



Please ask for Rachel Appleyard/Charlotte Kearsey
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The Chair and Members of Overview
and Performance Scrutiny Forum

15 November 2017

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on TUESDAY, 28 NOVEMBER 2017 at 5.00 pm in Committee Room 3, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers Interests relating to items on the Agenda
2. Apologies for Absence
3. Leader and Deputy Leader - Council Plan and Corporate Performance progress update (Pages 5 - 22)

5:05pm to 5:30pm

4. Deputy Leader - Budget Monitoring and Medium Term Financial Forecast

5:30pm to 6:00pm

Verbal update and presentation

5. Cabinet Member for Economic Growth and Cabinet Member for Business Transformation - Update on the PPP Contractual Review and Digital Strategy

6:00pm to 6:30pm

Verbal update and presentation

6. Scrutiny Project Group Progress Updates

- Town Centre Scrutiny Project Group – Lead Member Councillor Howard Borrell
- HS2 Scrutiny Project Group – Lead Member Councillor Jenny Flood

6:30pm to 6:40pm

7. Forward Plan (Pages 23 - 24)

6:40pm to 6:45pm

8. Work Programme for the Overview and Performance Scrutiny Forum (Pages 25 - 28)

6:45pm to 6:50pm

9. Scrutiny Monitoring (Pages 29 - 30)

6:50pm to 6:55pm

10. Joint Overview and Scrutiny

6:55pm to 7:00pm

11. Overview and Scrutiny Developments

7:00pm to 7:05pm

12. Minutes (Pages 31 - 38)

7:05pm to 7:10pm

Yours sincerely,

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

Local Government and Regulatory Law Manager and Monitoring Officer

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Progress on the Council Plan – Year 2 – 2017/18 – Half Year Position

Meeting:	Overview and Performance Scrutiny Forum
Date:	<i>28th November 2017</i>
Cabinet portfolio:	Deputy Leader
Report by:	Assistant Director Policy and Communications

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 Significant progress has been made during the first two years of the plan with over 90% of the key deliverables having been achieved.
- 3.4 To deliver year three of the plan 37 (43 in total as activity 27 is split into seven parts) key activities were identified for priority delivery during 2017/18.

4.0 Council Plan 2017/18 commitment progress

- 4.1 Of the 43 key activities for delivery during 2017/18, five have been completed at the half year stage. These include:
- Creating a skills action plan for Chesterfield which ensures that local people & businesses have clear advice, signposting and support
 - Hosting an annual skills conference aligned with local and regional growth priorities
 - Developing a HS2 Growth Strategy that includes the maintenance depot
 - Establishing a North Derbyshire Homeless Forum to take the lead role in developing and implementing the North Derbyshire Homeless Strategy
 - Work with our partners to review how the Crematorium service is provided
- 4.2 In total at the half year stage 32 (74%) key activities have either been completed or are still on target for completion during 2017/18. However progress varies significantly between priority areas with 100% for vibrant economy, 67% for quality of life and 56% for value for money.
- 4.3 Eight (19%) key activities are currently rated as amber and three (7%) as red. The contributing factors to activities being rated as amber/red include:
- Resource implications from current Health and Wellbeing Manager vacancy and partnership working implications with public health x3
 - Financial risks and uncertainties x3
 - Awaiting further information or options evaluation work x3
- 4.4 Progress information for the key activities is available at Appendix A.

5.0 Next Steps

- 5.1 Following challenge at Finance and Performance Board and Overview and Performance Scrutiny discussion will take place with the Corporate Management team to consider how to bring amber/red rated key activities back on track. There may also need to be further conversations with partner agencies including Derbyshire County Council to establish how their plans impact on our Council Plan delivery.
- 5.2 A workshop has been held at the October Corporate Cabinet/CMT development session to discuss Council Plan progress so far and the delivery priorities for the final year of the plan in 2018/19. This information is currently being themed to inform the 2018/19 Council Plan update and Service Planning.

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2017/18 Council Plan key activity progress – Quarter 2

Summary:

Green – 32/43

Amber – 8/43

Red – 3/43

Our Priority – to make Chesterfield a thriving borough

Activity number	Activity	RAG	Progress
1	Creating a skills action plan for Chesterfield which ensures that local people & businesses have clear advice, signposting and support with regards to the range of programmes available and recognises specific 'skills agenda' activity such as Apprentice Town and activity connected to major regeneration projects.	✓	The final draft was considered and approved by Cabinet on the 27 th June 2017. The implementation of the plan will be ongoing and subject to annual review. Overview and Scrutiny will be challenging year 1 implementation in February 2018 followed by Cabinet.
2	Produce a performance dashboard for all skills and employment schemes that shows how Chesterfield benefits and provides a mechanism to monitor report and influence progress.		<p>We are working closely with SCR and D2N2 Local Enterprise Partnerships to monitor progress against projects. We also receive and challenge to maximise benefit regular updates from SCR programmes including Skills Bank, Talent Match, Ambition etc. via the Skills, Education and Employment group which is a sub group of the Skills Board. To date:</p> <p>Skills Bank</p>

			<table><tr><th>Stage</th><th>Number businesses</th><th>Number Learners</th><th>Total Value of Training</th><th>Intervention rate</th></tr><tr><td>Training Approved</td><td>23</td><td>273</td><td>£219676</td><td>70%</td></tr><tr><td>Pipeline</td><td>57</td><td>841</td><td>£363639</td><td>70%*</td></tr><tr><td>Total</td><td>80</td><td>1114</td><td>£583,315</td><td>70%</td></tr></table>	Stage	Number businesses	Number Learners	Total Value of Training	Intervention rate	Training Approved	23	273	£219676	70%	Pipeline	57	841	£363639	70%*	Total	80	1114	£583,315	70%
			Stage	Number businesses	Number Learners	Total Value of Training	Intervention rate																
			Training Approved	23	273	£219676	70%																
			Pipeline	57	841	£363639	70%*																
			Total	80	1114	£583,315	70%																
			Talent Match																				
			Total young people engaged		148																		
			Number of young people securing employment		41																		
			Number young people undertaking work placements		33																		
			Number of young people undertaking apprenticeships		8																		
Number of young people under taking training / skills development		63																					
Number of Young people undertaking volunteering		15																					
Ambition																							
Total young people started on programme		117																					

			Number of young people securing employment	47
			Number young people undertaking work placements	49
			<p>It is proving more challenging to obtain regular updates from D2N2 ESF programmes. To date there hasn't been a co-ordinated response from D2N2 with regards to performance and we are reliant on meetings with individual providers/sub-contractors. This issue has been raised at the skills officers working group and we have been advised that data will be made available by 1st October,</p> <p>Subject to this issue being resolved we hope to have the skills dashboard available during autumn 2017.</p>	
3	Refresh the skills fact card for Chesterfield.		<p>The content for the skills fact card has been agreed. Design and print have been commissioned as part of the 'invest in Chesterfield'. The contract has been awarded to Crush design with the package of materials currently being developed. The final pack is expected to be available in November 17 to coincide with the Investment Summit.</p> <p>In addition we are also updating the CBC skills and employment pages to reflect the skills fact card and the range of employment and skills programmes available. The skills and employment pages will be fresher and more user friendly than previous formats, enabling easier navigation for users.</p> <p>This expected to be complete by /10/17 www.chesterfield.gov.uk/jobs-skills-and-training.</p>	
4	Ensure the effectiveness of local labour clauses on 100% of all major planning applications.		<p>We are working to secure local labour clauses on all major planning applications. Once secured we work with developers to support and advise them on clause implementation. This includes advice on local recruitment, links with local training providers and information about</p>	

			<p>how they can best explore local supply chain opportunities. There have been 8 major planning applications in Q1 and Q2 and where appropriate all have local labour clauses secured. (e.g. it is not appropriate for some i.e. CHE/16/00757/FUL – Environmental Works by CBC at Bent Lane (Realign river course))</p> <p>Of these William Davis' Dunston Grange Development is due to commence on site in October 17 and by working closely with them, we have been able to secure an employment & training scheme which will deliver:</p> <ul style="list-style-type: none"> - A Meet the Buyer Event (2/11/17) where the local supply chain can engage with the developer regarding tender opportunities resulting from the development - 4 weeks work experience per year – open to 8 students from local schools and the College - Career Talks to all first year construction/trade students and Chesterfield College and a willingness to deliver careers talks to Schools who wish to participate. - Commitment to take on 4 Apprentices directly with William Davis and sub-contractors being encouraged to engage Apprentices via the procurement process. - Commitment to advertise all employment opportunities locally via JCP and Sheffield City Region Jobs Board - Key speaker at Chesterfield & North Derbyshire Skills Conference regarding the benefits of local labour initiatives. <p>Current focus is on monitoring local labour clauses for their effectiveness, so that good practice can be shared/adopted and maximum impact be derived for Chesterfield's economy. In addition the Policy has been continued in the new draft Local Plan (published January 2017)</p>
5	Host an annual skills conference aligned with local and regional growth priorities.	✓	<p>The conference is taking place on 12th October 2017 at Ringwood Hall. To maximise limited budgets the event is being delivered in partnership with Careers Enterprise Company and Destination Chesterfield. Linked</p>

			to local and regional growth priorities and the conference will focus on how our employer and education communities can work together to develop the employability skills of our future workforce. Approximately 100 delegates are expected to attend and speakers include: Hs2 ltd Careers Enterprise Company William Davis Ltd Derbyshire Education & Business Partnership Chesterfield Apprentice Ambassadors
6	Developing a HS2 Growth Strategy that includes the maintenance depot.	✓	Worked with DCC and AECOM to prepare masterplan for Chesterfield Station area and case for use of the IMD as a construction site. Incorporated into the East Midlands Growth Strategy launched on 3 rd October 2017.
7	An increase in the number of town centre events to attract visitors.		An additional 'event' market has been added to the third Saturday of the month. This started in May and also took place in August and September 2017. The event will be evaluated after January 2018. Major events centred around the market were held in July (Medieval Market), and are also planned for October (4 day Market Festival) and November (Christmas light switch-on). Extra Christmas markets will be taking place from 14 December to 23 December.
8	Reviewing and revising the Town Centre masterplan.		This work is under way and taking account of the emerging HS2 Growth Strategy for Chesterfield and the Northern Gateway Vision and is on track for completion during 2017/18.
9	Work with local businesses to see if they wish to share funds to improve the services and events in the town centre.		Healthy High Streets have continued to successfully support the additional market on the third Saturday of the month. There is a shared desire to strengthen all forthcoming events. Particular focus this year has been on the Medieval Market in July, and there will also be a focus on the Market Festival in October and the Christmas Switch-on and Grotto in December.

10	<p>The Saltergate multi-storey will be refurbished to provide more parking spaces and achieve the highest national standards.</p> <p>Project changed to MSCP replacement following decision in July 2017. Progress aiming for is demolition during 2017/18 and construction start in 2018/19.</p>		<p>The Northern Gateway Project Board has considered the options for refurbishment and replacement of the MSCP and options and it was agreed that the refurbishment be abandoned in favour of a new build MSCP replacement scheme as it is felt that this will deliver better value for money for CBC in the long term. CBC Cabinet, followed by full Council considered proposals and gave authority for a new build option in July 17.</p> <p>Procurement is underway to select a demolition contractor and a design and build contractor under separate contract to take this scheme forward. Prior Notice of Demolition approval has been secured from the Planning Authority and discussions are taking place to negotiate the relocation of the telecoms facility operating from the roof of the car park. The demolition is proposed to start in January 2018 and the new build to commence in April 2018.</p>
11	<p>In addition to the number of markets that are currently provided we will introduce additional evening and event markets.</p>		<p>The additional Saturday market (occurring every 3rd Saturday of the month) is now a monthly event. This started in August and the forthcoming October event has 22 additional traders booked to attend. We have also engaged with a local, independent record shop who have now run 2 successful and well attended record fairs on the New Square Market. This will continue as a bi-monthly event, (averaging 20 stalls). The Artisan market continues to work successfully and is an established activity and firm favourite (averaging 60 stalls). We have successfully delivered 4 Young Persons Markets over the course of this year, operating quarterly on a Sunday, feeding off the footfall from the Artisan Market (averaging 20 stalls).</p>
12	<p>Develop a HS2 Economic Impact Study</p>		<p>Being prepared in conjunction with DCC and East Midlands Council through the process of preparing the East Midlands HS2 Growth Strategy. Final version of the study to be delivered before end of 2017.</p>
13	<p>Adopt a revised growth strategy for Chesterfield's economy.</p>		<p>The draft Growth Strategy has been prepared and this will now go to CMT, Cabinet and Council for approval.</p>

14	Developing a visitor economy action plan		A draft brief has been prepared for the visitor economy action plan. There will be a series of stakeholder workshops in Autumn before a plan and report is presented to Cabinet and Council for approval with the plan commencing in early 2018.
15	Supporting the development of the Peak Resort gateway		We are currently working on the feasibility and business case for the Gateway building with a plan to bring it to Cabinet at the beginning of 2018.
16	Supporting the development of Peak Resort Phase 2		We are continuing to work with Peak Resorts to facilitate and administrate the SCRIF funding for the early infrastructure and are meeting with potential partners to the project where appropriate to help support and promote the project, including helping to facilitate footpath and bridleway arrangements and potential packaging solutions for visitors.

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

Activity number	Activity	RAG	Progress
17	Adopt a “health in all policies” approach to ensure that health and wellbeing outcomes are considered and positive actions embedded in all council policies and plans.		DCC Health Audit checklist to be trialled on draft Local Plan. Planning have worked with DCC to prepare evidence base on health impact of hot food take-aways.
18	Produce a Health and Wellbeing Strategy and supporting action plan to identify opportunities and interventions to deliver improved health outcomes and		The background work for the development of a strategy has been undertaken but the development of the strategy will need to be taken forward through the Chesterfield Health & Wellbeing Partnership Group. Due to resourcing challenges this activity will not be completed by 31 st March 2018.

	reduce inequality.		
19	Continue to develop and deliver the Chesterfield Health and Wellbeing Partnership locality plan to improve health and wellbeing outcomes and reduce inequality.		The work on delivery of the plan has continued and an overview of the key workstreams was presented to the CCO scrutiny committee on 19 September 2017.
20	Partnership delivery of community-led actions for increasing participation in physical activity in our seven most deprived neighbourhoods by developing social capital and enhancing community assets.		<p>There is a wide range of work being undertaken on addressing inactivity (initially focussing on the most deprived areas of the borough) and some wider activities on tackling obesity. The first roll out of the programme was in Rother and this has delivered significant successes although with many challenges along the way. The second phase has commenced in Barrow Hill and is developing well. One of the key issues identified in piloting this approach is the time taken to develop community capacity. As a result we are now amending the approach and Press Red are to provide us with outputs from Phases 1 and 2 above for the 7 areas.</p> <p>Chesterfield is part of a partnership across Derbyshire working to build a 'whole-system' approach to engaging more people in regular physical activity and are a partner in a countywide bid to Sports England for the Local Delivery Pilot. This aims to change the way sport and physical activity is offered in communities and assess if a behaviour change approach to tackling inactivity is successful, especially in getting more underrepresented groups more active. Loundsley Green and Staveley have been included in the bid and the final selection stage is scheduled for early October 2017.</p> <p>Due to resourcing challenges this activity will not be completed by 31st March 2018.</p>
21	Co-commissioning of VCS delivered services with our County Council and CCG		Meetings have been held with the partners and currently commissioned service providers. The current financial challenges in the health sector are restricting further development whilst the local Chesterfield multi-

	<p>partners to ensure that all commissioned services are co-ordinated and delivered to improve health and wellbeing outcomes and address the wider social determinants of health across Chesterfield.</p>		<p>agency Place group review a plan to deliver the Strategic Transformation Plan objectives.</p> <p>There is currently a focus on the roll out of Universal Credit (UC) which will begin in the Chesterfield area in November 2017 and in Staveley in April 2018. The introduction of UC has been punctuated by many issues and problems. The issue was identified by the Chesterfield Health and Wellbeing Partnership as posing significant risks to our residents and a working group has been established to address some of the key issues as follows:-</p> <ul style="list-style-type: none"> • Engagement with claimants and Communication • Proactive early support • Digital Inclusion for claimants • Bank Account support and advice • Budgeting advice and training • Other Support Services for claimants
22	<p>Deliver a multi-agency falls prevention project to reduce the number of people falling and the impact of falls by -</p> <ul style="list-style-type: none"> - reducing the risk of falls by raising awareness amongst health professionals and the public - making every contact count by ensuring key professionals identify and signpost potential falls risks using a system-wide falls pathway approach with the aim of prevention - ensuring adequate community-based delivery of exercise, strength and balance 		<p>A small group involving staff from the CCG, local NHS providers, public health and the Council has met to establish an approach to improve the outcomes in this area. The group have mapped the existing service provision around falls and a new clinical pathway for falls has been developed across Derbyshire. The Chesterfield group are working on a programme of work focussing on fall prevention addressing the following concerns:-</p> <ul style="list-style-type: none"> • The need to understand the local data more fully to prioritise and target the Chesterfield response for falls (including the opportunity to work more closely with public health on a local project). • Based on the data what are our local priorities? • Who are the people who might identify somebody at risk of falling? And what do they need to know? • What is the local 'offer' for Falls? • How do we encourage / facilitate greater take up of Strictly No Falling Classes? • How do we better engage individuals / communities to better

	activities for those identified as at risk of falling.		understand falls risks and how to reduce them?
23	Establish a North Derbyshire Homeless Forum to take the lead role in developing and implementing the North Derbyshire Homeless Strategy	✓	The first homelessness forum was held on 12 th September 2017 and was an extremely successful and well attended event with approximately 50 attendees from a range of stakeholders. This will be a quarterly event and will be responsible for the delivery of the action plan contained in the North Derbyshire Homelessness Strategy.
24	Undertake a review and implement a new IT system to process and monitor homeless presentations with a key focus on homeless prevention		The project is on track and the relevant paperwork is being developed to progress through Project Management Office. The new system should be in place between April and October 2018.
25	Undertake a review of working practices to ensure the efficient implementation and delivery of the pending Homeless Reduction Bill		Extensive specialist training is being undertaken by all relevant staff in preparation for the implementation of the Homeless Reduction Act due to come in to force in April 2018. A county wide group has been established to consider the implications of the new legislation, potential impacts on service delivery and how to best respond. An overall review of practices and procedures including standard/precedent letters will be undertaken in quarter 3 in response to the above three actions.

Our Priority – to provide value for money services

Activity number	Activity	RAG	Progress
26	Retain budgetary discipline and income maximisation strategy including (2017/18 and 2018/19):		Plans are in place for budgetary discipline with the Council facing difficult financial pressures. The Council faces a budget deficit of £208k for 2017/18. As at the end of September this was on a downward trajectory being reduced to £135k. A draft revised Medium Term Financial Planning has been developed as of September to address the Councils medium term financial deficits in 2018/19 to 2021/22
	Budget challenge and vacancy control.		Budgetary challenge meetings are held quarterly with operational managers. Budgets are also monitored monthly by finance and service

			managers. The Vacancy Control panel continues to meet twice monthly to manage staffing.
	Focusing on maximising core income streams (leisure centres, venues and business units etc.)		Further service plans (venues/sports facilities) will be developed in 2017/18 to maximise income over the next 1-3 years. Income is monitored on a monthly basis through the Finance & Performance Board.
	Careful investment in new projects and activities that generate a realistic/material return – using the business case approach.		All projects go through the new Project Management Office starting with the gateway process. Robust business cases are needed with approvals from Finance & Performance Board and Cabinet. E.g. Saltergate car park
	Exploration of external grant funding opportunities		The exploration of external funding sources continues to be a key issue when developing project plans and analysing development opportunities. There has been significant success in attracting external funding for regeneration of the Borough particularly via D2N2/SCR LEPs.
	Continuing the focus on operational service efficiencies		Finance has worked with service managers and at the end of September had identified six figure efficiencies (e.g. Insurance savings £187k pa and Property Repairs spend £155k pa) and savings that will go into the MTFP. Other areas of spend are under review including: MRP, Vehicle & Plant funds, OSD surpluses etc to go into the MTFP. The focus of efficiencies continues with declining resources across the Council.
	Reviewing cost/spend arrangements with service providers		Finance and service managers review budget costs/spend monthly. Finance review in detail costs/spend quarterly meeting managers. Energy and Business Rates costs increased due to the market by £226k for 2017/18 above budget and are under review. There are quarterly reports to Cabinet on budget monitoring and the MTFP. Also quarterly treasury and capital reports go to Cabinet.
27	Improvements to our risk management strategy and risk management processes to		The Risk Management Committee meets every 6 months (is due to next meet October) to review risks across the Council risk. Service managers monitor risk through Council processes, procedures and protocols. Risk

	ensure increased awareness and mitigation of potential external financial risks		training takes place online and has been done through external contractors.
28	Continue to work with Derbyshire partners on the "One Public Estate" initiative including ensuring all asset information is available via the project database.		This project is on track. Asset information has been populated and is being shared with partners to help aid decision making. We continue to work with partners to rent out additional space within the Town Hall and are participating in a review of depot facilities.
29	Revise the Corporate Asset Management Strategy and complete a review of surplus asset disposal plans for 2017 - 2021		The Land Disposal Group has been implemented and this group is reviewing surplus asset disposal plans on a monthly basis. Asset disposals are identified and support delivery of the council's Capital programme. Work will be undertaken with Kier colleagues to revise the Corporate Asset Management strategy in the 2 nd half of the year.
30	Develop detailed asset disposal plans for 2017/18 and complete an external review of disposal process		Detailed asset disposal plans are in place for 2017/18 and tracked through the Land Disposal Group and through formal council governance processes. An external review of the disposal process will be completed during the 2 nd half of the year.
31	Look at how we can develop our land for housing or retail uses		A new land disposal group has been launched. The group is currently looking at packages of land that may be suitable for development and / or disposal. Recent work has concentrated on Garage Sites and more latterly car parking land. There are regular updates to Finance and Performance board.
32	Work with our partners to review how the Crematorium service is provided	✓	<p>The service has recently received confirmation of continued Green Flag accreditation for the grounds. A refurbishment of the Chapel has been completed.</p> <p>Further work is being undertaken regarding the review of how the service is provided and the options available to the Council and its partners.</p>
33	Catering function to be launch		The new commercial catering function was launched on 9 June. The

	in 2017 with estimated annual earnings of £75,000 and expanded through the area		service is now operating and an increase in sales is the priority. The function is starting to support wider civic events and functions.
34	Decide if we want to build houses and business premises that we sell or rent		There is political support to progress this area. The Council's internal team will start to build new council houses in the next quarter.
35	Begin to offer our wide range of environmental services on a commercial basis		Focus so far in 2017/18 has been on improving core service delivery before developing our commercial offer further. We have now started to carry out tree and sport pitch maintenance works for external customers.
36	Deliver commercial skills training to our staff so that they can provide excellent customer services while maximising income		A first tranche of training has been carried out with staff from the Venues service, which has improved front of house 'customer service skills' and given staff tools and techniques to support achievement of increased income levels.
37	Implement 1st phase of digital improvements, so that we can improve service availability, efficiency and quality through greater automation – 5 services online		The ICT review has been completed and a digital improvement roadmap has been developed. Improvements have been made to the CBC website so that it is easier for customers to find information. Work is underway to provide greater automation of five business rates processes by the end of the year.

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Agenda Item 7

Please click on the link below to access the latest version of the Forward Plan:

<http://chesterfield.moderngov.co.uk/mgListPlanItems.aspx?PlanId=81&RP=134>

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CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME: OVERVIEW AND PERFORMANCE SCRUTINY FORUM for November 2017

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
¹	28.11.17	Council Plan and Corporate Performance	To receive progress on the Council Plan. Report last received 27.06.17.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Deputy Leader</i>
²	28.11.17	Budget Outturn	Budget Monitoring Report for 2016/17 received on 8 November, 2016 along with the update medium term financial plan. Update received 27/06/17.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Leader</i>
³	28.11.17	Digital Strategy	Arose during Scrutiny Work Programming for 2017/18, agreed to include on Work Programme at OPSF 9.5.17. Update received 27.06.17.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Economic Growth</i>
⁴	28.11.17	PPP Contract	Arose during Scrutiny Work Programming for 2017/18, agreed to include on Work Programme at	<i>Scrutiny Work Programme</i>	<i>Business Transformation</i>

Work Programme as agreed by O&P 26.09.2017

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
			OPSF 9.5.17. Update received 27/06/17.	<i>Action Planning – March 2017</i>	
5	16.01.18	Great Place, Great Service	Agreed to include on Scrutiny Work Programme at OPSF 9.5.17. Last update received 9.5.17, updates received every 6 months.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Business Transformation</i>
6	13.03.18	Business Transformation and Commercialisation: Programme Management Office	Arose during Scrutiny Work Programming for 2017/18, agreed to include on Work Programme at OPSF 9.5.17. Update received on 26.09.17.	<i>Scrutiny Work Programme Action Planning – March 2017</i>	<i>Business Transformation</i>
Items Pending Reschedule or Removal:					
7		Pay and Reward	Arose at OPSF 26.09.2017, requested an update for a future meeting.	<i>OPSF</i>	<i>Business Transformation</i>
8		Scrutiny Member Development Plan			<i>Governance</i>

Work Programme as agreed by O&P 26.09.2017

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
Scrutiny Project Groups:					
9	Every meeting	Town Centre	Arose during Scrutiny Work Programming for 2017/18, agreed to include on Work Programme at OPSF 9.5.17. PSR approved 27/06/17.	Scrutiny Work Programme Action Planning – March 2017	Town Centres and Visitor Economy
10	Every meeting	HS2	Arose during Scrutiny Work Programming for 2017/18, agreed to include on Work Programme at OPSF 9.5.17. PSR approved 27/06/17.	Scrutiny Work Programme Action Planning – March 2017	Economic Growth
Corporate Working Groups:					
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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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 <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
EW5 Page 29 CCO2	New Leisure Facilities (SPG) (<i>now Leisure, Sport and Cultural Activities SPG including various sub groups</i>) - -	EW 05.06.14 Cabinet 23.09.14	<ol style="list-style-type: none"> 1. Consider Community Engagement Strategy principles throughout corporate projects. 2. Pre consultation dialogue takes place with key stakeholders. 3. Internal communications and engagement plan be developed for projects impacting on employees. 	6 month progress report	CCO agreed 24.11.15 to monitor corporate 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.	<p>Next CCO2 - corporate progress report 21.11.17.</p> <p>Next EW5 leisure progress report TBA.</p>

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CCO1	Statutory Crime & Disorder Scrutiny Ctte			6 monthly meetings		Next 6 monthly meeting due 21.03.17
Page 30	“ “	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.
CCO3	Friends Groups	CCO 19.09.17 Cabinet 14.11.17	<i>Friends Groups SPG report approved by CCO 19.09.17. to be considered by Cabinet 14.11.17</i>	6 month progress report		
<p>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).</p> <p>* Note recommendation wording may be abridged.</p>						

OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Tuesday, 26th September, 2017

Present:-

Councillor Sarvent (Chair)

Councillors	Borrell	Councillors	V Diouf
	Callan		Derbyshire
	Caulfield		Dyke
	L Collins		Flood
	Derbyshire		P Gilby ++
			P Innes

Karen Brown, Transformation Programme Manager +
Charlotte Kearsey, Democratic and Scrutiny Officer
Rachel O'Neil, Customer, Commissioning and Change Manager +

+ Attended for Minute No. 18

++ Attended for Minute No. 19

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

17 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor J Barr.

18 CABINET MEMBER FOR BUSINESS TRANSFORMATION - PROJECT MANAGEMENT OFFICE AND GATEWAY ZERO

The Transformation Programme Manager and the Customers, Commissioning and Change Manager attended to provide Members with an update on the Programme Management Office (PMO).

The Transformation Programme Manager explained that the PMO had been developed as a mechanism to track projects through improved

transparency of project management. The PMO provided visibility of all live projects which would aid decision making and resource allocation. This would be achieved through the Gateway process, monthly progress reports and dashboard summaries of portfolio progress.

The stages of the Gateway process were explained to Members.

- Gateway zero – the project justification stage where ideas would be presented to the Gateway board.
- Gateway one – the stage where a full business case would be developed and then taken to Cabinet for approval.
- Gateway two – the project implementation stage which would assess outcomes of live projects.
- Gateway three – the formal project closure stage which would involve assessment of benefits and whether these had been realised. The review process would also be set.

The Gateway board enabled proposed projects to be assessed before resource commitment, a review of ICT project days provision and an understanding of the budget sources available to fund project development. The board consisted of officers from various departments which included: finance, human resources, business transformation, client, Arvato and Kier.

There were eight programmes currently in place in the PMO:-

- Great Place Great Service;
- Housing;
- Commercialisation;
- Capital programme;
- Devolution;
- Regeneration;
- Budget savings;

- Service specific projects.

The status of each project would be monitored through a RAG rated system on a monthly basis.

A summary was reported to the Corporate Management Team and the Finance and Performance Board each month. The monthly PMO reporting process provided an overview of key elements for all live projects. These elements included: budgets, risk, objects, resources and timescales. Members were informed that the monthly position statement had been designed to draw attention to key areas of need and enabled senior management to make strategic decisions on where to focus resources to ensure corporate priorities were met.

The Transformation Programme Manager outlined the challenges of the introduction of the PMO process. Members were advised that it could take up to three years to embed a PMO process as the embedding of the process required discipline from managers to comply with monthly reporting. Officers needed to be reassured that these reports were reviewed and utilised in strategic planning. Where monthly reports were not provided the reasons why needed to be understood and addressed.

Members enquired who held overall responsibility for reviewing projects and it was explained that this was the Customers, Commissioning and Change Manager. It was also asked how information regarding project progress was to be shared with Members. This information was shared with the Leader and Deputy Leader via the Finance and Performance Board along with the Cabinet Member for Business Transformation who was reported to on a regular basis. Members enquired whether this information could be shared more widely to Members. Members enquired about action plans for struggling projects and were advised that projects' managers often provided an action plan with the report which revealed issues. If this action plan was insufficient and re-prioritisation was required then this would be handled at the Finance and Performance Board.

Members thanked the Transformation Programme Manager and the Customers, Commissioning and Change Manager for providing the update and answering their questions.

RESOLVED-

1. That the update be noted.
2. That an update on the Programme Management Office be brought to the meeting of the Forum on 13 March, 2018.

19 LEADER OF THE COUNCIL

The Leader of the Council attended to discuss plans for the Council under the new leadership.

The Leader explained she had pledged to follow the path of the previous leader but some changes had been made to keep the Council's plan progressing. An example of one such change was the decision to not continue seeking full membership of the Sheffield City Region. The Leader updated the Members about the position of Sheffield City region after recent developments and reaffirmed her commitment to her position as Vice Chair.

The budget constraints relating to the requirement for a balanced budget in 2020 were discussed. In light of these constraints the need to keep tight control of projects was emphasised.

It was explained that the reconfigured Finance and Performance Board was designed to reduce repetitive project meetings by having the projects report to one board. The Leader confirmed that conversations taking place at the Finance and Performance Board had reached the correct level. Cabinet Members were provided with Finance and Performance Board papers and invited for any matters in or of interest to their portfolio.

The Leader noted that the three-weekly Cabinet cycle was in place. The Corporate Cabinet agenda was now being led by the Cabinet Members and focused upon very advanced strategic thinking. The Scrutiny Chairs were present at the Corporate Cabinet to enable them to make comments from a scrutiny point of view. Efforts were also being made to empower Cabinet Members with regards to making decisions within their portfolio.

Members asked whether there had been any reluctance from officers to be involved in scrutiny. The Leader explained that she had experienced varying attitudes and it was a lengthy process to change cultures.

Members thanked the Leader for providing the update and answering their questions.

RESOLVED-

That the update be noted.

20 SCRUTINY PROJECT GROUP PROGRESS UPDATES

- HS2 Scrutiny Project Group

Councillor Flood reported on the HS2 Scrutiny Project Group and advised that the group had heard a number of presentations from officers regarding how to maximise the benefits of HS2. The next area the group would be discussing was the implications of HS2 on housing, they would then split up to discuss issues with various partners.

- Town Centre Project Group

Councillor Borrell reported on the Town Centre Scrutiny Project Group and informed Members that the group had agreed it would be very important to involve members of the public and businesses. A working group meeting had taken place with members of the public and a meeting had been organised with members of the Chesterfield Champions, a group of local businesses who were committed to improving the Town centre.

RESOLVED-

That the progress be noted.

21 FORWARD PLAN

The Forward Plan was considered by the Forum.

RESOLVED-

1. That the Forward Plan be noted.
2. That an update on Pay and Reward be brought to a future meeting of the Forum.

22 SCRUTINY MONITORING

No items to be monitored.

23 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM

The Work Programme for the Overview and Performance Scrutiny Forum was considered. The Chair noted that there were no changes to the Work Programme.

RESOLVED-

1. That the Work Programme be approved.
2. That the Markets item be removed from the Work Programme and be reconsidered at the next Work Programming sessions.

24 JOINT OVERVIEW AND SCRUTINY

Councillors P Innes and Sarvent advised the group that they had discussed removing this item from future agendas due to the recent developments with Sheffield City Region, however, further to the Leader's comments the item should remain. The next Sheffield City Region Scrutiny meeting would take place on 26 October, 2017.

RESOLVED-

That the update be noted.

25 OVERVIEW AND SCRUTINY DEVELOPMENTS

Councillor Sarvent noted that the Senior Democratic and Scrutiny Officer had been elected as the Vice Chair of the East Midlands Scrutiny Network. At the next Scrutiny Network meeting the Chairs and Senior Democratic and Scrutiny Officer would be delivering the presentation they gave at the service manager's seminar.

RESOLVED-

That the update be noted.

26 MINUTES

The minutes of the meeting of the Overview and Performance Scrutiny Forum held on 27 June, 2017 were presented.

RESOLVED –

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

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