader Health and Wellbeing Strategy and could be a Council or Partnership Strategy.
- 3) That it be considered at the Work Programming day whether the Community Sport and Physical Activity Strategy (Health and Wellbeing Strategy) is to be included in the future Work Programme.

32 FORWARD PLAN

The Forward Plan was considered.

RESOLVED –

That the Forward Plan be noted.

33 OVERVIEW AND SCRUTINY DEVELOPMENTS

There were no new developments. The Policy and Scrutiny Officer suggested that, to avoid repetition, the item on Overview and Scrutiny Developments should only be included on the agenda for the Overview and Performance Scrutiny Forum meetings.

RESOLVED –

That the Overview and Scrutiny Developments item be included only on the agenda for the Overview and Performance Scrutiny Forum meetings.

34 WORK PROGRAMME FOR ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

The Committee considered its Work Programme.

The Chair noted that the items on the Work Programme would be considered again at the Work Programming day on 8th March, 2016, and

the appointment of the two Project Groups, development of the town centre and increasing the supply and quality of housing, would also be considered on that day.

RESOLVED –

- 1) That the Work Programme be agreed.
- 2) That the Work Programme and Project Groups be considered at the Work Programming Day on 8 March, 2016.

35 MINUTES

The Minutes of the meeting of the Committee held on 6 October, 2015 were presented.

RESOLVED –

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

ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

Tuesday, 7th June, 2016

Present:-

Councillor P Gilby (Chair)

Councillors Perkins
Callan
Dyke

Councillors Derbyshire
Catt
Sarvent

Alison Craig, Housing Manager +
Anita Cunningham, Policy and Scrutiny Officer
Martin Elliott, Committee and Scrutiny Coordinator
Martyn Hudson, Careline and Support Service Manager +

+ Attend for Minute Nos. 4 and 5

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

No declarations of interest were received.

2 APOLOGIES FOR ABSENCE

No apologies for absence were received.

3 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED –

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

4 CABINET MEMBER FOR HOUSING - CARELINE PROGRESS REPORT

The Housing Manager and the Careline and Support Service Manager attended to provide a progress report on the implementation of recommendations from the Careline and Support Services Review.

The Careline and Support Service Manager noted that on 9 February, 2016 Cabinet had approved the restructure of the Careline & Support Service in order to mitigate the effects of reductions in Derbyshire County Council (DCC) funding, and to help the service to move towards being financially self-sustaining.

Due to severe budget cuts to Derbyshire County Council's funding, it had decided, after a consultation process with stakeholders, to withdraw the funding for support for residents in sheltered accommodation from April 2016. This change had consequently resulted in a significant loss of income for Chesterfield Borough Council as a provider of sheltered accommodation and created a situation where continued support offered to residents in sheltered schemes would need to be provided using funding the council received for its floating support services.

The Careline and Support Service Manager advised that a number of measures had been put into place in order to manage and mitigate the effect of the cut to funding received by the council. The role of Sheltered Scheme Managers had been deleted and the tasks they currently undertook were now being provided either in a different way, or by other means. A new post of Social Inclusion Officer had also been created, to organise, facilitate and coordinate activities across the schemes, as well as in the outlying community rooms managed by the Housing Service. The Careline and Support Service Manager also provided details of how the cleaning of communal areas and general building checks were being carried out in the absence of a scheme manager.

The Careline and Support Service Manager also provided an update on the new Careline operator roles and their recruitment, the new charges for the Careline service and how the council had taken the opportunity of offering a Careline provision and monitoring service to residents living in the Derbyshire Dales district, following a decision made by Dales Housing to stop providing this service.

Members asked whether all the new Careline Operator roles were permanent jobs and whether agency staff were still being used. The Careline and Support Service Manager advised that all posts with the exception of the fixed term role of Publicity Officer were permanent jobs and that agency staff were only being used as a short term measure until all the new permanent staff had taken up their positions.

Members noted with appreciation the hard work of officers which had resulted in a positive outcome for the Careline and support service evolving and expanding from an initially very difficult situation of budget cuts. The Careline and Support Service Manager noted that the service should be totally self-financing within five years and further steps would be taken to develop the service so that it would become financially sustainable and be able to continue to provide a high level of service to its users.

Members thanked the Housing Manager and the Careline and Support Services Manager for attending and providing the progress update.

RESOLVED –

1. That the progress report be noted.
2. That a further progress report be received prior to any further reports on the Careline and Support Services are submitted to Cabinet.

5 LOCAL GOVERNMENT ACT 1972 - RE-ADMISSION OF THE PUBLIC

RESOLVED –

That the public be readmitted to the meeting.

6 CABINET MEMBER FOR HOUSING - HOUSING TENANTS' (STAR) SURVEY AND IMPACT OF HOUSING IMPROVEMENTS ON HEALTH AND WELLBEING

The Housing Manager attended to provide a progress report on the results of the Survey of Tenants and Residents (STAR) carried out in autumn 2015. The STAR survey was a voluntary undertaking which replaced the Standardised Tenants Satisfaction Survey (STATUS) that had, until 2010, been a mandatory requirement. The STAR survey had been reintroduced onto the committee's work programme to examine if the survey could be used to measure if improvements to the council's housing stock, under the governments decent homes standard, had led to improvements to the health and wellbeing of tenants.

The Housing Manager noted that the survey in its current form did not include a form of questioning that would directly relate to links between Housing and Health. The survey questions were standardised to be the same as those asked by other local authorities to enable comparison. It was also noted that adding extra questions to the survey would incur extra costs, for example with regard to printing as the survey document would be larger.

The Housing Manager advised that measuring the link between improvements to the councils housing stock and improvements in the health and wellbeing of tenants would also be difficult as no data had been collected prior to all homes meeting the decent homes standard so the baseline data for measuring any subsequent improvements was not available.

Members noted that the links between good housing and health were clearly understood and recognised, but as all the councils stock was in good condition and not hazardous to health, that any improvements to the health and wellbeing of tenants as a result of improvements would be small and difficult to measure in a quantifiable way.

Members asked several questions regarding the methodology of the survey, but agreed that it would be very difficult to use to quantifiably measure improvements to health and wellbeing.

Members thanked the Housing Manager for attending and for providing the report.

RESOLVED –

1. That the information be noted.
2. That the committee's interest in how improvements in housing impact on improvements in the health and wellbeing of tenants, be referred to the council's Health and Wellbeing Partnership for their consideration.
3. That Councillor Perkins as the Scrutiny representative on the Housing Revenue Account Business Plan working group, feedback any developments to the committee regarding the STAR and the measuring of the impact of housing improvements on the health and wellbeing of tenants.

7 FORWARD PLAN

The Forward Plan was considered.

RESOLVED –

That the Forward Plan be noted.

8 WORK PROGRAMME FOR ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

The Committee considered its Work Programme.

Councillor Derbyshire provided a progress report on the establishment of the Scrutiny Project Group to look at the development of the councils Play Strategy which was included in the committee's work programme for 2016/17. Councillor Derbyshire advised that she and other members had attended a member and officer meeting regarding the development of the proposed strategy, however a project plan for the development plan, while asked for, had not yet been supplied to members.

RESOLVED –

1. That the work programme be approved.
2. That the project plan for the Play Strategy be provided to members.
3. That the feedback and ideas from members received at the Play Strategy member briefing be provided to members.
4. That when established, the Scrutiny Project Group on the councils Play Strategy has a strategic focus which looks at the strategy in relation to how its objectives meet the objectives set out in the Council Plan.

5. That when established, the Scrutiny Project Group on the councils Play Strategy looks to ensure the way the strategy meets council priorities does not disincentive communities from helping themselves.
6. That Councillors P Gilby and Derbyshire speak to other members regarding joining the group.

9 **SCRUTINY MONITORING**

The Committee considered an update on the implementation of approved Scrutiny recommendations.

Councillor Gilby provided a progress report on the recommendations made by the Leisure, Sport and Cultural Activities (including sub-groups), and advised that the majority of the group's recommendations had been achieved or implemented, but that the one outstanding issue for the group was on-going financial monitoring of the new leisure facilities project. Councillor Gilby advised that the members of the project group had met with officers in April, and could advise that the finances with regard to the new leisure facilities were on budget and under control. Councillor Gilby also noted that when a report on the financial aspects of the new leisure facilities, including an analysis of whether the new leisure facilities provided value for money, was available it would be brought to the committee for consideration.

RESOLVED –

1. That the monitoring report be approved.
2. That the consideration of item EW5/CCO2 be deferred until the next meeting of the committee.

10 **MINUTES**

The Minutes of the meeting of the Committee held on 2 February, 2016 were presented.

RESOLVED –

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

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