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Please ask for Rachel Lenthall Direct Line: 01246 345277 Email committee.services@chesterfield.gov.uk

The Chair and Members of Overview and Performance Scrutiny Forum

31 October 2016

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on TUESDAY, 8 NOVEMBER 2016 at 5.00 pm in Committee Room 1, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

- Declarations of Members' and Officers Interests relating to items on the Agenda
- 2. Apologies for Absence
- 3. Deputy Leader and Cabinet Member for Planning Council Plan and Performance (Pages 5 26)

5:05 pm

4. Forward Plan (Pages 27 - 28)

5:25 pm

5. Scrutiny Monitoring (Pages 29 - 34)

5:30 pm

Chesterfield Borough Council, Town Hall, Rose Hill, Chesterfield S40 1LP Telephone: 01246 345 345, Text: 07960 910 264, Email: info@chesterfield.gov.uk

6. Corporate Working Group Progress Updates

Progress Report from Councillor J Barr as scrutiny committee appointee to the Concessions Policy Working Group.

5:35 pm

7. Work Programme for the Overview and Performance Scrutiny Forum (Pages 35 - 38)

5:50 pm

8. Joint Overview and Scrutiny

6:00 pm

- 9. Overview and Scrutiny Developments
 - a) Report from 'Scrutiny and Effective Challenge' Training Session Councillor Sarvent
 - b) Report on Questioning Skills and Procurement Training plans Policy and Scrutiny Officer
 - c) Sheffield City Region Overview and Scrutiny Committee Progress Report – Councillor P Gilby

6:05 pm

10. Minutes (Pages 39 - 46)

Minutes of the Meeting of the Overview and Performance Scrutiny Forum held on 6 September, 2016.

6.20 pm

Yours sincerely,

Davidy.

Local Government and Regulatory Law Manager and Monitoring Officer



For publication

Progress on the Council Plan – Year 2 – 2016/17 – Half Year Position

Meeting: Overview and Performance Scrutiny Forum

Date: 8th November 2016

Cabinet portfolio: Deputy Leader

Report by: Policy and Communications Manager

1.0 **Purpose of report**

1.1 To report and discuss the progress made during the second year of delivery on the Council Plan 2015 – 2019.

2.0 Background

- 2.1 In 2015/16 the Council 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. A 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, is enabling the Council to plan effectively for the financial and policy challenges it faces.
- 3.2 The plan defines the Council's key priorities and aims, based on those identified by Executive Members and officers and taking account of a wide range of evidence. The plan is aimed at providing focus, setting out priorities that will require collected corporate effort during the period. It is not an attempt to



- describe every service that the Council will provide; this will be covered by service plans on an annual basis.
- 3.3 During year one of the plan significant progress was made with 85% of the key deliverables being achieved. The four year plan was, however revised and approved by full Council on 25th February 2016. It took into account new data available during 2015/16 including the indices of multiple deprivation and the new health profile.
- 3.4 To deliver year two of the plan (half way point) 54 key activities (56 in total as two are split into two parts) were identified for priority delivery in 2016/17.

4.0 Council Plan 2016/17 commitment progress

- 4.1 Of the 56 key activities for delivery during 2016/17, seven have been completed at the half year stage. These include:
 - Implementing a growth strategy and action plan to achieve planned sustainable growth within the borough and continue to increase business numbers
 - To have started work on the infrastructure to the first phase of Waterside Basin Square enabling the development of the Basin Square and Station Approach character areas
 - Launching the Community Infrastructure Levy to help meet the infrastructure needs and priorities necessary for the sustainable development of Chesterfield
 - Introducing a new Empty Homes Strategy reflecting new legislative opportunities and in view of financial incentives currently available from central government
 - Retaining the five Green Flags for Queen's Park, Eastwood Park, Holmebrook Valley Park, Poolsbrook Country Park and the Crematorium
 - Developed a new operating model for the council so that we are prepared to meet future challenges
 - Planning service improvements via the council's website will allow residents, developers and consultees to submit information online
- 4.2 In total at the half year stage 35 (62%) key activities have either been completed or are still on target for completion during 2016/17.

- 4.3 15 (27%) key activities are currently rated as amber and five as red (8%). The contributing factors to activities being rated as amber or red include:
 - Ether total reliance or major reliance on external funding x6
 - Risks and uncertainties due to the scale of the activity or government legislation x5
 - Financial and/or human resource challenges
- 4.4 Progress information for the majority of key activities is available at Appendix A. For one of the activities 41 Achieved a reduction in the number of tenancies breaking down, information will not be available until year end.

5.0 Next Steps

- 5.1 This data is being challenged via Overview and Scrutiny and at the Corporate Cabinet/CMT away day 08.11.16. Further consideration will be made as to how to bring key activities back on track or in the minority of cases if the activity is no longer feasible.
- 5.2 A workshop is being held at the Corporate Cabinet/CMT away day 08.11.16 to consider progress towards the half way point in the plan, new data and information available to inform the plan and the potential key activities to deliver years three and four of the plan.



2016/17 Council Plan key activity progress – Quarter 2

1.1 Our Priority – to make Chesterfield a thriving borough

Activity number	Activity	RAG	Progress
1	Agree local labour clauses in 100% of new eligible major developments and fill at least half of the jobs locally where those clauses are in place		Local labour clauses have successfully been applied to all eligible major developments. Further work is being undertaken by Development and Growth to strengthen the monitoring and implementation of clauses.
2	Working with Sheffield City Region to facilitate business access to apprenticeships and workforce training via the Skills Bank programme to further reduce the number of young people not in education, employment or training.		Significant progress has been made in delivering the Skills Bank programme which facilitates access to apprenticeships and workforce training. As a result of negotiation, publicity and discussion at the Destination Chesterfield Champions event in August we now have five businesses signed up and benefiting from skills deals. These deals benefit 68 learners and have brought in a funding contribution of £40,219 so far. A further 35 businesses have deals in the pipeline which will benefit an estimated 844 learners with an estimated Skills Bank funding contribution of £401,661. We have also had considerable success with the Ambition programme which targets young people not in work, education or training. 102 young people started the programme in 2016/17 32 so far have gained work experience placements and 31 have secured employment.
3	Implementing a growth	✓	The Growth Strategy and Action Plan have been developed and are

	strategy and action plan to achieve planned sustainable growth within the borough and continue to increase business numbers.		being used to guide the work of the Council. The strategy will however potentially require further revision to reflect emerging developments including devolution.
4	To have started work on the infrastructure to the first phase of Waterside Basin Square enabling the development of the Basin Square and Station Approach character areas.	√	Sheffield City Region Infrastructure Funding agreements are now in place to support the delivery of infrastructure to Waterside Basin Square. Work commenced on the site in September 2016. This activity paves the way for upto 300 apartments, a hotel and 7,500 sqm of commercial floorspace in the Basin Square Character area. Preapplication discussions have also been held with a potential developer for the Station Approach Character area which will provide a mixed use offer. Further information and updates on Waterside area available here .
5	Implementing the delivery plan for the regeneration of the Staveley and Rother Valley Corridor.		We are working with the landowners and the Homes and Communities Agency to prepare a revised masterplan for the Corridor; This will be completed by January 2017 in order to support planning applications. A bid has been submitted to the Government's 'Locally led garden village programme' in July 2016. If successful we will qualify for tailored Government support to deliver on an ambitious and innovative development with approximately 1,500 homes. We have progressed to the second stage of this process and are working with the Department for Communities and Local Government and the Homes and Communities Agency on the next stage, Pre-planning discussions are taking place to prepare for planning applications for up to 1,200 homes.

		There are however risks and uncertainties associated with the site. We are awaiting the results of highway modelling and completion of the
		Environment Agency flood risk modelling.
6	Increasing the occupancy at the Markham Vale Enterprise Zone.	Work is progressing on a number of developments at Markham Vale including a 220,000 sqft development for Ferinand and Bilstein. Great Bear have started the fit out work on their new 480,000 sqft premises with the opening planned for December 2016. These developments will create up to 400 new jobs.
		Work is also progressing to complete the Seymour Link Road.
7	Developing an implementation plan for the town centre with a strong focus on town centre management.	An implementation plan has been developed and approved as part of the Town Centre Masterplan. However he plan requires further revision in light of recent town centre developments and the potential for HS2.
8	Refreshing the town centre events programme to maximise footfall.	We have firmly established the monthly Artisan market with an average uptake of 60 stalls, building from 40 stalls initially. This has resulted in an uplift of footfall on these Sundays to the town centre. Feedback from cafes and shops is that trade significantly improves on Artisan Market days.
		Alongside this we have introduced a quarterly Young Persons Market. We have only had one event so far but this was a success with 20 stalls, we now have 25 young people for the next event. Again this adds to the market and town centre offer and increases footfall.
		The overall event programme is being strengthened through aligning with the Healthy High Streets Programme, which sees corporate businesses like M&S, Boots, Wilko, Greggs all working with Markets,

		Pavements and Vicar Lane to add value and strengthen the existing offer as well as develop 3 new initiatives, that being the Pumpkin Hunt for halloween, a Santas Grotto in the Market Hall and 2 new potential events being developed for summer and winter 2017.
9	Exploring alternative delivery models for cultural services to ensure quality and sustainability.	The Arts and Venues Manager is currently developing an initial discussion paper for the Senior Leadership Team and Financial Planning Group, this expected to be available in December 2016. The paper will summarise the main options available to the Council including estimated set up costs. The paper will detail indicative financial savings from each of the different options, along with the pros and cons of each option. Timescales, key milestones and the internal/external resources required will also be a key consideration. To develop the paper a large amount of research has been undertaken including in depth exploration of other authorities experiences in this activity and best practice.
10	Working with the market traders and other stakeholders to agree a programme of improvement for the outdoor market to be delivered during the course of this plan.	We are currently working with the markets consultative committee regarding improvement options. There are improvements being piloted at the moment including minor changes to the main square and taking some rows out. Alongside this our policy on street markets has changed and, in agreement with traders and the MCC, we no longer allocate new traders street pitches, only stalls that are vacant on main square. It is our intention to make New Square market a dedicated Event market area, as the Artisan Market has demonstrated by focussing on a smaller area which looks full and busy, rather than trying to fill main square, 45 stalls compared to 151 stalls.

11	Working with private and public sector partners to develop the infrastructure to facilitate the delivery of Peak Resort.	A funding application to Sheffield City Region has now been submitted and approved. This will contribute significantly to the public infrastructure required to access the site. This work is due to be completed in September 2017.
12	Working with private and public sector partners to secure the redevelopment of the Co-Operative building in the town centre and are assisting with securing tenants.	The plan for the Northern Gateway site has been approved by the Council. This includes the delivery and refurbishment works to the multistorey car park, provision of public realm works on Elder Way and a new enterprise centre on Holywell Cross. A funding bid has been submitted to Sheffield City Region and grant funding has been approved to support the development. We are continuing to work with the developer to secure tenants for the former Co-op building.
13	Continuing to improve digital connectivity within our business and leisure and cultural venues to prepare for future needs and aspirations.	We have improved the digital connectivity within the Innovation Centres and new Queens Park Leisure Centre, and we are currently upgrading digital connectivity at the Pomegranate and Winding Wheel.
14	Developing the delivery mechanism for the priority actions from the Chesterfield Digital Strategy and associated action plans.	A draft digital strategy has been prepared in conjunction with our partners including the University of Derby. We are aiming to develop the delivery mechanism by April 2017.
15	Completing reviews of key transactional services to identify where it is possible, cost effective and customer focused to move services online.	 There has been some significant progress on this agenda including: The implementation of a new responsive corporate website with a new suite of online forms Launch of an improved e-planning service to improve access for customers and consultees

1.2 Our Priority – to improve the quality of life for local people

Activity number	Activity	RAG	Progress
16	Publish a new Local Plan for growth in the Borough.		We are currently on target to publish a draft Local Plan for consultation in December 2016.
17	Launching the Community Infrastructure Levy to help meet the infrastructure needs and priorities necessary for the sustainable development of Chesterfield.	✓	CIL was launched on 1st April 2016.
18	Producing an Affordable Housing Supplementary Planning Document to simplify the mechanisms for securing new affordable housing.		Preparation of the Affordable Housing Strategic Planning Document has been halted pending clarification from the Government on the regulations for starter homes. The latest indication is that there will be a White Paper on this issue after the Autumn Statement. This activity will need to be deferred to the 2017/18 Council Plan delivery activities.
19	Agreeing a strategic approach to allow the Council to build its own housing for sale and rent and developed a plan for site delivery.		Following a meeting to discuss the options and potential trial sites a paper is being developed by the Development and Growth Manager for Corporate Management Team discussion initially. This will include information on the options available, risks and potential rewards, timescales and an indication of the additional resources required if this activity is taken forward.
20	Investing a further £29million in our Council Housing Stock to ensure that it continues to		This programme is on track with over £4.2 million worth of improvements being made to tenant's homes between April and September 2016. Improvements include:

	meet the Decent Homes Standard and delivers affordable warmth for our tenants.	 298 heating improvements 233 new roofs 178 electrical re-wires 113 external wall insulation works 105 new kitchens 98 homes fitted with new windows 35 bathrooms/cloakrooms All CBC Council homes currently meet the decent homes standard and we are investing in wall insulation works, roofing and heating systems to improve affordable warmth outcomes.
21	Delivering a further £200,000 of assistance to vulnerable homeowners through the provision of an interest free loan.	So far during 2016/17 we have provided funding of £52,066 to vulnerable home owners and committed a further £44,143. There is a waiting list of referrals which is currently being processed with an estimated value of £92,000. This programme is assisting people to stay in their homes and increasing independent living.
22	Introducing a new affordable warmth strategy reflecting and strengthening partnership working with local authority energy partnership, health and social care and private property owners and voluntary organisations.	The resources originally allocated to undertake this work included a new Energy Officer post and part of the resource allocated to the sustainability function. As a result of financial pressures the sustainability function has ceased and the new post has not been funded therefore options for delivery will need to be reviewed as currently there is insufficient resource.
23	Completing an options appraisal and make recommendations to members with regard to the possible implementation of selective	Following previous consultation the government announced at the end of October 2016 their proposals for extending mandatory licensing. This will now permit a review of options and impacts of both the extended mandatory scheme and selective licensing.

	licensing.		
24	Introducing a new Empty Homes Strategy – reflecting new legislative opportunities and in view of financial incentives currently available from central government.	✓	The Empty Home Strategy has been approved by Cabinet.
25	Reviewing our Private Sector Housing Strategy in light of recent changes in enforcement legislation and changes to benefits regulation and social care legislation.		This activity cannot be delivered until the results of the private sector housing stock condition survey are known. The survey is currently being commissioned.
26	Extensive progress on delivering estate regeneration programme at Barrow Hill.		We now have an approved scheme, an approved budget and planning permission for the scheme. Planning permission for the scheme has recently been approved, there are however a number of conditions attached to the scheme relating to highways which need to be resolved. This activity is expected to take until February 2017. There is currently a review taking place of repairs and maintenance which will inform a five year investment plan for CBC Housing areas.
27	Developing and submitting a funding bid to the BIG Lottery for King George V Playing Fields.		Work is ongoing to develop a BIG Lottery Reaching Communities bid for King George V Playing Fields.

28	Seeking funding to implement the Stand Road Bowls Pavilion project and for a children's play area at Langer Lane.	Stand Road Bowls Pavilion - Our initial funding bid to Sport England was rejected. The final round of Inspired Facilities funding was very competitive with £11million available for £43 million in bids. We are working with the bowls club to look at other ways of securing funding for the scheme in whole or in part. We have secured a small grant from the COOP towards the scheme. We are awaiting a decision on a funding bid submitted to Viridor Derbyshire
		Langer Lane child's play area = Consultation has taken place and a funding bids developed to seek external funding for this project. Play areas will be part of the Play Area Strategy Review.
29	Adopting a masterplan for improving Staveley Memorial Gardens.	We made a bid to the Heritage Lottery Fund (HLF) for a start-up grant to enable a feasibility study to be undertaken. The bid was unsuccessful. The main issue was ownership of the land. Although we maintain the land the Church Diocese own the site. We were encouraged by the HLF to relook at our bid. The group are currently reconsidering this and also looking into whether other funding sources can be identified to enable the feasibility.
		Initial work by the group showed that the Start Up Grant has been discontinued by HLF but a new "Resilient Heritage Grant" has opened and we intend to draft an application, addressing the HLF concerns. Consideration is also being given to linking the project in some way to Staveley Hall, or the FOSTA WW1 project in Barrow Hill as this could be an advantage.
		The issue of land ownership is still a problem as we have now been told

			that we cannot gain access to the relevant conveyance document at the Chatsworth archives until 2018. However, we do have other sources including the original faculty for the cemetery becoming a garden of remembrance and some of the land being sold by the church. We have also met with Angela Lewis from "Centenary Fields.
30	The parks improvement programme will continue with a refurbishment of Thirlmere Road Play area and the		A scheme has been developed for Thirlmere Road with Housing services. Consultation has now taken place with local residents.
	development of plans for improvements in Hollingwood.		Plans have been developed for a new play space at Private Drive, Hollingwood. We plan to make a bid to Viridor for funding in Q4.
31	Retain the five Green Flags for Queen's Park, Eastwood Park, Holmebrook Valley Park, Poolsbrook Country Park and the Crematorium.	✓	All green flag awards have been retained for 2016/17.
32	Complete a Management Plan as the first step to enable Stand Road Park to achieve Green Flag status by 2020.		Council officers are working with the Friends of Stand Road to support them with the writing of a management plan for Stand Road park.
33	Continue to identify parks where improvements are required and where there is potential to release assets to fund improvements.		 There are numerous examples of these across a wide range of sites. Some current projects include: Seeking funding for a skate park for Eastwood Park We secured funding for and built a petanque piste at Eastwood Park from the Big Local A new sensory garden and café terrace area at Holme Brook Valley Park Estates are negotiating land sale at Rother Wetland the proceeds of which would be directed to improvements at Langer Lane

34	Developing a Health and Well-	The Play Strategy is being developed and will need to consider priory areas. The Chesterfield Health & Wellbeing Partnership is continuing to
	being strategy and action plan that focuses on community level initiatives and improvements.	develop actions and plan and it is now proposed to establish an internal working group to further the work of the Partnership and commence the production of a Health & Wellbeing Strategy which can be supported by the wider Partnership.
35	Organising and promoting a wide range of events and activities at our parks with opportunities for the whole community.	Over 90 events have been delivered or supported by CBC in parks and open spaces across the Borough. Activities range from regular events like park run, football tournaments, netball, walking for health, dog clubs and running clubs etc. to large scale events include Chesterfield Pride, Fake Festival and galas.
		We have also had a large range of activities for children and young people including school holiday activities, diversionary sporting activities mini orienteering, nature safari events etc.
		Parks across the Borough have also benefitted from support of hundreds of volunteer hours during the year, taking part in activities including bulb and tree planting, dry stone walling, fencing improvements and litter picking to name a few.
		We estimate that over 17,000 people have been actively engaged in this programme of activity many of them children and young people.
36	Developing plans for an off- road Mountain Bike centre at Pools Brook Country Park to increase park usage for this	The mountain bike track project depended on funding from the Friends of Poolsbrook Country Park to undertake the feasibility study and design. The Friends of Poolsbrook Country Park have dissolved and have not allocated any of their funds to the project. The situation is

	activity.	currently being reviewed.
37	Working with our partners to deliver the Chesterfield Health and Wellbeing Locality Plan and launch the Healthy Workplaces initiative at Chesterfield Borough Council.	 The Chesterfield Health and Wellbeing Partnership is making significant progress on the locality action plan to improve health and wellbeing outcomes for our communities. A healthy workplaces action plan has been developed with employees to improve health and wellbeing for our workforce. A range of activities and campaigns across these programmes have been planned for 2016/17. Activities delivered or planned include: Significant improvement in health and wellbeing information available to staff including news and events, mental health, healthy eating, being active, stopping smoking and alcohol and substance misuse Launched a new weight management group in conjunction with Live Life Better Derbyshire. Worked in partnership with Chesterfield Equality and Diversity Forum to organise a tea and talk public and staff event for World Mental Health Day Health and wellbeing focused displays at key locations including the Town Hall, Sports Centres and Chesterfield College We are actively support the Active Derbyshire Workplace Challenge for January 2017 Working with Dementia Friends to deliver further training on what is like to live with dementia and how we can assist and improve services We have a number of campaigns planned including Tinnitus Awareness week, National Salt Awareness week and UV safety month to get children playing outside safely
38	Developing the evidence base and process for designating a Public Space Protection Order for Chesterfield Town Centre	We have liaised with legal and at this moment in time we are looking at letting the current Designated Public Place Order run its course, then in Aug 2017 the order will automatically become a Public Space Protection Order. The urgency for the PSPO in relation to psychoactive

	to reduce problem drinking and the use of psychoactive substances.	substances is no longer an issue as the NPS psychotic Substance act is now in place. The main issues in the Town Centre continue to be alcohol related. Consultation has now started on proposed changes to the dog control powers and in particular the introduction of new dog control offences. We believe these proposed changes will benefit local communities, neighbourhoods and the local economy, as they will help in the creation and maintenance of clean, safe and healthy neighbourhoods, town centres and visitor destinations. The consultation document contains information about the powers that are in force now along with full details of the proposed changes, how the new controls would work and when they might come into force.
39	Exploring with our communities the potential for community asset transfer.	During 2016/17 we have started to build up experience of community asset transfer by investigating best practice from a variety of sectors and starting with small scale transfer projects. We are currently undertaking a community asset transfer scheme for community notice boards across the Borough. Over twenty local community groups and community based organisations have come forward to work with us on this asset transfer scheme.
40	Achieved a reduction in the number of tenancies breaking down.	This information is not currently available. A year end position is however expected.
41	Improved tenant participation activities and events to improve service delivery and encourage further take up of services.	We have made improvements to our 'Get involved – Customer involvement agreement' previously known as the Tenant Compact. This details how customers can influence and shape the delivery of the services they receive from CBC's Housing Service.

		The Customer Involvement Agreement ensures that customers can: • have an informed view of housing services • be involved in planning and improving housing services • monitor how the Housing Service is performing • identify problems and take action to make improvements • get involved with relevant support, training and resources Where appropriate we consult tenant representatives on: • any decision we make that will affect homes or neighbourhoods • how we monitor services and improvement plans • how our services can be improved • estate improvement projects We offer a range of ways for all of our customers to get involved at a level that is comfortable and convenient to them this can include the Our Homes newsletter, service review meetings, tenants challenge, tenants inspections and many more opportunities to get involved.
42	Reviewing and re-prioritising our community and voluntary sector funding.	We are working with key partners including Derbyshire County Council and Derbyshire Clinical Commissioning groups to consider options for place based commissioning of community and voluntary sector funding to maximise outcomes and reduce duplication. This work needs to be completed for March 2018 when contract dates align.
43	Reviewing our Equality, Diversity and Social Inclusion Strategy.	The research stage for developing the new strategy is now complete and we are developing the draft for consultation. The new strategy and action plan is expected to be adopted in early 2017.
44	Extending our partnership financial inclusion project into more key areas.	We completed a project in Barrow Hill in July 2016 which targeted 380 properties in the most deprived area of the village. This led to 10 appointments with Citizens Advice Bureau for debt advice or benefits

issues, 3 appointments with the health and wellbeing service to improve access to knowledge of health and wellbeing activities, 2 dogs were micro-chipped and advice given about responsible dog ownership to a number of residents and 3 appointments with housing services regarding repairs and affordable warmth.

The project has now moved to the Brimington area for October/November 2016 followed by Dunston in January 2017 and Mastin Moor in March 2017.

1.3 Our Priority – to provide value for money services

Activity number	Activity	RAG	Progress
45	Commencing the Town Hall restack which includes freeing up space within the town hall for income generation.		 We have achieved significant progress on this activity during 2016/17 including: Relocating Environmental Health to the depot to improve communication and collaboration with key front line services Undertaken a detailed review of the restack business case in light of new information regarding asbestos Developed a comprehensive plan for asbestos removal Developed a comprehensive plan for renovation phases Extensive Health and safety assessment Revised scope of work developed to include toilet facilities, kitchen areas, committee rooms and council chamber, corridor flooring, stairwells and 3rd floor re-development Further agile working devices have been issued to appropriate staff to enable more agile and flexible working Developed a robust communication plan

			Subject to Cabinet approval works will commence in early 2017 and will run until December 2017.
46	Developed a new operating model for the council so that we are prepared to meet future challenges.	✓	The target operating model for the Council has been approved. Delivery will take place between 2016/17 and 2020.
47	Developing a project management office which will increase the effectiveness and co-ordination of project management and allow us to prioritise resources for maximum benefit.		Significant progress has been made on this activity so far during 2016/17 including: Developing a draft project toolkit – this has been widely consulted on within services Developing a draft gateway process to establish projects Developing example reports A draft Project Management Office Charter has also been developed. This aims to improve the transparency of project management across the organisation. It will also deliver improvements with regards to: corporate direction and control, project selection and mandated initiation, communication, flexibility, support to service areas, perceived bureaucracy, resource alignment, continual development of Project Managers and Project Boards.
48	Achieved a balanced budget for 2016/17 and a revised four year plan for financial stability.		This has been a key focus for 2016/17 with activity including: Delivery of the comprehensive savings action plan Budget challenge sessions in all service areas

		 Examination of previous underspends Progressing on the commercialisation agenda to grow income streams Further challenge via Corporate Cabinet/Corporate Management Team away days in November and December 2016
49	Commenced delivery of a revised Asset Management plan.	The new asset management plan is being progressed.
50	Increased commercial trading to secure a profit to reinvest in council services.	A strategy for commercial working has been agreed by the GPGS. The Council operates a 'business case' approach to reviewing commercial opportunities. The Council has agreed to provide commercial building works and staff have / are being appointed to provide these works. In the last month 4 jobs have been carried out to the value of £6.5K. The service has received 'Trusted Trader' status within Derbyshire. It is planned to promote the service with the Council Tax mail out to all households. The Council has agreed to set-up a commercial café function. Commercial waste has a consistent customer base, it is planned to promote the service with all businesses via the business rates mail out. The facility to pay by instalments rather than an annual charge is also being organised. The environmental service is currently being restructured so that staff work in larger teams to create additional capacity, reduce duplication and use of sub-contractors rather than internal staff.
51	Continued to roll out agile	Over 150 of our staff are now able to work in an agile way. All our

	working practice to reduce processing and travel time.		identified flexible workers have been issued with laptops to facilitate home and agile working. Our field workers are currently trialling tablets to enable them to work whilst out in the field. This will be rolled out to all our field workers when the results of the trail are known.
52	Further improvements to the Council's website to make it easier for residents and businesses to report issues, carry out transactions and to find relevant information they need about our services or the area.		The iDox Public Access system has now been installed and rolled out to the website which provides a modern and responsive facility for the public to search, view, track and comment on planning applications and appeals. Extensive updating and improvements have been made to the website to improve information access.
53	The crematorium will launch a new online booking system for funeral directors, which will improve service access and free up staff time for improved service delivery.		Further ICT support is required in order to progress the project. There have been further discussions on prioritising this work but implementation has been delayed.
54	Planning service improvements via the council's website will allow residents, developers and consultees to submit information online.	✓	This project is now complete. Customers and consultees are now benefitting from improved online access to planning services.

Agenda Item 4

To access the Forward Plan click on the following link:

 $\frac{https://chesterfieldintranet.moderngov.co.uk/mgListPlans.aspx?RP}{Id=134\&RD=0\&bcr=1}$



Agenda Item

5

SCRUTINY COMMITTEE RECOMMENDATIONS - IMPLEMENTATION MONITORING SCHEDULE

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or Decision making body resolution (italics = Agreed by Scrutiny Committee but not yet considered by decision making body) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
6 P Page 29	Services Fees and Charges Concessions	OPS 08.12.15. Cabinet 12.01.16.	 Appointed 16.06.15, Scope approved 8.09.15. SPG report approved 08.12.15. Cabinet approved 12.01.16 providing officers present reports on the financial impact to Cabinet for consideration before implementation. 1. Concessions made should be part of a pricing approach which ensures that total costs are covered. 2. Concessions made on bulky waste and pest control reduced from 50% to 20%. 3. The cost of providing concessions is offset from charges made on popoular services. 4. Leisure and theratres to have freedom to vary concessionary rates. 5. Services should know the unit cost of service provision. 6. Not publishing lists of all concession categories, services just to advise concessions available. 	6 months from 12.01.16	Progress report received 06.09.16.	Next progress TBA

Page 1 Last Updated 13.09.16

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			 7. Enittlement to concessions should be checked when they are given. 8. Categories updated to include universal credit housing/no earned income. 9. Review of categories of concession offered by leisure. 10. Concessions not offered on criteria of being 60 or over. 			
E Page 30	Dog Fouling	EW 05.02.15 Cabinet 10.03.15	 Review of staff resources – enforcement team. Realise potential of neighbourhood wardens. Purchase new mobile phones for street scene team. Borough wide review of provision of dog bins. Change signage wording re fine limit / introduce more innovative imagery for signs. Introduce co-ordinated and structured communication and engagement with communities. 	6 month progress report	Progress report received 02.02.16.	Agreed as completed by EW 04.10.16.
EW5	New Leisure Facilities	EW 05.06.14	Consider Community Engagement Strategy principles throughout	6 month progress	CCO agreed 24.11.15 to	Next CCO2 - corporate
&	(SPG) (now	Cabinet	corporate projects.	report	monitor corporate	progress report

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or Decision making body resolution (italics = Agreed by Scrutiny Committee but not yet considered by decision making body) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
CC Page 31	Leisure, Sport and Cultural Activities SPG including various sub groups)	23.09.14	 Pre consultation dialogue takes place with key stakeholders. Internal communications and engagement plan be developed for projects impacting on employees. 		progress following next major consultation exercise. EW Progress report received 23.04.15. SPG to attend meeting with Leisure Centre Build Programme Board to sign off the Phase 1 work.	TBA. Next EW5 leisure progress report TBA.
OP5	ICT Develop- ments (under Great Place, Great Service)	OP 10.09.14 Cabinet 02.12.14	The Council recognises and values the varied and specialist knowledge required to support its ICT needs and requirements and that a sum of money equivalent to one full time equivalent post is put aside for this purpose.	6 month progress report.	Progress received 14.06.16 - OP resolved to reword recommendation. Rewording agreed OP on 10.11.15. Progress received 14.6.16.	Monitoring next due 10.01.17
OP4	Review into External Communica- tions (SPG)	OP 19.06.14 Cabinet 29.07.14	 Adopt clear branding Review marketing / communication activities. Introduce use of analytics. Adopt a 'digital first' approach. 	6 month progress report	Progress report received 14.06.16.	Monitoring next due 10.01.17

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or Decision making body resolution (italics = Agreed by Scrutiny Committee but not yet considered by decision making body) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
EW4	Hackney Carriage Licence Limit (SPG)	EW 16.01.14 Appeals & Regulatory Ctte on 12.02.14	Produce clear comparison survey by taxi rank.	6 month progress report.	Information circulated 30.12.14. Progress provided to EW on 28.7.15 and 6.10.15. 02.08.16 Progress report provided, next update 06.12.16 on survey.	Monitoring due on 6.12.16.
Page 32	Review of Water Rates Payment Policy (SPG)	16.01.14 and 05.06.14. Cabinet 29.07.14.	 Provide 6 month update on collection process and technology review. Provide update when contract signed and again after 1 year. Support review of Tenant's information. Provide 6 month update on number of evictions for water rates. Amend Policy wording. 	6 months	Further SPG review / recommendations approved 29.07.14. Progress requested EW on 18.12.14and sent 28.01.15. Progress received EW on 28.7.15 and 6.10.15. Agreed monitoring complete subject to specific info.	Monitoring TBA to receive information regarding responsibility for contract management and monitoring.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or Decision making body resolution (italics = Agreed by Scrutiny Committee but not yet considered by decision making body) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
CCO1	Statutory Crime & Disorder Scrutiny Ctte			6 monthly meetings	being provided.	Next 6 monthly meeting due 21.03.17
Page 33	" "	29/09/11 (No 0044)	Progress report on sharing information re alcohol related health problems and hospital admissions.	6 monthly wef 29/09/11.	Statistics requested for each 6 monthly meeting	Agreed on 08.01.15 that statistics on alcohol related health problems / hospital admissions be reported to each 6 monthly meeting.
	u u	08.01.15 (No 35)	That the Executive Member for Environment be recommended to carry out a review of the decision to stop locking the park gates at night and to consider whether this may have led to the increase in anti-social behaviour and criminal damage and all the associated costs; and That the Crime and Disorder (Community, Customer and Organisation) Committee be provided with the details of the outcome of the review and the cost benefit analysis.	Report requested for 24.11.15 Meeting	Cabinet Member attended and responded to CCO meeting held on 07.07.15. Progress reported 15.09.15 and 24.11.15 (CCO requested account be taken of its views in the final	Date for next progress monitoring report TBC.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or Decision making body resolution (italics = Agreed by Scrutiny Committee but not yet considered by decision making body) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
					executive decision.	

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

* Note recommendation wording may be abridged.

CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME: OVERVIEW AND PERFORMANCE SCRUTINY FORUM for 8 November, 2016

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
1	08.11.16	Public Space Protection Orders	Report received 19.03.15. Progress received 12.01.16. Agreed to include on Scrutiny Work Programme – O&P 10.05.16	O&P and Scrutiny Work Programm e Action Planning – April 2016	Health and Wellbeing
2	08.11.16	Council Plan and Corporate Performance	To receive progress in implementing the New Performance Management Framework (last received 10.11.15), Performance Management results (last received 10.11.15) and Council Plan Review and Development. Report last received 10.05.16.	O&P Chairs and Scrutiny Work Programm e Action Planning – April 2016	Deputy Leader/Plannin g
3	08.11.16	Budget Scrutiny and Monitoring	Ongoing. Last reported 08.11.16.	O&P	Leader/Regene ration
4	10.01.17	Public Space Protection Orders	Report received 19.03.15. Progress received 12.01.16. Agreed to include on Scrutiny Work Programme – O&P 10.05.16. Report last received 08.11.16.	O&P and Scrutiny Work Programm e Action Planning –	Health and Wellbeing

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
5	10.01.17	Great Place, Great Service: - Town Hall Restack - Commercialisation - ICT developments - Transformation progress	Agreed to include on Scrutiny Work Programme – O&P 10.05.16. Report last received 14.06.16. Also see OP5 on Monitoring Schedule.	April 2016 Scrutiny Work Programm e Action Planning – April 2016	Business Transformation
6	10.01.17	Communications: Public consultation Determining public opinion	Agreed to include on Scrutiny Work Programme – O&P 10.05.16. Deferred from 14.06.16.	Scrutiny Work Programm e Action Planning – April 2016	Leader/Regene ration
7	10.01.17	Budget Scrutiny and Monitoring	Ongoing. Last reported 08.11.16.	O&P	Leader/Regene ration
8	07.03.17	Constitution Reform	Agreed to include on Scrutiny Work Programme – O&P 10.05.16. Last report received 06.09.16.	Scrutiny Work Programm e Action Planning – April 2016	Governance
9	07.03.17	Procurement	Agreed to include on Scrutiny Work Programme – O&P 10.05.16. Last report received 06.09.16.	Scrutiny Work Programm	Business Transformation

CHESTERFIELD BOROUGH COUNCIL

Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility			
			e Action				
			Planning –				
			April 2016				
Scrutiny Project Groups:							
Corporate Working Groups:							
Every	Concessions Policy	Progress update received 06.09.2016.	O&P				
meeting	Working Group						
New Business Items Proposed:							

Note: Members may wish to agree items from the Forward Plan (FP) and Scrutiny Monitoring Schedule for the work programme. [KEY to abbreviations: O&P = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. E&W = Enterprise and Wellbeing Scrutiny Committee. TBC = to be confirmed].

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OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Tuesday, 6th September, 2016

Present:-

Councillor Slack (Chair)

Councillors J Barr Councillors Derbyshire

Borrell Miles
Burrows ++ Flood

V Diouf

Karen Brown, Transformation Programme Manager +
Anita Cunningham, Policy and Scrutiny Officer
Donna Reddish, Policy and Communications Manager ++

- + Attended for Minute No. 15
- ++ Attended for Minute No. 17

12 <u>DECLARATIONS OF MEMBERS' AND OFFICERS INTERESTS</u> RELATING TO ITEMS ON THE AGENDA

No declarations of interest were received.

13 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Callan, Catt, P Gilby, Perkins and Sarvent.

14 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 items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

15 <u>CABINET MEMBER FOR BUSINESS TRANSFORMATION -</u>

PROGRESS REPORT ON PROCUREMENT

The Transformation Programme Manager attended to provide members with a progress update on the shared Procurement service. The Joint Cabinet and Employment and General Committee resolved in November, 2015 that Chesterfield Borough Council (CBC) join the NHS Procurement consortium for a period of three years at an annual fee of £39,000 with the condition that a comprehensive Service Level Agreement (SLA) be developed. CBC joined the shared service in January, 2016. The Transformation Programme Manager advised Members that in the first 8 months of the partnership, 46 procurements had commenced, 12 procurements had been completed and a total of £54,000 savings had been achieved.

There had been two internal audits of the procurement service since entering into the partnership and though improvements had been made, work was still needed in some areas. The Transformation Programme Manager highlighted the progress on the recommendations by internal audit which included drafting the Procurement strategy and submitting it to CMT for review, arranging essential training to be provided from October, 2016 and incorporating flowcharts and supporting forms into the SLA to address issues raised by the audit.

Through the shared Procurement service CBC was currently achieving £33k savings per annum on service delivery costs. The Transformation Programme Manager informed Members that further savings had been achieved from the Procurement Client role which was currently vacant and under review by the Customer, Commissioning and Change Manager who was investigating an option that could see the Customer, Commissioning and Change team collectively absorbing the work.

The move to the shared service with the NHS had been monitored closely and teething problems had been resolved. The Transformation Programme Manager presented the draft Sustainable Commissioning and Procurement Strategy to Members and highlighted that the performance indicators in section 10 of the strategy focussed on local performance.

Members asked if any of the projects completed so far were considered to be major projects. The Transformation Programme Manager replied that there had been significant projects completed but these were not considered to be major projects. However there were some major projects currently in progress including one for the Operational Services Division. Members asked if the procurement training could be offered to Scrutiny Members as they felt it would be useful for Members of the Forum to have an understanding of the whole procurement process so that they could carry out procurement scrutiny effectively. The Transformation Programme Manager advised that she would be happy to have a Scrutiny Member attend the officer training however the training would be in depth and consideration was needed as to who would attend. Members were also informed that there would be training for Members which would focus on the procurement strategy. The Transformation Programme Manager advised that for scrutiny to look at a procurement project early on they would need to be involved at the specification stage and the NHS procurement team would be happy to arrange a training session with a small group of Members to explain this process.

Members asked if there was an indication as to the financial position of the shared service at the end of the first year. The Transformation Programme Manager advised that due to the variations in the market, it was difficult to estimate a figure for the end of year one however it was looking positive.

Members asked if there were different standards in the way the NHS worked compared to CBC, and if other councils had an Equalities Impact Assessment (EIA) with the NHS. The Transformation Programme Manager replied that the standards generally are similar and the NHS are comfortable with CBC's measures. In addition, there were aspirations to create a joint strategy to include Bolsover DC, North East Derbyshire DC and Derbyshire Dales DC as there would be benefits from working with other councils when there are similar contracts up for renewal. There had been concerns that the EIA from other councils was not up to CBC's standard however this had been addressed and the standard raised.

Members asked when a review would be carried out to see how effective the strategy is. The Transformation Programme Manager advised that the strategy would be reviewed a full 12 months after its implementation and benchmarking would be carried out in the next quarter.

Members thanked the Transformation Programme Manager for attending and providing the progress report.

RESOLVED -

- 1) That the report be noted.
- 2) That training on the Procurement process be arranged for Scrutiny Members and consideration be given as to who should attend.
- 3) That further progress be reported to the Overview and Performance Scrutiny Forum in 2017, and consideration be given to advice from the Transformation Programme Manager that a report in July rather than March would contain end of year results.

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

RESOLVED -

That the public be readmitted to the meeting.

17 SCRUTINY MONITORING

The Leader and Cabinet Member for Regeneration attended the meeting with the Policy and Communications Manager to update Members on the progress made on the Overview and Performance Scrutiny Forum recommendations regarding Concessions on Fees and Charges.

The Policy and Communications Manager informed Members that following the review by scrutiny which raised concerns over the lack of consistency when awarding concessions, an officer/member working group was established. The aim of the group was to produce a Concessions Policy which had been drafted and was due to go to Cabinet in November, 2016 for approval, allowing time for it to be worked into fees and charges reports from early 2017. The policy addressed the need for a consistent approach when awarding concessions across the Council's services whilst retaining some flexibility and aligning with the Council Plan 2015-2019. The Policy and Communications Manager noted that the Policy Principles section of the policy had been taken from the scrutiny review. In addition, a table containing the eligibility criteria had been created to improve clarity.

Members asked if information about the concessions would be made publicly available. The Policy and Communications Manager advised that they would not be actively promoted but Officers would have the details readily available. Councillor J Barr, the Lead Member of the Scrutiny Project Group, noted that leisure services concessions in particular had to be reviewed in a different way as there was a need to retain some flexibility. Thanks were given to Democratic Services, especially Committee and Scrutiny Coordinator Martin Elliott, for their support and also to Cabinet Members and Service Heads for their cooperation. The Leader added that the scrutiny review and resulting policy was a good example of scrutiny identifying an area that needed looking at and finding a solution to resolve the issue. The Leader also added that Cabinet recognised Scrutiny's work as a useful input. The Policy and Scrutiny Officer reiterated that some good, collaborative working took place and noted that having corporate leadership and support behind the work and policy ensured it would be followed through to implementation.

Members thanked the Leader and Policy and Communications Manager for attending and providing the update.

RESOLVED -

- That the monitoring update on Concessions on Fees and Charges be noted.
- 2) That it be noted that Members were pleased with the work to date and looked forward to seeing it finalised.
- 3) That the monitoring schedule be approved.

18 **FORWARD PLAN**

The Forward Plan was considered by the forum. Members drew attention to a decision due to be made by Cabinet in October on the Unreasonable Complaints and Customers Policy. Members commented that they receive complaints regularly and felt that it was important to look at the development of the new policy.

Members asked if an update could be received on the Consultation response to Derbyshire Clinical Commissioning Groups 21C Joined up care consultation as a decision was due at Cabinet in October regarding this. The Chair advised that health scrutiny fell under the remit of the Community, Customer and Organisational Scrutiny Committee and he would speak with Councillor P Gilby regarding an update from a meeting she attended.

RESOLVED -

- 1.) That more information be requested about the decision to be taken regarding the Unreasonable Complaints and Customers Policy.
- 2.) That consideration be given to the Derbyshire Clinical Commissioning Groups 21C Joined up care consultation.
- 3.) That the Forward Plan be noted.

19 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM

The Work Programme for the Overview and Performance Scrutiny Forum was considered. The Policy and Scrutiny Officer noted that the item on Constitution Reform had been deferred until March, 2017 unless significant progress was made at which point it could be brought forward.

RESOLVED -

That the work programme be approved.

20 JOINT OVERVIEW AND SCRUTINY

No issues were raised for Joint Overview and Scrutiny.

21 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Chair reported that there had been a visit from the External Relations and Engagement Manager for East Midlands Ambulance Service (EMAS), who was seeking to develop a scrutiny contact with the Council and learn about the overview and scrutiny work at Chesterfield. An offer to visit the council and talk to all members about the work of EMAS was made. An offer to visit the call centre to see how it operates was also extended to all Members with Members of the Community, Customer and Organisational Scrutiny Committee taking priority.

The Policy and Scrutiny Officer updated Members on the Sheffield City Region Combined Authority Overview and Scrutiny Committee (SCRCA OSC) and advised that a forward plan of key decisions had now been developed by the Combined Authority and the SCRCA OSC was looking to develop its own work programme. Members asked if the other local authorities that were part of the SCRCA had similar scrutiny arrangements to those of Chesterfield. The Policy and Scrutiny Officer advised that it was unlikely that they all operated in a similar way to Chesterfield but would need to investigate further for more information on this.

RESOLVED –

- That an invitation be extended to Scrutiny Members to visit the East Midlands Ambulance Service's call centre and the Cabinet Member for Health and Wellbeing be informed of the approach and offer made by EMAS.
- 2) That the update on the Sheffield City Region Combined Authority Overview and Scrutiny Committee be noted.

22 MINUTES

The minutes of the meeting of the Overview and Performance Scrutiny Forum held on 14 June, 2016 were presented. In reference to Minute No. 5, Members raised concerns with the People Directory function on the Council's intranet. Members had also experienced issues with officer's remaining on the intranet directory after they had left the Council and their email inboxes remaining open or unmonitored. The issue had been raised with Executive Director, James Drury, in June 2016 however the situation had not been resolved. Members suggested that they should be formally notified of key people's appointments and new charts detailing management structures, including Corporate Management Team, were needed.

RESOLVED -

- 1) That the minutes be approved as a correct record and signed by the Chair.
- 2) That the Member's concerns over the ease of use of the People Directory on the Aspire intranet and need for up to date information on staffing changes be raised with HR and the Communications and Marketing Manager.