

# **BOROUGH OF CHESTERFIELD**

You are summoned to attend a Meeting of the **Council** of the **Borough of Chesterfield** to be held in the **Council Chamber, Town Hall, Rose Hill, Chesterfield S40 1LP** on **Wednesday, 9 October 2019** at **5.00 pm** for the purpose of transacting the following business:-

1. To approve as a correct record the Minutes of the meeting of the Council held on 17 July, 2019 (Pages 5 - 16)
2. Mayor's Communications
3. Apologies for Absence
4. Declarations of Members' and Officers' Interests relating to items on the Agenda.
5. Public Questions to the Council

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

## **Question submitted by Plastic Free Chesterfield:**

*“The newly formed group, ‘Plastic Free Chesterfield’, which is part of the larger group ‘Surfers Against Sewage’, is aiming to reduce the avoidable use of single use plastic. We feel that as Chesterfield Borough Council has declared a Climate Emergency it is vitally important that the Council addresses the issue of avoidable single use plastic. At a recent event we found the public overwhelmingly in support of our aims.*

*We therefore ask what action the Council is taking or proposing to take in respect of the following aspects:*

- *What actions has the Council taken to date to reduce its own use of single use plastic and what plans are in place to change to more sustainable solutions;*
- *Acting as an exemplar; encouraging all local businesses to avoid the use of single use plastic where possible;*
- *Providing better information for residents as to how they can consider ‘Refuse Reduce Re-use Recycle’ in relation to their plastic use, e.g. clearer promotion of alternatives to single use plastic or recycling facilities.”*

**Question submitted by Daniel Botham:**

*"Climate change is only one of the many challenges we are facing, another big challenge is loss of biodiversity. What strategies does the Council have for protecting and increasing biodiversity in the borough?"*

6. Petitions to Council

To receive petitions submitted under Standing Order No. 13

7. Questions to the Leader

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

8. Treasury Management Annual Report 2018/19 and Monitoring Report 2019/20 (Pages 17 - 32)

9. Delivery of Chesterfield's Growth Strategy (Pages 33 - 114)

10. Equality and Diversity Annual Report 2018/19 (Pages 115 - 140)

11. Minutes of Committee Meetings (Pages 141 - 142)

To receive for information the Minutes of the following meetings:

- Appeals and Regulatory Committee
- Employment and General Committee
- Planning Committee
- Standards and Audit Committee

12. To receive the Minutes of the meetings of Cabinet of 16 July and 10 September, 2019 (Pages 143 - 150)

13. To receive the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 10 September, 2019 (Pages 151 - 154)

14. To receive and adopt the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 4 July, 2019 (Pages 155 - 162)

15. To receive and adopt the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 11 July, 2019 (Pages 163 - 166)

16. To receive and adopt the Minutes of the meeting of the Enterprise and

17. Questions under Standing Order No. 19

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

By order of the Council,

A handwritten signature in black ink, appearing to read 'Huw Jones'.

Chief Executive

Chief Executive's Unit,  
Town Hall,  
Chesterfield

1 October 2019

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## COUNCIL

Wednesday, 17th July, 2019

Present:-

Councillor Simmons (The Mayor)

Councillors	Bagshaw	Councillors	Hollingworth
	Barr		Holmes
	Bingham		J Innes
	Blakemore		P Innes
	Blank		Kellman
	Borrell		Kelly
	Brittain		Ludlow
	Callan		Mannion-Brunt
	Catt		Mann
	Caulfield		Marriott
	D Collins		Miles
	L Collins		A Murphy
	Coy		T Murphy
	Davenport		P Niblock
	Dyke		S Niblock
	G Falconer		Perkins
	K Falconer		Rayner
	Flood		Redihough
	Fordham		Rogers
	P Gilby		Serjeant
	T Gilby		Snowdon

### 6 MINUTES OF COUNCIL

#### **RESOLVED –**

That the Minutes of the meetings of the Council held on 13 and 15 May, 2019 be approved as a correct record and be signed by the Chair.

### 7 MAYOR'S COMMUNICATIONS

The Mayor welcomed Ade McCormick and Christine Durrant, the Council's newly appointed Executive Directors, to their first meeting of the

Council. He also expressed the Council's best wishes to Councillors Mick Brady and Kate Sarvent, who were unable to attend the meeting due to ill health.

The Mayor referred to the following recent Mayoral engagements which he and the Mayoress had attended:

- The annual Whit Walk at the end of May;
- An event at Staveley Memorial Gardens to mark the 75<sup>th</sup> anniversary of the D-Day Landings;
- Hosting Children from St Mary's and Cavendish schools on visits to the Mayor's Parlour;
- The Peak FM awards, recognising the outstanding achievements and bravery of people from Chesterfield;
- The concert at the Winding Wheel where Lesley Garrett performed with the Philharmonic Choir and the Choir of Chesterfield Parish Church;
- The Treaty of Versailles event, marking the 100<sup>th</sup> anniversary of the date that the treaty was signed to put an end to the conflict of the First World War.

The Mayor thanked members of the Council for their support of the Mayor's Appeal, and he referred to the bottle stall to be held at the Medieval Market on 30 July, 2019.

## **8 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bellamy, Brady, Perry, Sarvent and Thornton.

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

No declarations of interest were received.

**10 NOTICE OF MOTION UNDER STANDING ORDER NO. 21**

In accordance with Standing Order No. 4.5 at the Mayor's discretion the Notice of Motion submitted under Standing Order No. 21 was considered at this point in the meeting.

It was moved by Councillor Serjeant and seconded by Councillor P Gilby that:

"This Council notes the Intergovernmental Panel on Climate Change (IPCC) 'Special Report on Global Warming of 1.5°C', published in October 2018, which confirmed the catastrophic consequences of manmade climate change and the urgent need to act to address the marked increases that we are already seeing with regards higher sea levels, flooding, other extreme weather events, crop failures and destruction of land and marine ecosystems.

This Council therefore:

- (a) declares unequivocally that our town and borough, country and planet are facing a CLIMATE EMERGENCY;
- (b) agrees to establish a Chesterfield Climate Change working group to respond to this challenge, with representation from key borough stakeholders including our schools, college and university, the private sector and community and voluntary organisations, including Transition Chesterfield, Chesterfield Climate Alliance and young people's representative groups, with the shared purpose of enabling Chesterfield to become a low carbon, resilient and sustainable borough;
- (c) invites the working group to report back and make recommendations to Full Council on a realistic date for Chesterfield to be carbon neutral, and to develop a costed action plan, by March 2020, setting out the required work to achieve this outcome;
- (d) resolves to work with other local authorities and public, private and voluntary sector partners on carbon reduction projects;

- (e) calls on the Government to provide the necessary resources and powers for Chesterfield Borough Council to achieve its ambition of becoming a carbon neutral town and borough.”

As an amendment, it was moved by Councillor K Falconer and seconded by Councillor Bingham that paragraph (c) of the motion be amended to read as follows:

- “(c) invites the working group to report back and make recommendations to Full Council for Chesterfield to be carbon neutral, by 2030 and to develop a costed action plan, within six months, setting out the required work to achieve this outcome;”

On being put to the vote the amendment to the motion was declared lost.

As an amendment, it was moved by Councillor Fordham and seconded by Councillor Niblock that paragraph (d) of the motion be amended to read as follows:

- “(d) Resolves to work with other local authorities and public, private and voluntary sector partners on carbon reduction projects and that this might include:
- i. To support the transition towards electric vehicles throughout Chesterfield and in particular in our car parks;
  - ii. To look for a step change in the vehicle fleet that services the Council, either directly or through contract, to ensure that as they are replaced they be electric, biogas or hybrid;
  - iii. For the Council and all of its offices and associated venues to become free of single-use plastic in all of its activities within 12 months;
  - iv. To begin a full review of all investments by the Borough and through associated pension and other bodies to divest of all fossil fuel investments by 2024;
  - v. For all new build Council houses to be built eco-friendly and carbon neutral including water capture, solar panels and heat retention;
  - vi. For the existing Borough Housing stock to be given options of eco measures on a rolling basis from the HRA that enable home provision of electric charging points, solar panels and water capture, in order to limit fossil fuel use;
  - vii. To lead and co-ordinate a Borough-wide dialogue with all local and regional managers of supermarkets within the Borough to



- encourage and facilitate measures to include scrapping of single-use plastic packaging, persuading them to cease the offering of all plastic bags at supermarkets and enabling the provision of re-useable cardboard boxes and paper carrier bags for shoppers in all stores. The aim should be to work with all local traders and commercial outlets in the community with the ambition of declaring the Borough plastic bag free by 2022;
- viii. To identify and publicly promote Chesterfield as an eco-Borough with separate public rubbish disposal in all public spaces, with the encouragement of plastic re-use, removal of single use plastic, removal of all non-biodegradable plastic bags within the Borough from all public and commercial outlets;
- ix. To examine the document from Friends of the Earth – “33 actions local authorities can take on climate change” and to seek to secure progress urgently on those recommendations within the power of the Borough Council.”

On being put to the vote the amendment to the motion was declared lost.

On being put to the vote the motion was declared carried.

## 11 **PUBLIC QUESTIONS TO THE COUNCIL**

Under Standing Order No. 12, the following questions were asked:

(1) by Lisa Hopkinson, Transition Town Chesterfield:

“Given that road transport is the biggest single source of carbon emissions as well as deadly roadside nitrogen dioxide pollution and given that the majority of cars on the road over the next 10 years will still be petrol or diesel, what is the Borough Council doing to encourage less car-based development and reduce car use in the borough generally, for the benefits of all residents particularly children and the elderly?”

Councillor T Gilby, Cabinet Member for Economic Growth, provided a verbal response, referring to:

- the Council’s Local Plan seeking to concentrate new development within walking and cycling distance of existing centres and on sites in need of regeneration, to provide residents, employees and visitors with healthier and more sustainable travel choices;

- conditions being placed on all new developments requiring the provision of Electric Vehicle Charging facilities to encourage take up of these vehicles;
- working with partners to enhance the strategic walking and cycling network.

Lisa Hopkinson asked a supplementary question as to whether the Council would commit to publishing an air quality action plan in the next three months.

Councillor T Gilby agreed to provide a written response.

(2) by Alastair Meikle, Secretary, Chesterfield Cycle Campaign:

“Cycling is an effective way to cut carbon emissions and increase the amount of physical activity, benefitting the environment and public health. Will Chesterfield Borough Council fully commit to supporting and insisting upon cycling infrastructure both within new developments and connections outside developments to the wider Chesterfield cycle network to allow citizens an opportunity to have a choice to not use private cars for local journeys?”

Councillor T Gilby, Cabinet Member for Economic Growth, provided a verbal response, referring to:

- the Council’s Local Plan seeking to ensure that new developments were within walking and cycling distance of town and district shopping centres and key facilities wherever possible;
- aiming to secure contributions from developers where improvements were required to make links to the strategic walking and cycling network;
- working closely with partners to continue to improve and expand the town’s and borough’s strategic cycling network and links to national routes.

Alastair Meikle asked a supplementary question as to whether the Council would include Chesterfield Cycle Campaign as one of the stakeholders on the Chesterfield Climate Change working group.

Councillor P Gilby provided a verbal response confirming that the Chesterfield Cycle Campaign would be included on the working group.

(3) by Darryl Cowley:

“Tree planting is one of the most effective ways to capture carbon from the atmosphere. Has the Council done an assessment of the potential for tree planting on its land and would it be willing to facilitate opportunities for volunteers and the community to undertake large scale tree planting on council land?”

Councillor Mannion-Brunt, Cabinet Member for Health and Wellbeing, provided a verbal response, referring to:

- an assessment having been undertaken of the quantity, quality and potential of the Council’s existing parks and open spaces to inform current and future policy;
- advisory and enforcement work to protect existing trees;
- consideration of the potential for further tree planting as part of the climate change strategy, engaging with the Woodland Trust;
- the contribution of local schools to tree planting.

(4) by Roger Green:

“The installation over the past few weeks of electric vehicle charging points in Soresby Street, Durrant Road and St. Mary’s Gate car parks in Chesterfield is very welcome and has at last overcome the reputation the town has had of being a desert when it came to refuelling an electric vehicle. However, in the cases of Durrant Road and St. Mary’s Gate, allowing non-electric vehicles to park in spaces with the chargers in a ‘mixed use’ arrangement, and having only one space reserved specifically for an electric vehicle, is already leading to the majority of spaces being taken up by diesel or petrol vehicles. This means that most of the chargers will scarcely be used, thus wasting public money presumably spent on installing them. As they are slow chargers, drivers plugging in will want to stay there for several hours to get a decent amount of charge, further restricting availability for other electric vehicles, if the mixed use spaces are occupied by conventional vehicles. My question is – will the Council therefore consider reserving most, if not all, of these spaces with chargers for electric vehicles, therefore allowing them to be used for the purpose intended and not merely as parking for non-electric vehicles?”

Councillor J Innes, Cabinet Member for Business Transformation and Customers, provided a verbal response, referring to:

- 19 electric vehicle charging points to be shortly available in the town centre at St Mary’s Gate, Soresby Street, Durrant Road and the

new Saltergate multi-storey car park, with 11 of these for electric vehicle use only and with potential to increase these further;

- the possible charging times of different charging points ranging from 40 minutes to four hours;
- the potential to convert the mixed use bays to electric vehicle only bays over time as demand increases, based on monitoring of use.

Roger Green asked a supplementary question as to whether the Council could have done more to ensure that an electric vehicle charging point was included at the new Lidl store.

Councillor P Gilby agreed to provide a written response.

## 12 **PETITIONS TO COUNCIL**

No petitions had been received.

## 13 **QUESTIONS TO THE LEADER**

Under Standing Order No.14 Councillor Fordham asked the Leader about actions the Council was taking to engage with NACRO following two recent deaths in Brockwell ward.

The Leader provided a verbal response regretting the loss of life and she agreed that Councillor Fordham be provided with further details of proposed actions.

## 14 **GENERAL FUND BUDGET OUTTURN REPORT 2018/19**

Pursuant to Cabinet Minute No. 6 (2019/20) the Director of Finance and Resources submitted a report on the General Fund Revenue and Capital Outturns for 2018/19. The report provided details of significant variations from the revised estimates previously approved by Cabinet on 26 February, 2019 (Cabinet Minute No. 104, 2018/19).

### **RESOLVED –**

That the report on the General Fund Revenue and Capital Outturns for 2018/19 be noted.

**15** **QUARTER 1 BUDGET MONITORING 2019/20 & UPDATED MEDIUM TERM FINANCIAL FORECAST**

Pursuant to Cabinet Minute No.24 (2019/20) the Acting Chief Finance Officer submitted a report outlining the budget position at the end of the first quarter, covering the General Fund Revenue budget, the General Fund Capital Programme and the Housing Revenue account.

**RESOLVED –**

1. That the financial performance in the first quarter of the financial year 2019/20, as set out in section 4 of the officer's report, be noted.
2. That the new medium term forecast, as detailed in section 6 of the officer's report, be noted.
3. That the proposed changes to the medium term forecast, as outlined in section 6 of the officer's report, be approved.
4. That the growth request, as outlined in paragraph 4.3 of the officer's report, be approved.
5. That the reserves position, as outlined in section 5 of the officer's report, be noted.
6. That the updated capital programme, as outlined in section 7 of the officer's report, be noted.
7. That the additions to the capital programme detailed in paragraph 7.2 of the officer's report, be approved.
8. That the proposed financing arrangements for the capital programme, as detailed in paragraph 7.3 of the officer's report, be approved.
9. That the position of the Housing Revenue Account budgets, included in section 8 of the officer's report, be noted.

**16** **RISK MANAGEMENT STRATEGY AND ANNUAL REVIEW**

Pursuant to Standards and Audit Committee Minute No.10 (2019/20), the Director of Finance and Resources submitted a report on risk

management developments during 2018/19, recommending for approval the updated Risk Management Policy, Strategy and Corporate Risk Register for 2019/20.

**RESOLVED –**

That the Risk Management Policy, Strategy and Corporate Risk Register for 2019/20 be approved.

**17 ANNUAL REPORT OF THE STANDARDS AND AUDIT COMMITTEE**

Pursuant to Standards and Audit Committee Minute No. 6 (2019/20), the Chair of the Standards and Audit Committee, the Internal Audit Consortium Manager and the Local Government and Regulatory Law Manager submitted the Annual Report of the Standards and Audit Committee, attached at Appendix 1 to the officer's report, which summarised the work carried out by the Committee during the financial year 2018/19.

**RESOLVED –**

That the Annual Report of the Standards and Audit Committee for 2018/19 be approved.

**18 SCRUTINY ANNUAL REPORT 2018/19**

Pursuant to Overview and Performance Scrutiny Forum Minute No. 5 (2019/20) the Senior Democratic and Scrutiny Officer submitted the Scrutiny Annual Report, attached as Appendix A to the officer's report, detailing the work of the Overview and Scrutiny Committees during 2018/19 and providing an outline of overview and scrutiny work programme plans for 2019/20.

**RESOLVED –**

That the Scrutiny Annual Report for 2018/19 be approved.

19 **EQUALITY AND DIVERSITY STRATEGY AND ACTION PLAN 2019-2023**

Pursuant to Cabinet Minute No. 26 (2019/20), the Policy Officer submitted a report seeking approval of a new Chesterfield Borough Council Equality and Diversity Strategy and Action Plan for 2019-2023.

In accordance with Standing Order No. 24, Councillor Fordham requested that his vote against the recommendation be recorded.

**RESOLVED –**

That the Equality and Diversity Strategy and Action Plan 2019-2023 be approved and implemented.

20 **STRENGTHENED LOCAL ENTERPRISE PARTNERSHIPS**

The Chief Executive submitted a report to enable the Leader of the Council to advise full Council of her decision on Chesterfield Borough Council's future membership of Derby Derbyshire Nottingham Nottinghamshire (D2N2) Local Enterprise Partnership (LEP) or Sheffield City Region (SCR) LEP and of the reasons behind the decision.

Further to the decision of full Council on 27 February, 2019 to delegate authority to the Leader to respond to the government's Local Enterprise Partnerships review and to make the final decision on council membership of SCR and D2N2 LEPs (Council Minute No. 84, 2018/19), the Leader had considered a further report, attached at Annex 1 to the Chief Executive's report, to reach a final decision on 5 July, 2019, in order to provide clarity on the Council's position.

**RESOLVED –**

That the Leader's decision for the Council to remain a member of D2N2 LEP, to relinquish its membership of SCR LEP with effect from 1 April, 2020 and to remain a non-constituent member of SCR Mayoral Combined Authority (MCA) be noted.

**21 MINUTES OF COMMITTEE MEETINGS****RESOLVED -**

That the Minutes of the following Committees be noted:

- Appeals and Regulatory Committee of 22 and 29 May, 5, 12 and 19 June and 3 July, 2019;
- Planning Committee of 20 May, 10 June and 1 July, 2019;
- Standards and Audit Committee of 24 April, 2019.

**22 MINUTES OF CABINET****RESOLVED –**

That the Minutes of the meetings of Cabinet of 21 May and 4 and 25 June, 2019 be noted.

**23 MINUTES OF THE JOINT CABINET AND EMPLOYMENT AND GENERAL COMMITTEE****RESOLVED –**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 4 June, 2019 be noted.

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

No questions had been submitted.



## For Publication

### TREASURY MANAGEMENT ANNUAL REPORT 2018/19 AND MONITORING REPORT 2019/20

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Meeting:	Council
Date:	09 October 2019
Cabinet portfolio:	Deputy Leader
Report by:	Chief Finance Officer

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#### **For publication**

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#### 1.0 **Purpose of report**

- 1.1 To consider the Annual Treasury Management Report for 2018/19.
- 1.2 To consider the Treasury Management activities for the first five months of 2019/20.

#### 2.0 **Recommendations**

- 2.1 That the **Council** is recommended to:
  - (i) Approve the outturn Prudential Indicators for 2018/19;
  - (ii) Approve the treasury management stewardship report for 2018/19;

- (iii) Note the treasury management position for the first five months of 2019/20.

### 3.0 **Background**

- 3.1 The Council's Treasury Management Strategy requires the full Council to receive three treasury reports each financial year; the Strategy report before the start of each financial year, an annual report for the previous financial year and a mid-year review for the current year.
- 3.2 The Annual Report for 2018/19 is attached at Appendix A. The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.
- 3.3 Following the Icelandic banks collapse in 2008 the regulatory framework places a much greater emphasis on the review and scrutiny by Members of treasury management activities. The attached report provides details of the treasury management activities in 2018/19 and confirms compliance with the Council's approved policies.
- 3.4 This report was considered by the Standards and Audit Committee at its meeting on 25 September, 2019, where it resolved that the report and its recommendations be supported and referred to Council for approval.

### 4.0 **Summary of the Annual Report**

- 4.1 During 2018/19, the Council complied with its legislative and regulatory requirements. The key actual prudential and

treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Actual prudential and treasury indicators	2017/18 Actual £'000	2018/19 Revised £'000	2018/19 Actual £'000
Actual capital expenditure	19,631	34,319	<b>25,737</b>
Capital Financing Requirement:			
- General Fund	15,143	17,941	<b>14,911</b>
- HRA	132,343	130,358	<b>130,358</b>
- Total	147,486	148,299	<b>145,269</b>
External debt	131,303	129,336	<b>129,336</b>
Investments – under 1 year	46,360	45,600	<b>47,547</b>
1 year and above	-	-	-
Net borrowing	84,943	83,836	<b>81,789</b>

4.2 Other prudential and treasury indicators are to be found in Appendix A. The Chief Finance Officer also confirms that borrowing over the medium term is only undertaken for a capital purpose and the statutory borrowing limit (the authorised limit) was not breached in 2018/19.

4.3 The financial year 2018/19 continued the challenging environment of low investment return, however August 2018 saw an interest rate rise of 0.25% with the official bank rate rising to 0.75%. There was a large differential between borrowing and investments rates during the year.

**Investments** – Interest income received for the year was above budget at £418,000. This was due to increased yields on fixed deposits with banks and other local authorities during the last quarter of 2018/19. Following a review of investments during the 2018/19 financial year the Council continued with its policy of increasing its investments with other local authorities in order to achieve greater security. Further information can be found in Appendix A.

The in-house team managed average balances of £53.3m earning an average rate of return of 0.78%.

**Borrowing** – in terms of activity during the year on the Council’s debt portfolio:

- No new external long term borrowing was undertaken; &
- Long term loan repayments of £1m were made.

**Treasury Management Advisors** – Arlingclose continued to provide treasury management advice to the Council throughout 2018/19. Treasury recommendations were incorporated into the 2018/19 Treasury Management Strategy Statement that was approved by Council in February 2018.

## 5.0 **Mid- Year Review 2019/20**

### 5.1 Annual Investment Strategy

In accordance with the Cipfa Code and the Council’s Treasury Management Strategy, the investment priority is to ensure security and liquidity of capital, and to obtain an appropriate level of return which is consistent with the Council’s risk appetite. The Bank Rate has been maintained at 0.75% since August 2018; however the continuing uncertainty of economic recovery and the geo-political uncertainties prompt a low risk and short term strategy. The Bank of England has increased the possibility of interest rate cuts during the second half of 2019/20. Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the five months ended 31<sup>st</sup> August 2019.

### 5.2 Internally Managed Cash Balance

In the first quarter of the year the interest rates achieved were lower than those assumed when setting the budget (0.80%

against 0.93%), which has resulted in internal investment returns being £9,000 worse than forecast for the first quarter of the year.

5.3 Continuing uncertainty on the impact of the UK leaving the European Union and the increased risk of a global economic slowdown has led to a drop in investment rates during the first quarter of 2019/20. The budget forecast for investment income will be reviewed as part of the revised budget process in the Autumn.

5.4 Borrowing activities in the period:

- No new long term borrowing has been undertaken;
- No repayments of principal have yet been made; &
- No debt rescheduling was undertaken.

5.5 Compliance with Treasury & Prudential Limits

All treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices have been maintained.

The main Prudential Indicators relating to borrowing are:

- Authorised Borrowing Limit – the limit for the year was set at £142.5m, the limit has not been breached.
- Operational Boundary – this was set at £135.6m for the year, again the limit has not been breached.

5.6 Treasury Management Advisors

The contract for the Council's Treasury Management Advisors was tendered during the summer of 2019. The contract was awarded to Arlingclose for two years, with the option to extend for a further 12 months. The contract will commence in September 2019.

## 6.0 Treasury Management Indicators 2019/20

Amendments to the 2019/20 General Fund capital programme will be considered by Council in October. Further borrowing may be necessary and this additional borrowing would require an adjustment to the Prudential Indicators (PI's) approved as part of the Treasury Management Strategy Statement in February. The PI's detailed below would need to be amended:-

- General fund Capital Expenditure & Financing
- General Fund Capital Financing Requirement
- Operational Boundary
- Authorised Limit

These amended PI's will be reported to Cabinet as part of the budget monitoring report in the autumn.

## 7.0 Recommendations

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

- (i) Approve the outturn Prudential Indicators for 2018/19;
- (ii) Approve the treasury management stewardship report for 2018/19;
- (iii) Note the treasury management position for the first five months of 2019/20.

## 8.0 Reasons for recommendations

8.1 To comply with the Council's Treasury Management Policy and Practices, the CIPFA Code of Practice on Treasury Management (2017) and the CIPFA Prudential Code for Capital Finance in Local Authorities (2017).

## **Decision information**

<b>Key decision number</b>	Non-key 150
<b>Wards affected</b>	All
<b>Links to Council Plan priorities</b>	All

## **Document information**

<b>Report author</b>	<b>Contact number/email</b>
Karen Ludditt	01246 345457 Karen.ludditt@chesterfield.gov.uk
<b>Background documents</b> Local Government Act 2003, CIPFA Prudential Code & Guidance, Accountancy Services' final accounts working papers.	
<b>Annexes to the report</b>	
Appendix A	Annual Treasury Outturn Report 2018/19

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## Treasury Management Outturn Report 2018/19

### Introduction

The Council has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Council to approve a treasury management annual report after the end of each financial year.

This report fulfils the Council's legal obligation to have regard to the CIPFA Code.

The Council's treasury management strategy for 2018/19 was approved at a meeting of the Authority on 22<sup>nd</sup> February 2018. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

### External Context

**Economic commentary** After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

With the 29<sup>th</sup> March 2019, the original EU 'exit day' now been and gone, having failed to pass a number of meaningful votes in Parliament, including shooting down Theresa May's deal for the third time, MPs voted by a majority of one (313 to 312) to force the prime minister to ask for an extension to the Brexit process beyond 12<sup>th</sup> April in order to avoid a no-deal scenario. Recent talks between the Conservative and Labour parties to try to reach common ground on a deal which may pass a vote by MPs have yet to yield any positive results. The EU must grant any extension and its leaders have been clear that the terms of the deal are not up for further negotiation. The ongoing uncertainty continues to weigh on sterling and UK markets.

While the domestic focus has been on Brexit's potential impact on the UK economy, globally the first quarter of 2019 has been overshadowed by a gathering level of broader based economic uncertainty. The US continues to be set on a path of protectionist trade policies and tensions with China in particular, but with the potential for this to spill over into wider trade relationships, most notably with EU. The EU itself appeared to be show signs of a rapid slowdown in economic growth with the major engines of its economy, Germany and France,

both suffering misfires from downturns in manufacturing alongside continued domestic/populist unrest in France. The International Monetary Fund downgraded its forecasts for global economic growth in 2019 and beyond as a consequence.

**Financial markets:** Gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. After rising in October, gilts regained their safe-haven status throughout December and into the new year - the 5-year benchmark gilt yield fell as low as 0.80% and there were similar falls in the 10-year and 20-year gilts over the same period dropping from 1.73% to 1.08% and from 1.90% to 1.55%. The increase in Bank Rate pushed up money markets rates over the year and 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.53%, 0.67% and 0.94% respectively over the period.

Recent activity in the bond markets and PWLB interest rates highlight that weaker economic growth is not just a UK phenomenon but a global risk. World trade growth collapsed at the end of 2018 falling by 1.8% year-on-year. A large proportion of this downturn in trade can be ascribed to the ongoing trade tensions between the US and China which despite some moderation in January does suggest that the International Monetary Fund's (IMF) and Organisation for Economic Co-Operation & Development's (OECD) forecasts for global growth in 2019 of 3.5% might need to be revised downwards.

**Credit background:** Credit Default Swap (CDS) spreads drifted up towards the end of 2018 on the back of Brexit uncertainty before declining again in 2019 and continuing to remain low in historical terms.

The ringfencing of the big four UK banks (Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc) transferred their business lines into retail (ringfenced) and investment banking (non-ringfenced) entities.

In February, Fitch put the UK AA sovereign long-term rating on Rating Watch Negative as a result of Brexit uncertainty, following this move with the same treatment for UK banks and a number of government-related entities.

There were minimal other credit rating changes during the period. Moody's revised the outlook on Santander UK to positive from stable to reflect the bank's expected issuance plans which will provide additional protection for the its senior unsecured debt and deposits.

## Local Context

On 31<sup>st</sup> March 2019, the Authority had net borrowing of £82m arising from its revenue and capital income and expenditure, a decrease on 2018 of £3.2m. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors and the year-on-year change are summarised in table 1 below.

Table 1: Balance Sheet Summary

	<b>31.3.18 Actual £000</b>	<b>2018/19 Movement £000</b>	<b>31.3.19 Actual £000</b>
General Fund CFR	15,143	(232)	14,911
HRA CFR	132,343	(1,985)	130,358
<b>Total</b>	<b>147,486</b>	<b>(2,217)</b>	<b>145,269</b>
Less: Usable reserves	(51,440)	664	(50,776)
Less: Working capital	(11,103)	(1,601)	(12,704)
<b>Net borrowing</b>	<b>84,943</b>	<b>(3,154)</b>	<b>81,789</b>

Net borrowing has decreased due to a fall in the CFR as new capital expenditure was lower than the financing applied including minimum revenue provision; together with a rise in working capital due to the timing of receipts and payments.

The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position as at 31<sup>st</sup> March 2019 and the year-on-year change in show in table 2 below.

Table 2: Treasury Management Summary

	<b>31.3.18 Balance £000</b>	<b>2018/19 Movement £000</b>	<b>31.3.19 Balance £000</b>	<b>31.3.19 Rate %</b>
Long-term borrowing	131,303	(1,967)	129,336	
Short-term borrowing	0	0	0	
<b>Total borrowing</b>	<b>131,303</b>	<b>(1,967)</b>	<b>129,336</b>	<b>3.73</b>
Long-term investments	0	0	0	
Short-term investments	20,238	(7,324)	27,562	

Cash and cash equivalents	26,122	6,137	19,985	
<b>Total investments</b>	<b>46,360</b>	<b>(1,187)</b>	<b>47,547</b>	<b>0.85</b>
<b>Net borrowing</b>	<b>84,943</b>	<b>(3,154)</b>	<b>81,789</b>	

### **Borrowing Activity**

At 31<sup>st</sup> March 2019, the Authority held £129m of loans, a decrease of £2m on the previous year, as part of its strategy for funding previous years' capital programmes. The year-end borrowing position and the year-on-year change in show in table 3 below.

Table 3: Borrowing Position

	<b>31.3.18 Balance £m</b>	<b>2018/19 Movement £m</b>	<b>31.3.19 Balance £m</b>	<b>31.3.19 Rate %</b>	<b>31.3.19 Average maturity years</b>
Public Works Loan Board	131,302	(1,966)	129,336	3.73	28 years
Local Authorities (short term)	0	0	0		
Other	1	1	0		
<b>Total borrowing</b>	<b>131,303</b>	<b>(1,967)</b>	<b>129,336</b>		

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

In furtherance of these objectives, no new external borrowing was undertaken in 2018/19, while existing loans were allowed to mature without replacement. This strategy enabled the Authority to reduce net borrowing costs and reduce overall treasury risk.

The “cost of carry” analysis performed by the Authority’s treasury management advisor Arlingclose did not indicate any value in borrowing in advance for future years’ planned expenditure and therefore none was taken.

### **Investment Activity**

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2018/19, the Authority’s investment balance ranged between £44m and £61m million due to timing differences between income and expenditure. The year-end investment position and the year-on-year change in show in table 4 below.

Table 4: Investment Position

	<b>31.3.18 Balance £m</b>	<b>2018/19 Movement £m</b>	<b>31.3.19 Balance £m</b>	<b>31.3.19 Rate %</b>	<b>31.3.19 Average maturity years</b>
Banks & building societies (unsecured)	12.0	(3.0)	9.0	0.95	<1 year
Government (incl. local authorities)	13.2	5.8	19.0	0.87	<1 year
Money Market Funds	21.1	(1.6)	19.5	0.76	<1year
<b>Total investments</b>	<b>46.3</b>	<b>1.2</b>	<b>47.5</b>		

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority’s objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

In furtherance of these objectives, the Authority continued to increase deposits into more secure asset classes during 2018/19, particularly deposits with other Local Authorities. As a result investment risk was lowered.

### **Other Non-Treasury Holdings and Activity**

Although not classed as treasury management activities, the 2017 CIPFA Code now requires the Authority to report on investments for policy reasons outside of normal treasury management. This includes service investments for operational and regeneration purposes as well as commercial investments which are made mainly for financial reasons. The Authority holds £48m of directly owned investment property and land. This represents an increase of £1m on the previous year due to revaluation gains. The Authority also holds a £200,000 loan to the Derbyshire Building Control Partnership that commenced in March 2018.

### **Performance Report**

The Authority measures the financial performance of its treasury management activities in terms of its impact on the revenue budget, as shown in table 6 below.

Table 6: Performance

	<b>Actual £000</b>	<b>Budget £000</b>	<b>Over/ under</b>
<b>Total investment income</b>	(418)	(355)	(63)
<b>Total debt expense</b>	5,035	5,035	0
<b>GRAND TOTAL</b>	4,617	4,680	(63)

### **Compliance Report**

The Chief Finance Officer is pleased to report that all treasury management activities undertaken during 2018/19 complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 7 below.

Table 7: Investment Limits

	<b>2018/19 Maximum</b>	<b>31.3.19 Actual</b>	<b>2018/19 Limit</b>	<b>Complied</b>
Any single organisation	<b>£5m</b>	<b>£5m</b>	<b>£5m</b>	✓

Any group of funds under the same management	£7.5m	£5m	£7.5m	✓
Enhanced Money Market Funds	£10m	£9.6m	£10m	✓

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 8 below.

Table 8: Debt Limits

	2018/19 Maximum £000	31.3.19 Actual £000	2018/19 Operational Boundary £000	2018/19 Authorised Limit £000	Complied
<b>Borrowing</b>	<b>£131,303</b>	<b>£129,336</b>	<b>£138,330</b>	<b>£147,970</b>	✓

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt was below the operational boundary for the whole of 2018/19.

### Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

**Interest Rate Exposures:** This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal borrowed was:

	31.3.19 Actual	2018/19 Limit	Complied
Upper limit on fixed interest rate exposure	£129m	£135m	✓
Upper limit on variable interest rate exposure	£48m	£60m	✓

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

**Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were:

	<b>31.3.19 Actual</b>	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Complied</b>
Under 12 months	2%	10%	0%	✓
12 months and within 24 months	2%	10%	0%	✓
24 months and within 5 years	6%	10%	0%	✓
5 years and within 10 years	10%	20%	0%	✓
10 years and within 25 years	47%	50%	20%	✓
25 years and above	33%	70%	20%	✓

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

**Principal Sums Invested for Periods Longer than 364 days:** These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Actual principal invested > 364 days	£0	£0	£0
Limit on principal invested > 364 days	£5m	£3m	£0m
Complied	✓	✓	✓



## For publication

### **Delivering Chesterfield's Growth Strategy**

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Meeting: Council

Date: 9<sup>th</sup> October 2019

Cabinet portfolio: Economic Growth

Report by: Chief Executive; Executive Director;  
Assistant Director – Economic Growth

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For publication

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#### **1.0 Purpose of report**

- 1.1 This report was considered by Joint Cabinet and Employment and General Committee on 1 October 2019. It makes a series of recommendations to help Chesterfield achieve its growth strategy objectives; to improve and accelerate the delivery of key growth projects and programmes; and to drive outcomes for our communities, whilst avoiding placing additional pressure on council budgets.
- 1.2 Council is asked to note these recommendations and consider a recommendation related to the funding of the proposals.

## 2.0 **Recommendations**

2.1 That Council notes the decisions of the Joint Cabinet and Employment and General Committee:

**2.1.1** That an informal Joint Growth Board is established with Derbyshire County Council in order to provide improved focus on the delivery of key growth projects within Chesterfield borough.

**2.1.2** That the proposal to establish a new Joint Growth Unit, with officer roles designed to focus on the delivery of key growth projects, is approved with additional provision for the commissioning of further specialist advice and support as required.

2.1.3 That a new Skills Delivery Officer post is established in the Economic Development service.

2.1.4 That the Executive Director, in consultation with the Cabinet Member for Economic Growth, be given delegated authority to approve the final job descriptions for new posts and the final budget for the new Joint Growth Unit, following the job evaluation of new posts within the proposed structure.

2.2 That Joint Cabinet and Employment and General Committee recommends to Council:

2.2.1 That the costs of implementing the above decisions are met through the retained business rates income received from the Markham Vale Enterprise Zone, in order to protect core budgets.

### 3.0 **Report details**

#### Background

- 3.1 As set out in the growth strategy approved by Council in December 2018, there are a number of key growth and regeneration projects underway in the borough. Collectively, these projects provide an opportunity to put Chesterfield on a higher growth trajectory and redress the deficit in local job creation that arose from economic restructuring during the 1980s and 1990s.
- 3.2 As well as being critical to the future wellbeing of the borough, these growth opportunities will be increasingly important for the financial sustainability of the council, given the shift away from grant funding towards council tax, business rates and income from services and facilities. Each of these sources of income for the council will be better served by a growing, thriving economy.
- 3.3 Whilst most of the key projects that make up the 'billion pound town' are being led by the private sector, there are important roles for the local authorities, both the borough council and Derbyshire county council, in ensuring they remain on track. As well as fostering the right environment for growth, the growth strategy also noted that delivery of the borough's key projects 'requires a joined-up approach between key partners that works to remove any potential blockages and speeds up the process of scheme delivery'. Against a backdrop of national and global economic uncertainty and future risks, the role of local authorities in demonstrating place leadership becomes ever more important in maintaining confidence and momentum among private sector developers and investors.

## Current position

- 3.4 At present, both councils are working on a number of key growth projects, the most notable of which are set out in the table below. A fuller list of projects is included in Appendix E.

<b>Scheme</b>	<b>Size (£)</b>	<b>Headline outcomes</b>
Chesterfield Waterside	£340m	1,500 residential units (RUs), 30,000sqm office, 22,000sqm commercial/leisure/community uses, 2,500 jobs
Peak Resort	£400m	90,000sqm commercial floorspace, 1,200 jobs
HS2 (station and town centre)	Amion Study (2017) - £420m construction cost	(Aecom masterplan - medium density development) - 1,450 RUs, 40,000sqm office, 38,000 sqm ancillary development, 3,200 jobs
Staveley corridor	Amion Study - £290m construction cost (including £90m for Chesterfield Staveley Regeneration Route [Local Large Majors Bid])	1,500 RUs, 120,000sqm B1/B2/B8 floorspace plus IMD, 2,900 jobs
A61 growth corridor	£7m	Hollis Lane extension Lordsmill roundabout improvements 21 <sup>st</sup> century corridor Smart Signalisation and Wayfinding project

Town Centre	£20m	Northern Gateway Phase 1 – 16,200sqm development (Co-op, enterprise centre, MSCP), 320 jobs
	£15m	Northern Gateway Phase 2 – no development schedules available
	£27m	Market Place Reconfiguration and potential Town Deal for Staveley
Housing Delivery	Tbc	1500 RUs Walton Works, Dunston, Mastin Moor, Spire Neighbourhoods

3.5 Good progress has been made on all these projects in recent years and in several cases there has been a notable shift from planning and securing funding, to delivery, with ‘spades in the ground’ on a number of the sites across the borough. The size of the collective opportunity has increased investor interest in the borough, with the ‘billion pound town’ now being increasingly familiar and regularly used at Destination Chesterfield investor events.

3.6 However, moving to delivery does not reduce the requirement for continuing local authority involvement; if anything the resources needed increase at this point. Across the projects noted above, there are a number of areas where there is a gap between the growth potential and ambition set out and the reality of the limited capacity within the two local authorities to enable and sustain delivery. Issues have arisen in a number of areas during the last 2-3 years, including planning, highways, transport, project management, design, legal, ecology, finance and economic development disciplines. A number of challenges to delivery have occurred, often due to limited capacity and the fact that officers in both authorities

are working across a number of different projects, resulting in less focus on resolving barriers at the pace expected by our private sector partners. Where dedicated resources have been put in place (e.g. Northern Gateway project manager), this has brought greater focus and enabled many, though not all, of the inevitable issues that arise to be dealt with in a timely way.

- 3.7 All of the above projects have benefitted or are due to benefit from external capital funding as a result of the strengths that do exist in the local authorities with regards to bid writing, business case development and key account management. A reputation for delivery against previous funding has also played a key role here. However, bids have often omitted allowance for meaningful ongoing project management costs. Whilst this is now being addressed in current bids, it means that there is limited ability to call on capital funding in order to provide the officer capacity required to keep projects on track. The increasingly complex nature of many of these projects means that with current levels of project management and technical resources it would be very challenging to deliver all the projects to time and budget.

### Proposals

- 3.8 Given the picture set out above, there is a significant risk that the ambition and potential set out in the growth strategy is not delivered. The opportunity to redress the consequences of many years of relative employment growth lagging behind the UK could be lost. In order to mitigate that risk, the borough and county councils have been working together to consider how to sustain and accelerate growth. The first step, a clear strategy, is now in place. As approved at Council, the growth strategy provides the overall direction and commitment, and also sets out clear outcomes with a strong focus on ensuring the growth delivered by the key projects is inclusive and to the maximum benefit of local communities.

3.9 With the strategy set, three further elements have been considered: governance, delivery mechanisms and funding. Proposals covering each of these are set out in the following sections.

### **Governance**

3.10 When considering the issues that have arisen to date in maintaining progress on development and delivery of key projects, a common theme is delay resulting from a lack of sufficient prioritisation at key points along the delivery path. Whilst overall resource levels have been a significant constraint, the two local authorities are still able to make choices with respect to the ways in which their existing resources are used.

3.11 Linked to this has been an inconsistent approach to reporting, monitoring and, in turn, accountability for key projects. Whilst good governance has been observed with regards to formal decision making and funding requirements, there has been less rigour and consistency applied to tracking project progress and ensuring the expectations of each council and key partners are being met. In some cases this has allowed issues causing project delay to remain less visible and increased the time taken to resolve them, causing frustration with private sector partners and risks for the strong relationships the authorities enjoy with funders.

3.12 In response to the issues described above, it is proposed that changes are made with regards to the governance arrangements that currently exist for the key growth projects summarised at 3.4. Consideration has been given to establishing a formal arrangement, enabled through constitutional changes at both councils. However, it is considered at this stage that significant progress can be made without requiring formal changes, given the nature of the challenges outlined above (prioritisation of officer time;

visibility of project progress). Therefore, the proposal is to create a Joint Growth Board that will work within the existing constitutions and delegated powers of both partner councils.

- 3.13 A Joint Growth Board would include the leaders of both councils together with the appropriate lead Cabinet members. It would be responsible for monitoring delivery of a defined list of key projects (potentially those listed at 3.4) and making decisions to ensure those projects remain on track, where those decisions are already vested in the members of the Board by the respective council constitutions. Any decision that would require, for example, the approval of the Cabinet of one or both councils would still need to be taken to those committees and could not be made by the new Joint Board. Rather, the new Board would focus on setting priorities for officers within the two councils and considering policy choices and trade-offs that may need to be made in order to respond to delivery challenges that arise.
- 3.14 Draft Terms of Reference for the new Board are set out at Appendix A for consideration. It is intended to bring the new Board together as soon as possible at least on a shadow basis pending the approval of Terms of Reference. It is proposed that the Board would meet every two months. Where existing project Boards are in place, these would either continue as officer working groups where required or be folded into the new Joint Growth Board.

### **Delivery**

- 3.15 Turning to the second element of delivery, a key constraint leading to delays on current projects is lack of sufficient capacity at both authorities. As noted above, where a council has been able to make dedicated resources available, this has led to the speedier resolution of emerging issues. However, there remains a significant gap between the capacity currently



in place and that required in order to ensure the borough's key projects remain on track and ideally accelerate.

3.16 The proposal is therefore to set up a Joint Growth Unit that would achieve the following objectives:

- Increase the overall level of resources available for delivery of key growth projects
- Ensure a direct link to the political leadership of both councils through the Joint Growth Board
- Create a multi-disciplinary resource able to work flexibly across the identified priority projects to even out peaks and troughs of workload
- Provide a single point of contact for the private sector partners engaged on the identified priority projects (investors, developers, contractors etc.)
- Work closely with colleagues in both local authorities (and partner organisations) without being distracted by activity beyond the focus on delivery of the identified priority projects.

3.17 More detail on the proposed joint unit is set out in Appendix B, including the proposed numbers of posts, descriptions for scope of the posts and operating principles. The gradings of the posts, in relation to the new draft job descriptions, have been considered through the HR gauge process, but need to be finalised through the job evaluation panel. It is recommended that the Executive Director, in consultation with the Cabinet Member for Economic Growth, be given delegated authority to approve the final job descriptions for new posts and the final budget for the new Joint Growth Unit, following the job evaluation of new posts within the proposed structure.

3.18 The unit is designed in order to work closely with and alongside existing teams in both councils. It will be important to maintain the resources available in those wider teams in order to ensure net resources have increased, rather than

simply re-distributing resources. The assessment of the required need has been made based on the current status of each of the key projects and the knowledge of officers working in both authorities regarding the type and scale of resource likely to be needed over the next 3-4 years as those projects are delivered. It will need to be kept under regular review, which will be the responsibility of the manager for the new unit in conjunction with Chesterfield borough's Assistant Director – Economic Growth and Derbyshire county's Director of Economy and Regeneration; with final accountability resting with the Joint Growth Board.

- 3.19 In addition to the roles to be included permanently within the new unit, there is a further need for specialist skills at key stages during project delivery. However, these are often for a short period and/or for a key piece of technical work, neither of which would warrant a permanent staff appointment. Therefore, it is proposed that the new unit is set up with an annual operating budget that can be called upon to commission additional specialist work as required and in line with specific approvals given for the budgets for each project.
- 3.20 The existing Economic Development service has been very successful over the years in sourcing funding for the key projects. However, as covered in this report there is a need to place further focus on resources to support and manage the delivery of those projects key to the economy of Chesterfield and north Derbyshire. When the new Joint Growth Unit is formed, the team will need to work closely with the existing Economic Development service, whose focus will be on:
- strategic economic development and delivery of the growth strategy
  - skills and supply chain development and delivery of the skills action plan
  - key account management, inward investment and working with developers

- visitor economy strategy
- delivery of the town centres' masterplans
- establishing and managing the Innovation Centre Network and innovation/business support service
- marketing of commercial premises
- building and maintaining relationships with the Local Enterprise Partnerships, Midlands Engine and other sub-national organisations
- supporting Destination Chesterfield
- New project development and bid submissions that will be informed by and feed into the workload of the joint growth unit.

## **Funding**

- 3.21 The third element considered has been the need for the council(s) to directly invest in the key projects in order to maximise the chances of success for external funding and to de-risk and improve the investment conditions for private sector finance. It is clear from extensive experience of bidding for external funding that a direct contribution (beyond 'in kind' support) from the council is a significant strength and sometimes an absolute pre-requisite in order to draw down funding in a competitive environment. There are also a number of instances where private sector investment has come into projects at the point where some critical risks have been reduced through public sector investment of some kind (e.g. direct funding, loans, underwriting etc.). Such arrangements, made within the state aid guidelines, can provide a 'tipping point' in terms of investor confidence, which itself is likely to be more fragile in the coming years given wider economic uncertainties.
- 3.22 Neither council is in a position to fund such investment from within existing resources. However, both are able to borrow at attractive rates provided that (a) there is a clear asset being created and (b) there is a revenue stream to support the costs

of borrowing and repayment. The borough council is currently formalising its proposals and wider policy to determine the use of the business rate growth arising from the Markham Vale Enterprise Zone, MVEZ, and a Council report is due to be considered in December 2019. However, as part of this report it is proposed that an element of the revenue from the MVEZ is used to support the costs of the new joint growth unit. The further report to Council will consider the potential for further uses including, borrowing for capital investment. This approach would be entirely in keeping with the government policy for business rates from Enterprise Zones. Borrowing terms would need to be set in order to match the remaining period during which business rates would be retained (currently due to end around 2037).

- 3.23 Taking this approach would place the councils in a much stronger position to attract external funding and be able to invest to de-risk schemes where there is a case to do so in order to unlock private sector finance. It is proposed that provision is made for this within the new arrangements, subject to the further report to be considered by Council in December. The terms of reference for the new Joint Growth Board include the ability to consider proposals brought by Chesterfield borough's existing economic development service and Derbyshire county's economy and regeneration service, and the joint growth unit for the use of available revenue streams to support borrowing to invest for such purposes. The Board would then make a recommendation to the council to borrow against that revenue stream. Any decision to do so would remain subject to the normal decision making process of the Council, including a sound business case and robust analysis of risks.

#### Skills and Supply Chain

- 3.24 Cabinet signed off Chesterfield's first Skills Action Plan on 27 June 2017. The Plan was developed in response to the

significant number of new developments that have taken place in Chesterfield in recent years. These developments bring a mixture of short and long term career opportunities, which the Skills Action Plan aims to optimise through improving the skills of local people and providing the employment support they need to benefit from the jobs created.

3.25 The Skills Action Plan, 2017 - 2020 focuses the Council's attention on the following key objectives:

- Working with partners to ensure that local people have the right skills to access current and future employment opportunities.
- Working with our Local Enterprise Partnerships (LEPs) and Education Partners to ensure that local skills provision is aligned to future jobs growth and economic opportunities from emerging priority sectors.
- Maximising the number of training, employment and supply chain opportunities for local people arising from new developments or secured through Local Labour Agreements.
- Providing clear advice and support to local people and businesses about the range of skills programmes available.

3.26 HS2 also offers great potential for our communities and businesses; and whilst Chesterfield narrowly missed out on Talgo's UK manufacturing plant, the Council remains in discussions with the company about developing a new Rail Industry Innovation and Skills Centre at Barrow Hill round house.

3.27 The council's HS2 Scrutiny Project Group has also identified that our school students need to be appropriately skilled and prepared so that they are in a position to secure the new jobs

that will come on to the market on the back of future HS2 related developments.

- 3.28 There is not currently a dedicated role within the economic development service with regards skills and supply chain development. These activities are in the main being delivered by the Senior Economic Development Officer. The focus on skills has meant that the post holder has not been able to support the service in the delivery of key growth projects and programmes and, in particular, development of a new Visitor Economy Strategy.
- 3.29 It is also clear that today's skills agenda is wide ranging and increasingly specialised. And that a focussed effort is required to ensure that Chesterfield borough, its communities and businesses benefit from the skills funding opportunities on offer; working in harness with schools, Chesterfield College, University of Derby and other education partners..
- 3.30 In addition, despite the significant regeneration taking place in Chesterfield borough and the positive activity achieved to date through implementation of the Skills Action Plan, there remains work to do to ensure that the most disadvantaged in our communities benefit from the job opportunities presented. It is therefore proposed that a dedicated Skills Delivery resource is created to ensure that greater focus and effort is placed on supporting the hardest to reach, again funded through the business rates uplift.

#### 4.0 **Communications and consultation**

- 4.1 Subject to approval of the report and once capacity is in place, there will need to be clear communication with private sector partners in order that the relevant points of contact for particular projects and programmes are understood.

4.2 Whilst there has not been a formal consultation regarding the proposals, a number of delivery partners have been sounded out and are broadly supportive of the approach, provided it can provide genuine additional capacity and a 'single point of contact' that supports developers to navigate the structures and processes of the two local authorities.

## 5.0 **Human Resources**

5.1 Appendix B includes details of the proposed staffing for the Joint Growth Unit. Appendix D includes the draft job descriptions for the new posts. The gradings for new posts, based on the draft job descriptions, have been considered through the HR gauge process, but need to be finalised through the job evaluation panel. It is recommended that the Executive Director, in consultation with the Cabinet Member for Economic Growth, be given delegated authority to approve the final job descriptions for new posts and final budget for the new Joint Growth Unit following the job evaluation of new posts within the proposed structure.

5.2 Whilst working to a programme set by the Joint Growth Board (comprising both local authorities), it is proposed that the staff would be employed on permanent contracts, with all but one post, being directly employed by Chesterfield Borough Council and on its terms and conditions. Staff would therefore be expected to act within Chesterfield Borough Council's policies and processes.

5.3 The exception to this arrangement is in relation to the transport and highways infrastructure project officer which, given the post holder will be discharging activity on behalf of Derbyshire County Council as the highway and transport authority, it is proposed that they would be employed by Derbyshire County Council. This will ensure the appropriate lines of professional leadership and accountability are maintained. Notwithstanding this professional alignment, the

post holder will largely be based in the Joint Growth Unit at Chesterfield and day to day, will be deployed by the Joint Growth Unit manager.

- 5.4 The transport and infrastructure project officer post will be created within Derbyshire County Council's Economy and Regeneration Service but will be funded directly and, in full, by Chesterfield Borough Council through the retained business rates. All pension and other employee-related costs will be fully covered as part of this arrangement.
- 5.5 Recruitment to the staffing structure would be carried out using the appropriate HR policies of the Council, with input from a mix of senior officers from both authorities. Joint Cabinet and Employment and General Committee did also consider exempt information regarding other relevant HR implications.
- 5.6 Staff within the new unit would work to a programme set on an annual basis by the new Joint Growth Board. Officers would also be accountable for delivery of designated key projects to the Board every two months. On a day to day basis, line management of the unit would be through the borough council's Assistant Director for Economic Growth in liaison with the county council's Director for Economy and Regeneration. However professional management for posts linked with the functions of Derbyshire County Council, for example Highways and Transportation, and Chesterfield Borough Council would be undertaken by officers of the appropriate local authority.

## 6.0 **Financial considerations**

- 6.1 The annual cost of the proposed Joint Growth Unit has been worked through on the basis of the posts and grades set out in Appendix B. This is demonstrated in Appendix C, which gives an analysis of the first five years of operation. The costs



include all on-costs and recharges. This gives an overall cost of around £312k for the first year of operation. The costs for years 2 to 5 start at £538k p.a. and are subject to annual pay awards. A final budget will be confirmed following the finalisation of the job descriptions and final job evaluation process.

- 6.2 In order to fund these additional costs, it is proposed that the costs are met through a combination of income from retained business rates and an allowance from the capital costs of projects and programmes being delivered.
- 6.3 Sheffield City Region Local Enterprise Partnership has already agreed a rebate of business rate proceeds arising from MVEZ back to Chesterfield Borough Council for all proceeds in excess of £1m for 2019/20. This would mean the potential income to be retained from MVEZ to support growth stands at around £890k for 2019/20. There is therefore sufficient provision within this sum to cover the first two years of operation of the Joint Growth Unit.
- 6.4 The cost calculations in Appendix C also include a proportion of funding for the new unit (10%) to be met from eligible staff expenditures linked to capital projects and programmes. This figure has been produced on a risk-adjusted basis based on known capital projects and the likely pipeline of future bids. In practice it is likely to ebb and flow from year to year and has therefore been set at a prudent level.
- 6.5 As demonstrated in Appendix C, the costs of the proposals can be met with a healthy contingency to allow for any changes in Business Rates retrieval, so there is no requirement for a net growth in revenue costs from the Council's General Fund.
- 6.6 The latest estimates for business rates income retention at MVEZ under the 25 year arrangements, which commenced in

2011/ 2012, suggest the availability of approximately £1.93m p.a. from 2020-2021 through 2036-2037.

- 6.7 HM Government's Cities and Local Growth Unit have now issued advice to the Council on the matter of EZ business rates. This advice confirms that as billing authority, it is for the borough council to determine how the retained business rates from MVEZ are allocated post April 2020 through 2037.
- 6.8 The Council, however, must have regard to HM Government policy, which states that ... *"all Enterprise Zone business rates growth should be retained by the local area, to support local economic priorities and ensure that Enterprise Zone growth is reinvested locally"*. The Council is currently formalising its proposals and wider policy to determine the future use of the business rate growth arising from MVEZ; a Council report is due to be considered in December 2019.
- 6.9 Discussions have taken place between both local authorities, relevant Government departments and the Local Enterprise Partnerships about the best way to utilise the retained business rates to promote economic growth within northern Derbyshire. Whilst the policy is still being developed, given the estimated costs of the Unit are approx. £540,000, and there are major long term projects to be delivered, it is proposed that the posts within the Joint Growth Unit be funded on a permanent basis.
- 7.0 **Legal, governance and information assurance considerations**
- 7.1 In order for decisions to be made in accordance with the law, at Chesterfield they must be made by the Executive, a sole executive member or by an officer. It is not possible, therefore, for the Joint Growth Board to have decision making powers unless Council resolves to confer such powers upon it. Accordingly the decision making process that is recommended

sits within the existing delegations of Chesterfield Borough Council's constitution and, where relevant, within those of Derbyshire County Council's constitution.

- 7.2 As the new Unit is to be based within this Council, it would be subject to the Council's policies and procedures, e.g. it would have to comply with the Council's procurement rules and information assurance requirements.

## 8.0 **Equality and diversity considerations**

- 8.1 A preliminary equality impact assessment has been undertaken. No disproportionately negative impacts are anticipated as a result of the proposed changes to the Council's Economic Development service. It is anticipated that there would be a number of positive impacts for the wider community through an improved focus on and improvements in capacity relating to the delivery of key growth projects and programmes within Chesterfield borough. Accelerating the delivery of the borough's key growth projects would start to redress the deficit in local job creation, deliver positive benefits in terms of community impact and contribute towards the financial sustainability of the council, given the shift away from grant funding towards council tax, business rates and income from services and facilities.

- 8.2 It is similarly anticipated that there would be benefits for the employees in the service areas of the two local authorities through improved capacity and a structure that co-ordinates and improves focus. Recruitment would also take place in line with the Council's Recruitment and Selection Policy which has already been subject to the Council's EIA process.

- 8.3 Any decisions on individual projects and programmes undertaken by the Joint Growth Unit would still be subject to the Council's EIA process.

## 9.0 Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Risk of businesses leaving Markham Vale and the income from business rates decreasing	High	Medium	Key Account Management is in place with businesses at Markham Vale and demand is good for any space that becomes available. There is significant headroom between the income from the EZ business rates and capital projects fees and the costs of operating the Joint Growth Unit to mitigate decreases in business rate income.	High	Low
If the capacity of the two local authority Economic Development services remains as they are, there would be insufficient capacity to accelerate inward investment, and economic development and growth activities	High	High	Implement Joint Growth Unit as described in this report to ensure that we are adequately resourced to accelerate inward investment, and economic development and growth activities	Low	Low
Risk of not being able to attract new recruits into the new unit.	High	Medium	Promote the career development opportunities from being part of the	High	Low

			new growth unit as part of the recruitment campaign. Ensure that posts are advertised at competitive salary levels.		
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## 10.0 **Alternative options and reasons for rejection**

- 10.1 Alternative options include (a) continuing with no additional resources; (b) making a case for a larger Joint Growth Unit and associated costs; (c) seeking additional resources on a case-by-case basis through opportunities to bid into local and/or national funding streams; and (d) establishing the resources set out here within the core Council establishment rather than in a new joint unit. Any of these options could also be combined with an alternative of maintaining existing governance arrangements rather than setting up a Joint Growth Board as proposed.
- 10.2 A do nothing option has been rejected since it would not provide the necessary resources required in order to maintain and accelerate delivery of key projects in line with the vision set out in Chesterfield borough's growth strategy. However, this option may be required if final agreement regarding funding sources cannot be secured. A larger unit has been considered and would be affordable within the funding proposals set out above. However, it is proposed that capacity is kept under review, through the new Joint Growth Board, rather than expanding further at this stage. The resources proposed here represent a scaling up from current levels and it is suggested that the effectiveness of this is reviewed prior to any further growth.
- 10.3 The option of trying to secure resources on a project by project or bid by bid basis has been rejected at this point as it

is very unlikely to provide a solid basis for a Unit and would entail significantly more work to bid within increasingly competitive environments. However, this option has been included within the overall funding approach in terms of aiming to secure contributions from future capital bids to the ongoing revenue costs of the unit.

- 10.4 Finally, consideration has been given to providing resources within existing teams (at CBC and DCC) and to providing resources without a new Joint Growth Board to oversee activity. Both of these options would bring significant risk that the intended focus that will be provided by a new Unit and Board would not be achieved. Instead, resources are likely to be spread once again across a range of work and potentially diverted from the list of key growth projects set out above. There would be far less visibility of, and therefore accountability for, progress of projects to the respective political leaderships and partnership working would not be strengthened to the same extent.

## 11.0 **Recommendations**

- 11.1 That Council notes the decisions of the Joint Cabinet and Employment and General Committee:

**11.1.1** That an informal Joint Growth Board is established with Derbyshire County Council in order to provide improved focus on the delivery of key growth projects within Chesterfield borough.

**11.1.2** That the proposal to establish a new Joint Growth Unit, with officer roles designed to focus on the delivery of key growth projects, is approved with additional provision for the commissioning of further specialist advice and support as required.

11.1.3 That a new Skills Delivery Officer post is established in the Economic Development service.

11.1.4 That the Executive Director, in consultation with the Cabinet Member for Economic Growth, be given delegated authority to approve the final job descriptions for new posts and the final budget for the new Joint Growth Unit, following the job evaluation of new posts within the proposed structure.

11.2 That Joint Cabinet and Employment and General Committee recommends to Council:

11.2.1 That the costs of implementing the above decisions are met through the retained business rates income received from the Markham Vale Enterprise Zone, in order to protect core budgets.

## 12.0 **Reasons for recommendations**

To ensure that the delivery of key growth projects and programmes is effectively structured and resourced in support of sustainable economic and housing growth to drive outcomes and benefits for our communities, and to ensure Chesterfield achieves its growth strategy objectives.

### **Decision information**

<b>Key decision number</b>	<b>835</b>
<b>Wards affected</b>	<b>ALL</b>
<b>Links to Council Plan priorities</b>	1) Making Chesterfield a thriving borough 2) Improving the quality of life for local people 3) Delivering value for money services

## **Document information**

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<b>Background documents</b>		
These are unpublished works which have been relied on to a material extent when the report was prepared.		
<b>Appendices to the report</b>		
Appendix A	Governance Proposals	
Appendix B	Delivery Team Proposals	
Appendix C	Cost of Proposals	
Appendix D	New Draft Job Descriptions	
Appendix E	Projects Programme	



## **Appendix A – governance proposals**

### Joint Growth Board – draft terms of reference

#### **Purpose**

The Board's role is to support and challenge delivery of significant growth projects within Chesterfield borough.

The Board will carry this out by:

- Defining a clear set of projects that will fall within the remit of the Board's discussions;
- Receiving regular and succinct progress reports regarding the delivery of each of the projects that fall within its remit;
- Considering ways in which risks to project delivery can be addressed, both by taking action within the two local authorities and through external partners;
- Considering ways in which project delivery can be accelerated and enhanced, both by taking action within the two local authorities and through external partners;
- Agreeing actions that can support project delivery, where these fall within the existing delegations of Board members;
- Making recommendations for actions to support project delivery where these lie outside the existing delegations of Board members, either within the two respective local authorities or with partner organisations;
- Making recommendations for investment through borrowing that can be supported by the revenue stream retained for growth projects and where this will increase the prospects of unlocking additional public and/or private funding;
- Agreeing the work programme for the joint growth unit on an annual basis;
- Acting as champions for delivery of the projects and the benefits that they will bring for communities across the area

## **Membership**

The membership of the Board will include:

- Leader of Derbyshire County Council
- Cabinet member for Economic Development and Regeneration, Derbyshire County Council
- Strategic Director of Economy, Transport and Environment, Derbyshire County Council
  
- Leader of Chesterfield Borough Council
- Cabinet member for economic growth, Chesterfield Borough Council
- Chief Executive, Chesterfield Borough Council

Further members may be co-opted by the Board.

The Board will be deemed quorate provided at least 4 Board members are in attendance, including at least one from each local authority.

The Board will operate with the chair alternating between the Leaders of the two local authorities.

## **Decision making**

The Board will not be constituted as a formal body within the constitution of either local authority. It will therefore take no decisions in its own right as a Board. Rather, following consideration by the Board, individual Board members may take decisions only where these already fall within their existing delegated authority. Any formal decisions required outside of this scope would need to be made by the appropriate body, informed by a recommendation from the Board.

## **Meetings**

Meetings will take place every two months. Meeting venues will alternate between Chesterfield and Matlock in line with the alternating chair arrangements.

The secretariat for the meetings will be provided by Chesterfield Borough Council.

Papers will normally be issued to the Board no later than 4 working days prior to the meeting.

Members of the public or observers will not normally be permitted to attend the meetings given the commercial sensitivities that are likely to be discussed.

Officers from both authorities, in particular those within the joint growth unit, will attend the Board in order to provide updates on projects.

Delivery partners may be invited to attend meetings for specific project updates in agreement with the Chair(s).

## **Review**

The Board will conduct a review of its activities and terms of reference at least once a year.

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## **Appendix B – delivery proposals**

In order to develop proposals for a new Joint Growth Unit, the key projects listed at section 3.4 and in Appendix E in the main report have each been analysed in detail.

This analysis has considered the planned progress of each project across the next 5 years, recognising that beyond this the delivery milestones become increasingly difficult to forecast with confidence.

The key tasks likely to be required by the respective local authorities have been considered through the different phases of each project and the profile for this set out on a quarterly basis across the five year period. Those tasks have then been assigned to the different types of capacity required and a risk adjustment applied to the results. Finally, existing resources have been taken into account in order to end up with a net risk-adjusted requirement.

Following this analysis, the following blend of posts has been recommended as providing the most appropriate level of capacity in order to ensure the two local authorities can maintain and accelerate delivery of the borough's key projects in future years. Although the forecast capacity has been based on the planned phases for each specific project, it is highly likely that actual demand to support delivery will vary from that forecast. The Unit will therefore be set up with officers given lead roles for specific projects, but able to work flexibly as the demands from each project fluctuate and in order to mitigate peaks and troughs of activity within any given project.

The table below sets out posts proposed for the new Joint Growth Unit. Draft job descriptions for new posts are included in Appendix D. Gradings are subject to finalisation of job descriptions and job evaluation panel appraisal.

<b>Post</b>	<b>Number</b>	<b>Grade</b>	<b>Key activities</b>
Joint Growth Unit Manager	1	13	Overall leadership of team and coordination of project resources. Key point of contact for escalating issues from individual projects. Responsible for managing relationship with the Joint Growth Board.
Project officer (transport and highways infrastructure)	1	to be employed by DCC, assessed as grade 12 for budget purposes	Dedicated resource with highways and transportation experience able to transact on behalf of the key projects to deal with issues arising pre and post-planning application, offer advice and liaise as single point of contact with DCC and other key stakeholders (HE, utilities, bus operators...) as required
Project officer (planning and development)	1	12	Dedicated and specialist planning capacity with experience of large site delivery, able to liaise with developers, landowners etc. and in turn with internal and external stakeholders at both pre and post-planning application stages.
Project officer (project	3	12	These would be assigned lead roles for

management)			one or more the specific projects, providing project management capacity and skills together with a single point of contact for external delivery partners and internal colleagues.
Contract and Commercial officer	1	12	Dedicated and specialist contracts and commercial development capacity; this post would provide advice internally to inform negotiations with delivery partners and funders, liaising closely with legal, procurement and finance, as well as supporting delivery partners in their commercial considerations.
Administrative and technical support officer	1	4-7	This post would provide dedicated support to the team, managing the extensive flows of information, correspondence, technical documents etc. between the two councils, stakeholders and delivery partners. It would also lead on the preparation of reporting to the Joint Growth Board and provide the secretariat.

Senior Economic Development Officer (Skills Delivery)	1	12	This post would be based in Chesterfield Borough Council's Economic Development service and would lead on delivery and implementation of initiatives and programmes contained within the Chesterfield Skills Action Plan, 2017 - 2020.
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## Appendix C - Proposed Employee Costs - Joint Delivery Team

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Post	No	Grade	Scale	Scale	Salary 2019/20	Apprentice Levy 2019/20	National Insurance 2019/20	Superannuation 2019/20	Total 2019/20
Project Delivery Manager	1	13	45-55	49	22,796	114	2,576	3,237	28,722
Project Officer - Transportation	1	12	45-48	45	20,838	104	2,355	2,959	26,255
Project Officer Planning	1	12	45-48	45	20,838	104	2,355	2,959	26,255
Project Managers	1	12	45-48	48	44,632	223	5,043	6,338	56,236
Project Managers	1	12	45-48	48	44,632	223	5,043	6,338	56,236
Project Managers	1	12	45-48	45	20,838	104	2,355	2,959	26,255
Commercial/Legal Support	1	12	45-48	45	20,838	104	2,355	2,959	26,255
Admin/Technical Support	1	4-8	14-29	25	11,918	60	1,347	1,692	15,017
Skills Delivery	1	12	45-48	45	20,838	104	2,355	2,959	26,255
					<b>228,165</b>	<b>1,141</b>	<b>25,783</b>	<b>32,399</b>	<b>287,488</b>
<i>Number of posts</i>	<i>9</i>								

Post	No	Grade	Scale	Scale	Salary 2020/21	Apprentice Levy 2020/21	National Insurance 2020/21	Superannuation 2020/21	Total 2020/21
Project Delivery Manager	1	13	45-55	50	47,671	238	5,387	6,769	60,065
Project Officer - Transportation	1	12	45-48	46	43,750	219	4,944	6,213	55,125
Project Officer Planning	1	12	45-48	46	43,750	219	4,944	6,213	55,125
Project Managers	1	12	45-48	48	45,748	229	5,170	6,496	57,642
Project Managers	1	12	45-48	48	45,748	229	5,170	6,496	57,642
Project Managers	1	12	45-48	46	43,750	219	4,944	6,213	55,125
Commercial/Legal Support	1	12	45-48	46	43,750	219	4,944	6,213	55,125
Admin/Technical Support	1	4-8	14-29	26	25,419	127	2,872	3,610	32,028
Skills Delivery	1	12	45-48	46	43,750	219	4,944	6,213	55,125
					<b>383,336</b>	<b>1,917</b>	<b>43,317</b>	<b>54,434</b>	<b>483,003</b>
<i>Number of posts</i>	<i>9</i>								

Post	No	Grade	Scale	Scale	Salary 2021/22	Apprentice Levy 2021/22	National Insurance 2021/22	Superannuation 2021/22	Total 2021/22
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Project Delivery Manager	1	13	45-55	51	49,867	249	5,635	7,081	62,832
Project Officer - Transportation	1	12	45-48	47	45,873	229	5,184	6,514	57,800
Project Officer Planning	1	12	45-48	47	45,873	229	5,184	6,514	57,800
Project Managers	1	12	45-48	48	46,892	234	5,299	6,659	59,084
Project Managers	1	12	45-48	48	46,892	234	5,299	6,659	59,084
Project Managers	1	12	45-48	47	45,873	229	5,184	6,514	57,800
Commercial/Legal Support	1	12	45-48	47	45,873	229	5,184	6,514	57,800
Admin/Technical Support	1	4-7	14-29	27	26,575	133	3,003	3,774	33,485
Skills Delivery	1	12	45-48	47	45,873	229	5,184	6,514	57,800
					<b>399,591</b>	<b>1,998</b>	<b>45,154</b>	<b>56,742</b>	<b>503,485</b>

Number of posts 9

Post	No	Grade	Scale	Scale	Salary	Apprentice Levy	National Insurance	Superannuation	Total
					2022/23	2022/23	2022/23	2022/23	2022/23
Project Delivery Manager	1	13	45-55	51	49,867	249	5,635	7,081	62,832
Project Officer - Transportation	1	12	45-48	48	48,064	240	5,431	6,825	60,561
Project Officer Planning	1	12	45-48	48	48,064	240	5,431	6,825	60,561
Project Managers	1	12	45-48	48	48,064	240	5,431	6,825	60,561
Project Managers	1	12	45-48	48	48,064	240	5,431	6,825	60,561
Project Managers	1	12	45-48	48	48,064	240	5,431	6,825	60,561
Commercial/Legal Support	1	12	45-48	48	48,064	240	5,431	6,825	60,561
Admin/Technical Support	1	4-7	14-29	28	28,340	142	3,202	4,024	35,708
Skills Delivery	1	12	45-48	48	48,064	240	5,431	6,825	60,561
					<b>414,655</b>	<b>2,073</b>	<b>46,856</b>	<b>58,881</b>	<b>522,465</b>

Number of posts 9

Post	No	Grade	Scale	Scale	Salary	Apprentice Levy	National Insurance	Superannuation	Total
					2023/24	2023/24	2023/24	2023/24	2023/24
Project Delivery Manager	1	13	45-55	51	49,867	249	5,635	7,081	62,832
Project Officer - Transportation	1	12	45-48	48	49,266	246	5,567	6,996	62,075
Project Officer Planning	1	12	45-48	48	49,266	246	5,567	6,996	62,075
Project Managers	1	12	45-48	48	49,266	246	5,567	6,996	62,075
Project Managers	1	12	45-48	48	49,266	246	5,567	6,996	62,075
Project Managers	1	12	45-48	48	49,266	246	5,567	6,996	62,075

Commercial/Legal Support	1	12	45-48	48	49,266	246	5,567	6,996	62,075
Admin/Technical Support	1	4-7	14-29	29	29,802	149	3,368	4,232	37,550
Skills Delivery	1	12	45-48	48	49,266	246	5,567	6,996	62,075
					<b>424,528</b>	<b>2,123</b>	<b>47,972</b>	<b>60,283</b>	<b>534,905</b>
<i>Number of posts</i>	<i>9</i>								
<b>Total</b>					<b>1,850,275</b>	<b>9,251</b>	<b>209,081</b>	<b>262,739</b>	<b>2,331,347</b>

### Assumptions

- 2019/20 only 6 months of staffing costs, with exception of 2 project managers i.e. Northern Gateway and HS2
- New employees start at the bottom of grade per HR policy with the exception of the 2 project managers detailed above
- Posts which cross more than 1 grade start on the bottom of a midpoint grade
- The estimated EZ funding for 2019/20 is inflated by 2% per annum from 2020/21 onwards based on the CPI rate for May 2019
- The Joint Delivery Unit Summary spans the next 5 financial years but the starting year is only a part year

## Appendix C - Proposed Budget - Joint Delivery Team

		2019/20 (£)	2020/21 (£)	2021/22 (£)	2022/23 (£)	2023/24 (£)	Total (£)
Employee Costs (Top of Grade)		287,488	483,003	503,485	522,465	534,905	2,331,347
Recharges (Payroll, HR, ICT etc.)		13,750	23,063	23,640	24,231	24,837	109,521
IT equipment (x7)		10,500	0	0	0	0	10,500
Mobile Phones (x4)		400	800	800	800	800	3,600
		<b>312,138</b>	<b>506,866</b>	<b>527,925</b>	<b>547,496</b>	<b>560,542</b>	<b>2,454,968</b>
Capital Recharges	10%	-31,214	-50,687	-52,792	-54,750	-56,054	-245,497
Enterprise Zone Funding		-890,253	-1,928,058	-1,966,619	-2,005,951	-2,046,070	-8,836,951
Remaining Funding in Year		-609,329	-1,471,879	-1,491,486	-1,513,205	-1,541,582	-6,627,480
Remaining Funding Cumulative		-609,329	-2,081,208	-3,572,694	-5,085,899	-6,627,480	-6,627,480

GRADE	SCP 18/19	2018/19	SCP 19/20	2019/20	2020/21	2021/22	2022/23
	6	16,881	1	17,364	17,798	18,243	18,699
2	7	16,881	1	17,364	17,798	18,243	18,699
	8	16,881	2	17,711	18,154	18,608	19,073
	9	16,881	2	17,711	18,154	18,608	19,073
3	10	16,881	3	18,065	18,517	18,980	19,455
	11	17,007	3	18,065	18,517	18,980	19,455
	12	17,173	4	18,426	18,887	19,359	19,843
	13	17,391	4	18,426	18,887	19,359	19,843
4	14	17,681	5	18,795	19,265	19,747	20,241
	15	17,972	5	18,795	19,265	19,747	20,241
	16	18,319	6	19,171	19,650	20,141	20,645
	17	18,672	6	19,171	19,650	20,141	20,645
5	18	18,870	7	19,554	20,043	20,544	21,058
	19	19,446	8	19,945	20,444	20,955	21,479
	20	19,819	9	20,344	20,853	21,374	21,908
			10	20,751	21,270	21,802	22,347
	21	20,541	11	21,166	21,695	22,237	22,793
6	22	21,074	12	21,589	22,129	22,682	23,249
			13	22,021	22,572	23,136	23,714
	23	21,693	14	22,462	23,024	23,600	24,190
	24	22,401	15	22,911	23,484	24,071	24,673
			16	23,369	23,953	24,552	25,166
	25	23,111	17	23,836	24,432	25,043	25,669
7			18	24,313	24,921	25,544	26,183
	26	23,866	19	24,799	25,419	26,054	26,705
	27	24,657	20	25,295	25,927	26,575	27,239
			21	25,801	26,446	27,107	27,785
	28	25,463	22	26,317	26,975	27,649	28,340
	29	26,470	23	26,999	27,674	28,366	29,075
8	30	27,358	24	27,905	28,603	29,318	30,051
	31	28,221	25	28,785	29,505	30,243	30,999
	32	29,055	26	29,636	30,377	31,136	31,914
	33	29,909	27	30,507	31,270	32,052	32,853
9	34	30,756	28	31,371	32,155	32,959	33,783
	35	31,401	29	32,029	32,830	33,651	34,492
	36	32,233	30	32,878	33,700	34,543	35,407
10	37	33,136	31	33,799	34,644	35,510	36,398
	38	34,106	32	34,788	35,658	36,549	37,463
	39	35,229	33	35,934	36,832	37,753	38,697
	40	36,153	34	36,876	37,798	38,743	39,712
11	41	37,107	35	37,849	38,795	39,765	40,759
	42	38,052	36	38,813	39,783	40,778	41,797
	43	39,002	37	39,782	40,777	41,796	42,841
	44	39,961	38	40,760	41,779	42,823	43,894
12	45	40,858	39	41,675	42,717	43,785	44,880
	46	41,846	40	42,683	43,750	44,844	45,965
	47	42,806	41	43,662	44,754	45,873	47,020
	48	43,757	42	44,632	45,748	46,892	48,064
13	49	44,697	43	45,591	46,731	47,899	49,096
	50	45,596	44	46,508	47,671	48,863	50,085
	51	46,533	45	47,464	48,651	49,867	51,114
14	52	47,446	46	48,395	49,605	50,845	52,116
	53	48,380	47	49,348	50,582	51,847	53,143
	54	49,296	48	50,282	51,539	52,827	54,148
	55	50,217	49	51,221	52,502	53,815	55,160

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**Appendix D – New Draft Job Descriptions  
(Subject to Job Evaluation)**

**JOB DESCRIPTION**

**JOB TITLE: Joint Growth Unit Manager (Project Delivery)**

**POST NO:**

**DEPT/SECTION: Economic Growth**

**GRADE/SCALE: 13**

**RESPONSIBLE TO: Assistant Director Economic Growth**

**RESPONSIBLE FOR:**

Overall leadership of the multi-disciplinary economic growth project delivery team and coordination of project resources to deliver significant growth projects and programmes in support of sustainable economic and housing growth to drive outcomes and benefits for our communities, and to ensure Chesterfield achieves its growth strategy objectives.

**MAIN PURPOSE OF THE POST:**

- Works in partnership with both the public and private sector to identify and develop innovative ways to deliver robust growth projects and to secure commercial and public finance and investment funding to deliver tangible benefits that promote growth and transformation of Chesterfield's economy.
- Leads delivery of complex multi-agency regeneration projects
- Plans, monitors and manages projects and programmes identifying and mitigating any commercial, financial or legal risks.

- Manages and delivers complex, multi stakeholder projects or programmes to time and budget, ensuring highest level of communication and relationship management across all levels.
- Leads procurement exercises, ensuring best value for money and adherence to appropriate financial arrangements.
- Manages and monitors budgets and financial risks associated with programmes and projects to ensure effective management and financial propriety.
- Leads change management activities including change impact assessment, stakeholder management, managing resistance, building change capacity, designing and defining roles and responsibilities.
- Leading on the delivery and implementation of initiatives and programmes contain within the Chesterfield Economic Growth Strategy.
- Work with external delivery partners (including LEP's) to monitor the impact of funding programmes and initiatives, to ensure that finance is accessed for project delivery.
- Ensure Senior Council officers and elected Members are fully briefed on all issues relating to the delivery of significant projects in the local economy
- Support the wider Economic Growth Team in responding to inward investment enquiries and supporting the promotion of local supply chain initiatives to developers investing in the Borough.
- To ensure high standards of professional expertise and a high quality of project and programme managements.



## **DUTIES AND RESPONSIBILITIES:**

**The postholder must, at all times, carry out their duties and responsibilities to comply with Borough Council policies and procedures**

1. Support the Assistant Director Economic Growth to develop, co-ordinate and deliver significant growth projects and investment opportunities across the Borough, providing a commercial and market awareness approach to regeneration working closely with private sector developers and the construction industry.
2. Manage the day to day workload of the Project Delivery Team reporting to the Assistant Director Economic Growth, providing strategic programme and project support to major cross-cutting capital investment projects and programmes across the borough.
3. Lead and embed project management practice across the Project Delivery Team to ensure the successful delivery of major projects.
4. To ensure that all projects and initiatives are based on sound business plans incorporating robust financial models and deliverable project plans. To ensure, in conjunction with the Assistant Directors Economic Growth and Housing Head of Service, that all projects are properly resourced.
5. To identify, and direct other team members in, land acquisitions necessary for site assembly and business relocation, including unlocking land opportunities and facilitating public and private sector development partnerships.

6. To work alongside the Economic Development Manager in bidding for external funding to support the delivery of projects and programmes.
7. Co-ordinate and direct others in the preparation of tenders, design competitions for identified sites, and manage the competition process within set guidelines.
8. Appoint, and direct others in appointing, the appropriate consultants and contractors to deliver any infrastructure, public realm or construction projects that are to be delivered directly by the Council, or in partnership with other public or private bodies.
9. Monitor the progress of schemes against agreed business plan and/or masterplan targets and take remedial action as necessary.
10. Identify, assess, manage and mitigate risks relating to the priority projects for this team, including the preparation and maintenance of risk logs which will contain all information about the risks, their analysis, countermeasures and status.
11. Provide strong performance management of the Project Delivery Team by owning and developing service planning, robust financial and performance management ensuring continuous improvement, value for money and best value are delivered.
12. Promote the continued growth of the Borough working with a range of public and private sector development partners, funding agencies, LEP partners and inward investors.

13. Provide strategic input to regeneration policy and programmes and to research, prepare and present strategic and high-level reports to the members of the Council, Joint Growth Board, Chief Executive, Corporate Management Team and Economic Growth Management Team.
14. Maintain effective links and joint working with public, private and voluntary agencies at Borough, regional and national level and to advise the Assistant Director Economic Growth and CMT of problems and opportunities affecting strategic policy and resource procurement.
15. Represent the interests of Chesterfield Borough Council in matters on inter authority organisations/meetings and other external bodies as directed by the Council.
16. Alongside the Economic Development Manager be responsible for managing the relationship with the Joint Growth Board and Derbyshire County Council.
17. To be responsible for the supervision and co-ordination of all employees within Chesterfield Borough Council that may be assigned to deliver regeneration projects.
18. Ensures that projects remain compliant with any legislative or governance changes at a Chesterfield, Derbyshire, East Midlands and national level.
19. To keep abreast of best practice, innovation and developments in respect of the wider economic development agenda and to recommend policy and improvements to the Corporate Management Team.

20. To be responsible for procuring and managing capital and service contracts, ensuring that all contractual, legal and health and safety matters are addressed.
21. Advise members of the council, service areas and where appropriate other individuals and organisations on matters relating to the area of activity.
22. Represent the council on inter-authority and regional working groups as appropriate.
23. Prepare and present reports to meetings of portfolio holders, the council's Cabinet, committees, scrutiny panels, community forums and tenant groups as appropriate.
24. To keep up to date with any changes in legislation impacting on the area of activity and to recommend to the Assistant Directors for Economic Growth and Housing any changes to policy and/or procedure in order to ensure compliance with legislation.
25. To assist in planning and delivering services in line with the Economic Growth Service Plan.
26. To assist in the setting of key performance indicators for the area of activity and to monitor, manage and report, as appropriate, performance against indicators.
27. To assist in setting and managing budgets for the area of activity and to be responsible for the effective and efficient control of all budgets relating to the area of activity.
28. To be responsible for working in accordance with all Council Policies – including but not limited to: financial,

procurement, customer care, performance management, health & safety and equality policies.

29. To be responsible for complying with all Health & Safety obligations.
30. To comply with all statutory requirements.
31. The following requirements are expected of every employee:
  - To participate in the council's quality initiatives
  - To use the council's computer systems in respect of the duties of the post and to have particular regard to the General Data Protection Regulations / Data Protection Act
  - To be aware of and implement the procedures relating to health and safety
  - To attend in service training as required
  - To be aware of and implement the Council's Equal Opportunities Policy
  - Must be prepared to work flexibly within the team
  - In addition, as a Council employee, you are considered to be an 'ambassador' of the Council to fulfil your responsibilities mindful of the Council's reputational interests.
32. Any other duties which are similar in level of responsibility
33. Deputise as required for the Assistant Director, Economic Growth.

### **SPECIAL FEATURES OF THE POST**

You may be required to carry out your duties at your present workplace or some other council site.

## PERSON SPECIFICATION

**JOB TITLE: Joint Growth Unit Manager**

**SERVICE: Economic Growth**

<b>CRITERIA</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>	<b>HOW IDENTIFIED</b>
Experience	<p>Extensive experience of working on delivery of major and complex regeneration projects and initiatives.</p> <p>Managing staff, consultants and contractors</p> <p>Experience of relationship management with partners and private sector developers up to Director level.</p> <p>Experience of working in a multidisciplinary team within a project delivery focused /Economic Development environment.</p> <p>Experience in using programme and project management techniques and software.</p>	<p>Working with private sector and public sector partners to secure successful outcomes</p> <p>A proven track record of identifying and securing external funding and private sector investment.</p> <p>Experienced at presenting reports to committees/ project boards/ senior management teams.</p>	<p>Application form.</p> <p>Interview.</p>

	<p>Extensive experience of preparing project briefs and procuring and managing consultants.</p> <p>Managing budgets on major projects involving a range of partners and funding sources</p>	<p>Experience of writing and developing business cases and reports for a wide range of people</p> <p>Experience of local government working practices</p>	
<p>Specialist Knowledge/ Skills</p>	<p>Good Knowledge of current project management approaches, legislation and best practice.</p> <p>Ability to analyse complex issues and produce reports, provide briefings.</p> <p>Able to demonstrate a robust knowledge and understanding of project delivery issues.</p> <p>High level of budgeting and resource managing skills</p>	<p>Appreciation of legal contracts and public and private sector financial instruments to employment growth and regeneration.</p> <p>Experience of local government working practices.</p> <p>Ability to use relevant ICT systems, e.g. Microsoft Word, Auto Cad, Project</p>	<p>Application form.</p> <p>Interview.</p> <p>Practical exercise.</p>

		<p>Management software and tools, Powerpoint and Excel</p> <p>Knowledge of various funding sources</p>	
Qualifications	Degree in Economic Development related or equivalent discipline.	<p>Qualification in management</p> <p>Prince2 Project Management or equivalent</p> <p>Membership of a relevant professional body</p>	<p>Application form.</p> <p>Certificates</p>
Interpersonal Skills	<p>Effective verbal and written communication skills.</p> <p>Tact and diplomacy in dealing with all stakeholders</p> <p>A strong communicator who is able to influence, negotiate, build and develop/manage strong working relationships</p>	<p>Technical presentation skills e.g. Power Point.</p>	<p>Interview.</p> <p>Practical exercise</p>



	<p>with external partners and customers.</p> <p>High level of personal effectiveness (e.g. organisational skills, time management)</p> <p>Clear leadership, influencing and negotiation skills and an ability to motivate staff and partner agencies alike.</p> <p>Ability to work with a range of partners and stakeholders at a national, regional and local level in the successful delivery of housing growth.</p> <p>Be a team player that can support others in the team to deliver real outcomes for the benefit of the local economy</p>		
<p>Personal Circumstances</p>	<p>Able to be mobile around Chesterfield borough</p> <p>Willingness to work outside normal office hours as the job requires</p>		<p>Application form.</p>

## **JOB DESCRIPTION**

**JOB TITLE:** Project Officer (Project Manager)

**POST NO:**

**DIRECTORATE:** Economic Growth Directorate

**SERVICE AREA:** Economic Development/Growth Unit

**GRADE:** 12

**RESPONSIBLE TO:** Joint Growth Unit Manager

**RESPONSIBLE FOR:**

**MAIN PURPOSE OF POST:**

- To lead on and co-ordinate the delivery of major regeneration projects and programmes that contribute to the growth of Chesterfield's economy.
- To project manage the delivery of key regeneration projects/programmes as outlined in the Chesterfield Growth Plan, maximising opportunities from partnership working, external funding and facilitating positive economic outcomes for the local economy.
- To be responsible for project financial management and planning to include the management of substantial project budgets and procurement associated with projects.
- To work with the wider Economic Development Team and Head of Economic Growth to identify, develop and pursue new regeneration opportunities.

## **DUTIES AND RESPONSIBILITIES:**

**The post holder must, at all times, carry out their duties and responsibilities to comply with Borough Council policies and procedures.**

1. To programme manage the implementation of major and complex regeneration projects.
2. Ensure that effective project management, planning, budget and risk management controls systems are in place to ensure sound project delivery.
3. Provide leadership to multi-disciplinary teams from a project delivery perspective in order to achieve successful regeneration outcomes from project delivery.
4. Ensure that all professional work related to project delivery is undertaken (e.g. site acquisitions, licenses, disposals, consents).
5. To maintain a thorough knowledge of the latest policies, regeneration opportunities, strategies and initiatives locally, regionally and nationally in order to facilitate the delivery of projects and the development of new initiatives.
6. Work in partnership with external partners and key stakeholders from the public and private sector to ensure the effective delivery of projects and to ensure strong and effective relationships are maintained.
7. Identify, as appropriate, new opportunities for projects/schemes and activities that will support the delivery of ambitions as outlined in the Chesterfield Growth Plan and the Council's Corporate Plan.

8. Use up to date knowledge of funding to identify and secure funding from the public and private sector to enhance project delivery or to support the development of new projects.
9. Oversee and implement procurements to support project delivery in line with Council's (and or funders) procurement policy.
10. Identify gaps in knowledge and skills requirements internally to ensure effective delivery of projects in a timely manner, overseeing the procurement of consultants/research and studies as appropriate.
11. Prepare detailed project plans, reports and analysis for Project Boards, external stakeholders and internal Council meetings (including Cabinet and Full Council reports).
12. Ensure compliance with all project funding requirements through achieving the effective monitoring of activity undertaken and the establishment of clear audit trails.
13. Using a range of communication methods, including presentations, report on project progress to a range of internal and external stakeholders as required.
14. Ensure opportunities for positive communications as a result of project/schemes are maximised.
15. Ensure that the wider economic, social and health benefits from project/scheme delivery are realised by working with colleagues and partners.
16. Ensure that good practice is embedded into the delivery of projects and that lessons learned and evaluation is included in all aspects of project delivery.

17. Any other duties which are equal/similar to the responsibility level and grade of the post.
18. To be aware of, and implement, the Council's Equal Opportunities Policy

### **SPECIAL FEATURES OF THIS POST**

Chesterfield Borough Council operates an agile working policy that enables employees to work from a variety of locations to best serve the customer and the service. It is envisaged that this post will involve an element of agile working, requiring you to carry out your duties at your usual workplace or at another Council site but which may also require you to work from home or at any other site delivering services for the council as directed.

## **PERSON SPECIFICATION**

**JOB TITLE:** Project Officer

**POST NO:**

**DIRECTORATE/SERVICE AREA:** Economic Growth/Growth Unit

### **SKILLS/KNOWLEDGE/ABILITIES**

#### **Essential**

- Highly developed project management skills with clear evidence of successful delivery of complex regeneration projects.
- Thorough understanding of national policy framework for regeneration.
- Strong financial reasoning and analytical skills with the ability to manage substantial budgets.
- Working knowledge of external funding with a track record of securing funding for use on regeneration activities.
- Ability to manage and monitor external funding.
- Good understanding of planning process as part of project development, management and delivery.
- Well-rounded understanding of property development in both housing and commercial sector.
- Experienced communicator both verbally and in writing (experienced in preparing reports internally and externally,

producing project monitoring updates as well as having effective inter personal skills that allow you to persuade and influence others).

- Ability to lead, motivate and develop project teams and forge effective relationships often at a senior level.
- Ability to plan and co-ordinate activities of self and project team in context of conflicting priorities.
- Ability to work to tight deadlines whilst managing a variable workload and changing priorities.
- Ability to think creatively and develop new solutions to resolve problems.
- Demonstrate an innovative approach with the ability to identify and deliver improvements.

### **Desirable**

- Knowledge of Combined Authority/Local Enterprise Partnership (LEP) priorities and ability to link with successful project delivery on the ground.

### **EXPERIENCE**

#### **Essential**

- Experience of managing complex regeneration projects.
- Experience of working in regeneration/economic development
- Experience of managing and monitoring multiple funding streams and substantial budgets > £5m

- Experience and track record in leading multi-disciplinary project teams and partnerships to secure positive outcomes.
- Experience of managing internal and external contractors to deliver positive outcome to agreed project specification and timeframes.
- Experience of managing procurement processes
- Experience of chairing regular progress meetings and or steering groups with relevant internal and external stakeholders

### **Desirable**

- Experience of managing the implementation and delivery of high value construction projects

## **QUALIFICATION/TRAINING**

### **Essential**

- Educated to degree level or equivalent

### **Desirable**

- Project Management training qualification or equivalent
- A professional qualification at level 4 or above in a related field (surveying, planning, construction)



## **JOB DESCRIPTION**

**JOB TITLE: Senior Economic Development Officer (Skills Delivery)**

**POST NO:**

**DEPT/SECTION: Economic Growth/Economic Development**

**GRADE/SCALE: 11**

**RESPONSIBLE TO: Economic Development Manager**

**RESPONSIBLE FOR:**

- Delivery of the Skills Action Plan and Apprentice Town initiative

**MAIN PURPOSE OF THE POST:**

- Leading the on delivery and implementation of initiatives and programmes contain within the Chesterfield Skills Action Plan. Working with internal and external partners to achieve the objectives contained within the Skills Action Plan.
- Taking the lead on Apprentice Town initiative to ensure that apprenticeships are promoted effectively with young people, employers and parents and that participation is increased.
- Working with the Planning Team, developers and external partners to ensure community gain is maximised from developments taking place in Chesterfield, exploiting the pro-active use if local labour clauses and local supply chain initiatives. This should include the monitoring of the impact of activities undertaken to highlight the value of intervention and to develop quality case studies.

- Support the promotion of local supply chain initiatives to developers investing in the Borough, through direct public sector procurement activity and through promoting the benefits of trading locally to businesses.
- Work with external delivery partners (including LEP's) to monitor the impact of skills programmes and initiatives, to ensure that finance is accessed for project delivery.
- Ensure Senior Council officers and elected Members are fully briefed on all issues relating to skills in the local economy
- Manage CBC budgets in relation to skills.
- Work with businesses to provide advice in relation to skills support/recruitment support including responding to redundancies as they emerge.
- Support the wider Economic Development Team in responding to inward investment enquiries where skills support is an integral part of the response required.
- Ensure that through effective skills delivery that the opportunity impact on social exclusion is harnessed for the benefit of resider of the Borough.

## **DUTIES AND RESPONSIBILITIES:**

**The postholder must, at all times, carry out their duties and responsibilities to comply with Borough Council policies and procedures**

1. To be responsible for the supervision and co-ordination of all employees within Chesterfield Borough Council that may be assigned to projects to support skills delivery.

2. Deputise as required for the Economic Development Manager and Strategic Director, Economic Growth.
3. To keep abreast of best practice, innovation and developments in respect of the wider skills agenda and to recommend policy and improvements to the Corporate Management Team.
4. To lead the delivery of all activity related to the Chesterfield Skills Action Plan including the delivery of the Apprentice Town Initiative, Local Labour initiatives, local supply chain, redundancy responses, business support in relation to skills and recruitment and the effective monitoring of delivery of external partners projects in relation to skills.
5. To ensure the timely review of the Skills Action Plan in conjunction with the wider Development and Growth Service and other internal and external partners including LEP's, local Colleges and academic institutions.
6. To take a strategic lead in developing and building commercial relationships with key stakeholders, developers, land owners and potential investors to deliver skills support activity.
7. To work closely with Cabinet and local elected members on the skills issues and policies for the borough that align with the Skills Action Plan, Corporate Plan and Growth Strategy.
8. Work with the Economic Development Manager to deliver a key account management approach to advising businesses on skills, apprenticeships, local supply chain activities.

9. To ensure that the council adopts a consistent, pro-active approach to delivering positive outcomes from local labour clauses agreed as part of the planning process on new developments and that the impacts of these clauses are effectively monitored.
10. To strategically commission skills activity via a range of delivery models to maximise public, private and institutional financial resources for the borough.
11. To ensure that the range of innovative skills delivery models are responsive to national skills policy and funding environments to increase delivery and funding from Government, public, private and institutional finances.
12. To bid for and assemble funding and manage the budgets that will support the delivery of the new build programme.
13. To be responsible for procuring and managing capital and service contracts, ensuring that all contractual, legal and health and safety matters are addressed.
14. Advise members of the council, service areas and where appropriate other individuals and organisations on matters relating to the area of activity.
15. Represent the council on inter-authority and regional working groups as appropriate.
16. Prepare and present reports to meetings of portfolio holders, the council's Cabinet, committees, scrutiny panels, community forums and tenant groups as appropriate.

17. To keep up to date with any changes in legislation impacting on the area of activity and to recommend to the Assistant Directors for Economic Growth and Housing any changes to policy and/or procedure in order to ensure compliance with legislation.
18. To assist in planning and delivering services in line with the Economic Growth Service Plan.
19. To assist in the setting of key performance indicators for the area of activity and to monitor, manage and report, as appropriate, performance against indicators.
20. To assist in setting and managing budgets for the area of activity and to be responsible for the effective and efficient control of all budgets relating to the area of activity.
21. To ensure that all services are provided in accordance with the council's Equalities Policies and Procedures.
22. The following requirements are expected of every employee:
  - To participate in the council's quality initiatives
  - To use the council's computer systems in respect of the duties of the post and to have particular regard to the General Data Protection Regulations / Data Protection Act
  - To be aware of and implement the procedures relating to health and safety
  - To attend in service training as required
  - To be aware of and implement the Council's Equal Opportunities Policy
  - Must be prepared to work flexibly within the team

- Any other duties which are similar in level of responsibility

### **SPECIAL FEATURES OF THE POST**

You may be required to carry out your duties at your present workplace or some other council site.

## **BEHAVIOURAL COMPETENCIES**

### **One Council, One Team**

- **Seeing the Bigger Picture**

Be alert to emerging issues and trends which might impact or benefit own work

Develop an understanding of own work priorities and how this contributes to council strategy and objectives

Ensure own work activities are aligned to council priorities

Actively seek out and share experience to develop understanding and knowledge of own work business area

Seek to understand how the services, activities and strategies in the area work together to create value for the customer/end user

Bring together views and perspectives of stakeholders to gain a wider picture of the landscape surrounding activities and policies

- **Collaboration and Partnering**

Establish relationships with a range of stakeholders to support delivery of business outcomes

Act as a team player, investing time to generate a common focus and genuine team spirit

Actively seek input from a diverse range of people

Readily share resources to support higher priority work, showing pragmatism and support for the shared goals of the organisation

Deal with conflict in a prompt, calm and constructive manner

Encourage collaborative team working within own team and across the council

### **Customer Focussed**

- **Delivering value for money services**

Recommend actions to achieve value for money and efficiency, maximising revenue through every opportunity

Cultivate and encourage an awareness of cost, using clear simple examples of benefits and how to measure outcomes

Work confidently with performance management and financial data to prepare forecasts and manage and monitor budget against agreed plans

Follow appropriate financial procedures to monitor contracts to ensure deliverables are achieved

Monitor the use of resources in line with organisational procedures and plans and hold team to account

- **Managing a quality service**

Make effective use of project management skills and techniques to deliver outcomes, including identifying risks and mitigating actions

Develop, implement, maintain and review systems and service standards to ensure professional excellence and expertise and value for money

Work with team to set priorities, goals, objectives and timescales

Establish mechanisms to seek out and respond to feedback from customers about service provided

Promote a culture that tackles fraud and deception and ensures security of information

Develop proposals to improve the quality of service with involvement from a diverse range of staff, stakeholders or delivery partners

### **Can Do**

- **Changing and Improving**

Find ways to improve systems and structures to deliver with more streamlined resources

Regularly review procedures or systems with teams to identify improvements and simplify processes and decision making

Be prepared to take managed risks, ensuring these are planned and their impact assessed



Actively encourage ideas from a wide range of sources and stakeholders and use these to inform own thinking

Be willing to meet the challenges of difficult or complex changes, encouraging and supporting others to do the same

Prepare for and respond appropriately to the range of possible effects that change may have on own role/team

Champion change within your team and encourage others to do the same

- **Delivering at Pace**

Successfully manage, support and stretch self and team to deliver agreed goals and objectives

Show a positive approach in keeping their own and the team's efforts focused on the goals that really matter

Take responsibility for delivering expected outcomes on time and to standard, yet allowing others space and authority to deliver objectives

Plan ahead but reassess workloads and priorities if situations change or people are facing conflicting demands

Regularly monitor own work against milestones or targets and act promptly to keep work on track and maintain performance

Coach and support others to set and achieve challenging goals for themselves

- **Developing Self and Others**

Identify and address team or individual capability requirements and gaps to deliver current and future work

Identify and develop all talented team members to support succession planning, devoting time to coach, mentor and develop others

Value and respond to different personal needs in the team using these to develop others and promote inclusiveness

Proactively manage own career and identify own learning needs with line manager, plan and carry out work-place learning opportunities

Continually seek and act on feedback to evaluate and improve their own and team's performance

## **Honesty and Respect**

- **Leading and Communicating**

Continually communicate with staff, helping to clarify goals and activities and the links between these and council strategy

Recognise, respect and reward the contribution and achievements of others, valuing difference

Communicate in a straightforward, honest and engaging manner with all stakeholders and stand ground when needed

Communicate using appropriate styles, methods and timing, including digital channels, to maximise understanding and impact

Promote the work of the council and play an active part in supporting the council values and culture, challenging unacceptable behaviour; lead by example

Role model enthusiasm and energy about their work and motivate others to do the same

- **Making Effective Decisions**

Make decisions (based on policies/constitution) when they are needed, even if they prove difficult or unpopular, explaining rationale as appropriate

Identify a broad range of relevant and credible information sources and recognise the need to collect new data when necessary from internal and external sources

Recognise patterns and trends in a wide range of evidence/ data and draw key conclusions, outlining costs, benefits, and risks

Ensure all council and public data is treated with care in accordance with security procedures and protocols

Recognise scope of own authority for decision making within the constitution and empower others to make decisions

Invite challenge and where appropriate involve others in decision making to help build engagement and present recommendations

**NOTE**

Project Officer (Planning and Development) – detailed Job Description and Person Specification to be completed but will be based upon that for Project Officer (Project Management).

**PERSON SPECIFICATION**

**JOB TITLE: Senior Economic Development Officer (Skills)**

**SERVICE: Economic Growth/ Economic Development**

<b>CRITERIA</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>	<b>HOW IDENTIFIED</b>
Experience	<p>Extensive experience of working on delivery of complex and skills projects and initiatives.</p> <p>Experience of relationship management with partners and private sector developers up to Director level.</p> <p>Experience of working in a multidisciplinary team within a project delivery focused /Economic Development environment.</p> <p>A proven track record of identifying and securing external funding and private sector investment.</p>	<p>Working with private sector and public sector partners to secure successful outcomes</p> <p>Experience of implementing local labour agreements on developments with developers.</p> <p>Experienced at presenting reports to committees/ project boards/ senior management teams.</p>	<p>Application form.</p> <p>Interview.</p>

	<p>Experience in using programme and project management techniques and software.</p> <p>Extensive experience of preparing project briefs and procuring and managing consultants.</p>	<p>Experience of writing and developing strategies and reports for a wide range of people</p> <p>Experience of local government working practices</p> <p>Experience of the management and direction of staff.</p>	
<p>Specialist Knowledge/ Skills</p>	<p>Knowledge of current skills issues, legislation and best practice.</p> <p>Ability to analyse complex issues and produce reports, provide briefings.</p> <p>Able to demonstrate a robust knowledge and understanding of skills issues from the public sector perspective.</p>	<p>Appreciation of legal contracts and public and private sector financial instruments to skills activity, employment growth and regeneration.</p> <p>Experience of local government</p>	<p>Application form.</p> <p>Interview.</p> <p>Practical exercise.</p>

		<p>working practices.</p> <p>Ability to use relevant ICT systems, e.g. Microsoft Word, Auto Cad, Project Management applications, Powerpoint and Excel</p>	
Qualifications	Degree in Economic Development related or equivalent discipline.	<p>Qualification in management</p> <p>Prince2 Project Management or equivalent</p>	<p>Application form.</p> <p>Certificates</p>
Interpersonal Skills	<p>Effective verbal and written communication skills.</p> <p>Tact and diplomacy in dealing with all stakeholders</p> <p>A strong communicator who is able to influence, negotiate, build and develop/manage strong working relationships</p>	<p>Technical presentation skills e.g. Power Point.</p>	<p>Interview.</p> <p>Practical exercise</p>

	<p>with external partners and customers.</p> <p>Clear leadership, influencing and negotiation skills and an ability to motivate staff and partner agencies alike.</p> <p>Ability to work with a range of partners and stakeholders at a national, regional and local level in the successful delivery of housing growth.</p> <p>Be a team player that can support others in the team to deliver real outcomes for the benefit of the local economy</p>		
Personal Circumstances	<p>Able to be mobile around Chesterfield borough</p> <p>Willingness to work outside normal office hours as the job requires</p>		Application form.

## **JOB DESCRIPTION**

**JOB TITLE:** Contract and Commercial officer

**POST NO:**

**SERVICE AREA:** Economic Growth/Growth Team

**GRADE:** 12

**RESPONSIBLE TO:** Joint Growth Unit Manager/Property  
Procurement and Contracts Law  
Manager

**RESPONSIBLE FOR:** None

### **MAIN PURPOSE OF POST:**

- To provide expert legal advice and assistance on high risk, complex and significant transactions in relation to Contract and Procurement matters.
- To support and advise Council Officers and Members on commercial matters including Economic Regeneration and Commercial Contracts and Procurement Projects.
- To support the Economic Growth Teams and Governance Service generally and the Property, Procurement and Contracts and the Local Government & Regulatory Law teams in particular in providing a comprehensive legal service to the Council at all times
- To provide all of the above to the Council.



## **DUTIES AND RESPONSIBILITIES:**

1. To provide expert legal advice to Council Officers and Members on procurement, contracts, TUPE, EU Procurement/EU tendering processes and Public Contract Regulation and Local government powers for alternative business structures
2. To prepare draft and complete commercial contracts, including services contracts, joint arrangements and funding agreements ensuring that they comply with the Council's Contract Procedure Rules, the Public Contracts Regulations and any relevant policies and strategies.
3. To ensure that in relation to the Council's contractual portfolio contributing to the Council's business transformation, regeneration and asset management strategies, that contract documentation is drawn up to protect the Council through an understanding of the current market risks involved.
4. To negotiate with third parties and often involving opposing solicitors in resolving breaches of Contract and other Contractual disputes on range of advanced and/or complicated matters to achieve agreement and settlement for the council on the best commercial terms available.
5. To ensure the delivery of value for money in respect of the drafting appropriate Contract documents and through the corporate monitoring of Contract compliance.
6. To deliver complex specialist commercial Contract and Procurement advice and legal support as required with the minimum of supervision

7. To provide commercial legal advice on partnership, collaboration and related business structures for the delivery of Council services and the maximisation of income.
8. To advise on and deal with breaches of Contract and other Contractual disputes.
9. To organise, direct and review the work of Property, Procurement & Contracts Legal Executive where required by the Project Delivery Manager and the Property, Planning & Contracts Law Manager.
10. To mentor and train less experienced colleagues in Governance and to work with commissioning and procurement officers across the Council training and mentoring as directed by the Head of Governance
11. To advise and assist the Property, Procurement and Contracts Manager as necessary, including deputising for the Project Delivery Manager and the Property, Procurement and Contracts Manager in his/her absence.
12. To attend committees and other meetings as required.
13. To advise on reports and the decision-making process.
14. To carry out commercial Conveyancing and development work to include work on sales, purchases, leases and licences including the Right to Buy transactions.
15. To assist the Local Government & Regulatory Law Team in respect of civil, criminal and regulatory matters as required.

16. To be aware of and keep up-to-date with changes in UK and EU legislation and case law affecting the range of matters carried out by the postholder and to keep Members and Officers informed. To monitor the progress of work against relevant standards and timetables and ensure that performance standards are met.
17. To perform any other duties as may be commensurate with the grade.
18. To deliver the Health and Safety responsibilities relevant to the role as defined in the Council's Health & Safety policy.
19. To comply with the professional rules, guidance and regulations applicable to a Solicitor or Barrister in England.
20. To comply with and carry out all duties with due regard to the Council's equal opportunities policy
21. To comply with requirements of Data Protection Act and Freedom of Information Act.

**SPECIAL FEATURES OF THE POST:**

1. The post is politically restricted.
2. The post may involve attendance at meetings and events outside of normal office hours.
3. You may be required to carry out the duties at the Town Hall, Chesterfield or at any other Council site

## **PERSON SPECIFICATION**

**JOB TITLE:** Contract and Commercial Officer

**POST NO:**

**DIRECTORATE/SERVICE AREA:** Economic Growth/Growth Unit

### **KNOWLEDGE, SKILLS & ABILITIES**

#### **Essential**

- Demonstrate an in-depth knowledge of contract and procurement law including the Public Contract Regulations relating to contracts including contracts for the supply of goods, materials or services and contracts for the carrying out of works.
- Track record of dealing with complex, contentious and sensitive matters of Public Procurement law.
- Strong contract drafting and negotiating skills with experience of drafting complex legal documentation with minimal or no supervision.
- Knowledge of the day to day problems which occur in a regulated procurement environment
- Ability to work autonomously and as part of a team
- Knowledge of the law relating to Conveyancing and Property
- Good research and analysis skills
- Ability to effectively prioritise work within a small, busy team.

- Ability to provide solution focussed advice.
- Highly developed communication skills over all media to deliver clear and effective advice to officer, members, outside bodies and other stakeholders
- Ability to use Microsoft and online research tools.

### **Desirable**

- Knowledge of Data Protection and Freedom of Information law.
- Knowledge of Local Government law.

## **EXPERIENCE**

### **Essential**

- At least 5 years' experience of providing significant commercial contract and procurement legal advice, including negotiating and drafting of the contract documentation.

### **Desirable**

- At least 5 years' experience of working in a local authority or other similar public sector organisation or regulatory authority.
- Experience of electronic case management time recording systems and/or other data bases
- Experience of advising on local government regulatory law matters.

## **QUALIFICATIONS & TRAINING**

### **Essential**

- Practising Lawyer and qualified to work in the UK with a minimum, of 5 years post qualification experience.

### **Desirable**

- Membership of the Procurement Lawyers Association

## **SPECIAL FEATURES OF THIS POST**

Chesterfield Borough Council operates an agile working policy that enables employees to work from a variety of locations to best serve the customer and the service. It is envisaged that this post will involve an element of agile working, requiring you to carry out your duties at your usual workplace or at another Council site but which may also require you to work from home or at any other site delivering services for the council as directed.







	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>NG Phase 1</b>							
Project Management	1.25	1	0.25	0	0	0	0
Legal	0.1	0.1	0	0	0	0	0
Planning	0.1	0.1	0	0	0	0	0
Admin / Tech Support	0.15	0.15	0.1	0	0	0	0
<b>NG Phase 2</b>							
Project Management	0.5	0.5	0.75	1	1	0.5	0.5
Legal	0.1	0.1	0.15	0.15	0.1	0	0
Planning	0.225	0.15	0.15	0.1	0	0	0
Admin / Tech Support	0.15	0.1	0.1	0.15	0.15	0.15	0.15
<b>Transport and Movement</b>	Inhouse Strategic Planning lead						
Project Management	0	0	0	0	0	0	0
Legal	0.05	0.075	0.1	0.1	0.05	0.05	0
Planning	0	0	0	0	0	0	0
Admin / Tech Support	0.15	0.1	0.15	0.1	0.1	0.1	0
<b>Market/Spire/ Lots/Wifi/Public Realm</b>							
Project Management	0.5	0.75	1	1	1	0.5	0.5
Legal	0.2	0.2	0.2	0.2	0.1	0.1	0.05
Planning	0	0.15	0.15	0.15	0.15	0.1	0.1
Admin / Tech Support	0.15	0.15	0.15	0.15	0.15	0.15	0.15
<b>Rail Station Masterplan</b>							
Project Management	1	1	1	1	1	1	1
Legal	0.2	0.175	0.175	0.175	0.1	0.1	0.1
Planning	0.175	0.1	0.175	0.15	0.1	0	0
Admin / Tech Support	0.25	0.15	0.15	0.15	0.15	0.15	0.15
<b>Highway / Transport Infrastructure</b>							
Project Management	1	1	1	1	0	0	0
Legal	0.15	0.15	0.175	0.1	0	0	0
Planning	0.15	0.15	0.175	0.15	0	0	0
Admin / Tech Support	0.1	0.1	0.1	0.1	0	0	0
<b>Housing Delivery</b>							
Project Management	0	0	0	0	0	0	0
Legal	0	0	0	0	0	0	0
Planning	0	0	0	0	0	0	0
Admin / Tech Support	0	0	0	0	0	0	0
<b>Staveley Corridor Project</b>							
Project Management	0.5	0.5	0.75	0.5	0.5	0.5	0.5
Legal	0.1	0.1	0.1	0.1	0	0	0
Planning	0.15	0.15	0.2	0.1	0	0	0
Admin / Tech Support	0	0.1	0.1	0.1	0.1	0.1	0.1
<b>Private Sector Scheme Acceleration</b>							
Project Management	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Legal	0.1	0.1	0.1	0.05	0	0	0
Planning	0.2	0.2	0.15	0.15	0.1	0.1	0.1
Admin / Tech Support	0.05	0.15	0.15	0.15	0.15	0.15	0.15
<b>Public Art / Visitor Economy &amp; Peak Gateway Building</b>							
Project Management		0	0	0	0	0	0
Legal		0	0	0	0	0	0
Planning		0	0	0	0	0	0
Admin / Tech Support		0	0	0	0	0	0
<b>Total</b>							
Project Management	5	5	5	4.75	3.75	2.75	2.75
Legal	1	1	1	0.875	0.35	0.25	0.15
Planning	1	1	1	0.8	0.35	0.2	0.2

Admin / Tech Support	1	1	1	0.9	0.8	0.8	0.7
Team Management	0	0	0	0	0	0	0
	<b>8</b>	<b>8</b>	<b>8</b>	<b>7.325</b>	<b>5.25</b>	<b>4</b>	<b>3.8</b>

## For publication

### Equality and Diversity Annual Report 2018/19

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Meeting:	Council
Date:	9/10/2019
Cabinet portfolio:	Governance
Report by:	Policy Officer

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## **For publication**

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### 1.0 **Purpose of report**

To present the Council's Equality and Diversity Annual Report for 2018/2019 for consideration.

### 2.0 **Recommendations**

- 2.1 That the Equality and Diversity Annual Report be supported.
- 2.2 That the Equality and Diversity Annual Report be published on the Council's website and circulated to partners.

### 3.0 **Report details**

- 3.1 Equalities legislation and good practice require public bodies to publish annual equalities reports. The report should

summarise equalities progress during the last year, and future plans.

- 3.2 The Equality and Diversity Annual Report is attached. It covers improvements and achievements over the last year, including progress in delivering the corporate Equality and Diversity Strategy and Action Plan, and also future plans.
- 3.3 The Annual Report has been developed in consultation with the Equality and Diversity Forum. It also includes a summary of the EIAs undertaken during 2018/19 along with progress on Equalities issues during the year.
- 3.4 The Annual report was considered at the meeting of Cabinet on 16 July, 2019 when it was resolved that it be supported, be published on the Council's website and circulated to partners and be presented to Full Council at the earliest opportunity and that future annual reports be presented to Full Council.
- 3.5 Risk management template

This work concerns the implementation of statutory and good practice performance requirements. It is required before all relevant documents and reports are published.

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Reputational and legislative risk of not publishing the Annual Report which demonstrates compliance with Equality Annual Report.	M	L	Publish the Annual Report on the Council's website and distribute via partner mailing lists (eg. Links).	L	L

#### 4.0 **Alternative options and reasons for rejection**

4.1 The alternative approach would be to not publish the Annual Report, however, this would make it difficult to demonstrate the Council's progress in delivering Equalities outcomes.

#### 5.0 **Recommendations**

5.1 That the Equality and Diversity Annual Report be supported.

5.2 That the Equality and Diversity Annual Report is published on the Council's website and circulated to partners.

#### 6.0 **Reasons for recommendations**

6.1 To provide the community and relevant organisations with an update of the Council's progress in delivering equalities outcomes.

#### **Decision information**

<b>Key decision number</b>	
<b>Wards affected</b>	All
<b>Links to Council Plan priorities</b>	An inclusive Borough, where everyone feels valued and has equal and fair access to local services.

#### **Document information**

<b>Report author</b>	<b>Contact number/email</b>
<b>Allison Potter</b>	<b>Allison.potter@chesterfield.gov.uk</b>
<b>Background documents</b> These are unpublished works which have been relied on to a material extent when the report was prepared.	

<b>Appendices to the report</b>	
Appendix A	Equality and Diversity Annual Report 2018/19

**Chesterfield Borough Council**

**Equality and  
Diversity Annual  
Report  
2018 - 2019**

## **ARE WE ACCESSIBLE TO YOU?**

### **If not, ask us**

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

### **On request we will provide free:**

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

### **Please contact us:**

Telephone: 01246 345247

Email: [enquiries@chesterfield.gov.uk](mailto:enquiries@chesterfield.gov.uk)



## 1. Introduction from Cllr Sharon Blank, Cabinet Member for Governance



*Welcome to Chesterfield Borough Council's Equalities Annual Report for 2018/19. This report highlights the work we have been doing over the last year to promote equality with our partners and the wider community.*

*Our organisational vision is "Putting Our Communities First". Chesterfield Borough Council is committed to treating people fairly in everything we do as a service provider, employer and community leader. We want to ensure that our employees and the people we serve receive fair treatment in all aspects of our work.*

*In the current climate, our work promoting equality is becoming more of a challenge, but is also increasingly important - as you will see in this report, working with partners in the community is now an essential part of how we do this. We are very proud of our achievements over the last year, including our continued promotion of equalities and celebration of diversity within our services, as well as out in the wider community.*

*The Equality and Diversity Forum continues to promote equality and diversity in the wider community, and has organised a number of activities and events over the year on a range of locally relevant themes. We have now completed the second year of the Equality and Diversity Action Plan which is part of the Equality and Diversity Strategy launched during 2017, and we are confident that this framework is enabling us to continue to meet the changing needs of our communities in Chesterfield.*

*We believe we are continuing to make a real difference to the quality of life of our residents, businesses and visitors. We would like to take this opportunity to highlight some of our key equalities achievements during the last year.*

## 2. Equality and Diversity Strategy – Action Plan Progress

2.1. Our current Equality and Diversity Policy and Strategy outlines our corporate equality objectives between 2017 and 2019, and the way in which we

planned to achieve them, including a set of corporate principles. The Policy and Strategy provide a framework for the Council to continue to ensure that the services we provide are fair and meet the needs of the local community, and that we discharge our responsibilities under the Equality Act 2010.

**2.2.** In addition to reporting on our progress in implementing the strategy and action plan through these annual reports, progress is also monitored via the corporate performance management framework. The Equality and Diversity Forum also have a role in scrutinising our performance in delivering the strategy.

**2.3.** During 2018/19 we have completed the following activities which make up the action plan for the second year of the Strategy:

**Continue to work in partnership with communities to organise a range of equality themed awareness activities and events, through the Equality and Diversity Forum.**

During 2018 and 2019, the Equality and Diversity Forum have worked together to plan and deliver a number of community events. These have helped us to work with residents to create communities which challenge discrimination and embrace difference, and to work in partnership with other organisations, the voluntary sector, and local businesses to promote, recognise and celebrate difference within the context of fairness and equality.

You can read more about these activities in the Equality and Diversity Forum section later in this report.

**Outcome:** - Working with residents to create communities which challenge discrimination and embrace difference, and working in partnership with other organisations, the voluntary sector, and local businesses to promote, recognise and celebrate difference within the context of fairness and equality.

**Review and relaunch the hate crime reporting form and process**

The council has a responsibility to monitor and respond to hate crimes and incidents, including taking direct action to prevent such incidents occurring under



Section 17 of the Crime and Disorder Act.

The Hate Crime reporting form for use by staff to report hate crimes and incidents was reviewed and relaunched by the Policy team in April 2018.

The new Hate Crime form is now available on Aspire.

**Outcome:** - A confidential and accessible reporting document is now available for staff to provide support to victims, witnesses and third parties.

### **Maintain the State of the Borough report in line with latest available information**

The State of the Borough report draws mainly on data from the 2001 Census and 2011 Census and more recent statistics from the Office of National Statistics. The Report considers information surrounding the demography and communities of Chesterfield and comparisons are shown with Derbyshire, the East Midlands and England, and where possible, at Ward Level.

The report was reviewed and updated in 2018 and is now available for viewing on the Borough Council website.

**Outcome:** - Communities are empowered, having access to knowledge and information about their local area. The information can be used to maximise the town's assets and build on them further to address key issues within communities.



### **Launch the revised Equality Impact Assessment process**

An Equality Impact Assessment (EIA) allows you to find out whether your work has an impact on different equality groups. Some examples might be those on low income or unemployed, single parents or the gypsy or travelling community, carers and those who live in areas of high deprivation.

The revised EIA process was launched in May 2018 and full details and the EIA form can be found on Aspire, the Council's internal intranet for employees. The form should be completed before the policy, project, service function or strategy has been set up, if changes are needed it's easier to make these sooner rather than later.

**Outcome:** - The revised EIA assessment process helps us improve the way we treat customers, help with the decisions that we need to make and ensure that we all comply with legislation.

## **3. Chesterfield Equality and Diversity Forum**

**3.1.** During 2018/19 members of Chesterfield Equality and Diversity Forum continued to work together to share ideas and best practice, be a 'critical friend', and raise awareness in the community of equality and diversity. One of the most important contributions of the forum is the successful engagement with the wider community, and at the beginning of this year, the Forum held a workshop looking at demographics and locally relevant topics to develop a plan of activities and events for the year. This resulted in another year of excellent educational and awareness raising activities led by the forum. The forum has acted as a critical friend for many of the Council's services during the year and has played a key role in the scrutiny and development of equality impact assessments which inform the Council's decision making process.

***A message from Sarah Roy, Chair of Chesterfield Equality and Diversity Forum***



I am very happy to be continuing as chair of the Equality and Diversity Forum again this year and I am proud that we have really put equality and diversity at the heart of Chesterfield communities again in the last 12 months. We have achieved a lot and exceeded the expected outcomes in all our areas of work. Two of my highlights from this year were International Women's Day in March and Holocaust Memorial Day in January. In addition we have been able to support the African Caribbean Community Association's event to mark Black History Month in October, free disability awareness training, a lip-reading workshop and a number of

speakers attending our forum meetings to promote their work with deaf people and how services can be made more accessible for all.

The Equality and Diversity Forum met in March to agree and plan our four events for 2019/20. We are now looking forward to being able to offer some free Autism awareness training in June and we will be developing some more interactive events to promote diversity later in 2019, so watch this space! The theme for our Holocaust Memorial Day in 2020 will be **'Stand Together'**. It explores how genocidal regimes throughout history have deliberately fractured societies by marginalising certain groups, and how these tactics can be challenged by individuals standing together with their neighbours, and speaking out against oppression.

### **3.2. Equality and Diversity Forum meetings and engagement**

A key aim of the Forum is to raise awareness of equalities and issues affecting local people. The Forum now has over 200 members who receive regular information about the meetings, events and equalities news. Some of the participants represent a community group, or statutory organisation, while others are there as individuals from the community with an interest in promotion of equality and diversity.

During 2018/19 there were high levels of engagement at the meetings with a variety of issues being considered including an initial workshop to plan

equality and diversity events, training and activities, followed by ongoing planning throughout the year.

### **Equality and Diversity Forum events and activities**

During 2018/19 the Equality and Diversity Forum have continued to organise, host and support a number of events throughout the year on a range of equality themes that are relevant to the community. We continued to work on these events in partnership with a number of organisations to maximise the impact we can all make in the community and to pool our limited resources. We would like to thank all those who have given up their time to support and help plan the following events that have taken place over the past year. Events during 2018/19 included:

#### **Lunch and Mingle - Deaf Awareness**

On 12<sup>th</sup> September 2018 the Equality and Diversity Forum joined resources with 'Links' (the Chesterfield and North East Derbyshire Council for Voluntary Service and Action Ltd) to focus on deaf awareness.

The Police attended to speak to the group regarding the work the Police are doing with the deaf community to improve access to their services and communication with people with hearing impairment.

Then a representative from the Chesterfield Royal Hospital spoke about the work they have been doing with the Deaf Forum and improving access to services for people with hearing impairment.

#### **LGBT+ Hate Crime Awareness**

During the Forum's meeting in January, Derbyshire LGBT+ delivered a hate crime awareness session which focussed on hate crime affecting lesbian, gay, bisexual, trans + communities locally.



## Disability Equality Training



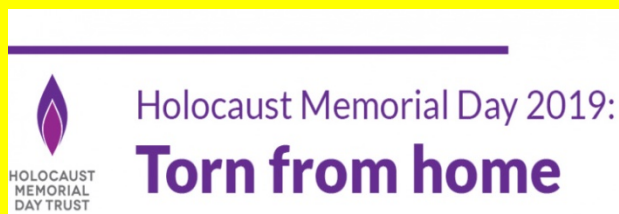
On 21<sup>st</sup> November 2018 the Forum ran a Disability Equality Training session at the Loundsley Green Community Centre, presented by Laura Chapman. Laura is an Equality and Diversity Specialist. As director of 'EQuality Training', she has sought to create a vibrant company that celebrates the positive and possible. As an experienced educationalist, researcher, author and trainer, her session drew not only on knowledge, but also on real life to give a refreshing and remarkable insight into the entire equality arena. Around 25 people from a range of local organisations took part in the training session to promote high quality service provision and customer service for people with disabilities.

## Holocaust Memorial Day 2019

The Holocaust Memorial Day activities continue to be very well supported by local communities, drawing in large audiences. The theme set by the Holocaust Memorial Day Trust for 2019 was 'Torn From Home', which encouraged audiences to reflect on how the enforced loss of a safe place to call 'home' is part of the trauma faced by anyone experiencing persecution and genocide.

In keeping with this theme, the Equality and Diversity Forum organised for Mr Dieudonne Ganza Gahizi to be the key speaker at the event which took place on the evening of 28th January 2019. Ganza is a survivor, a researcher, and a writer. He is also the founder/director of Healing Plan Organisation, a charity which supports victims/survivors of rape and the children born as a result of rape during the 1994 Genocide against the Tutsi in Rwanda.

Ganza gave a personal testimony of loss, survival, and how he came to forgive those responsible for the murder of his relatives, particularly his father. Over 100 people attended the evening, which ended with a Q and A session touching on locally relevant issues and themes.





## **International Women's Day 2019**

In celebration of inspirational women, the Equality and Diversity Forum held an open event in March this year to coincide with International Women's Day. The event was very well attended by members of local community groups, CBC staff and also a group of students from Chesterfield College.

Cllr Tricia Gilby, Leader of the Council, opened the event. Christine Stephenson and Lynn Elliott, coordinators for the Red Box Project in Chesterfield, introduced the delegates to their project, which is a countrywide community scheme that tries to ensure that no schoolgirl finds it difficult to access sanitary products for whatever reason or misses school because of the lack of them. Donations of sanitary / hygiene products were made by the delegates to support this project.

The first workshop was presented by Rashpal Rai from Wellbeing Works CIC. She encouraged the group to think about 'wellbeing' and what it means and also provided some exercises to help lift you up.

The second workshop was presented by Sonya Robotham from Vox Feminarum: Women's Voices. Her workshop examined and debated the impact of the media and explored ways that girls can resist and challenge negative messages and stereotypes which can diminish senses of self and esteem.





## **4. Promoting equality and diversity through our services**

Throughout the year, a range of activities and developments take place in the Council's services which contribute towards our commitment to embrace diversity and treat everyone fairly.

### **4.1 Customer services**

The Council's customer services have once again retained their Customer Service Excellence accreditation, meeting the standards with full compliance. Retaining the accreditation gets harder each year, requiring us to prove that we continue to deliver good customer service, whilst also making improvements since the last assessment.

The Customer Service Excellence standards consist of 5 key areas:

- Customer Insight
- The Culture of the Organisation
- Information and Access
- Delivery
- Timeliness and Quality of Service

Through our case studies and evidence, we were able to demonstrate that the customer service delivery over the five areas had been of a high standard, with numerous improvements. We were also able to show a commitment to continual development in the service which we provide to our customers.

## Mental Health Awareness Week



The Customer Services team recently supported the NHS Foundation Trust in celebrating Mental Health Awareness Week which ran from 13<sup>th</sup> to 19<sup>th</sup> May. The Occupational Therapy team at the Hartington Unit at Chesterfield

Royal Hospital worked with service users to create some artwork, depicting happiness and well-being and breaking down the stigma of mental health. The artwork was then displayed during Mental Health Awareness Week in the Customer Service Centre.

## 4.2 Community Development

Our community development activity continues to contribute to the promotion of health, wellbeing and equality in the wider community.

During 2018/19 we continued to support and facilitate the successful financial inclusion partnership project, "Health, Wealth and Wellbeing" which takes an outreach approach to providing people with information and advice in their local community.

The 'Holiday Hunger' project in Barrow Hill continues to be a success, where packed lunches and activities are provided for local children during the school holidays. This project is designed to support nutrition for children who are likely to eat significantly less than they would during the school term when they have access to food in school.

The Rother Active Youth project, providing holiday activities and food for children and young people in Rother ward goes from strength to strength, supported in partnership with local councillors, residents and organisations active in the area. The weekly youth club for local young people aged 11 – 16 based at Queen's Park Sports Centre has focussed this year on young people's

mental health and wellbeing with activities and events offering information and support tailored to their age group and needs.

We continue to be a key partner in the 'Time 4 U Café' events. These are free multi- agency events aimed at facilitating members of the community to access information and advice from a range of health and wellbeing agencies within their own communities. Events are designed to be non-threatening and relaxing. The free beauty treatments, crafts, cookery activities, crèches, lunches incentivise attendance to the event and encourage interaction with the health and wellbeing agencies.

CBC continues to be a key partner in the Chesterfield Dementia Action Alliance (currently chairing the group) which is made up of representatives from local organisations and is committed to working towards Chesterfield being a dementia friendly place.

### **4.3 Sport and leisure**

We continue to provide inclusive activities in our leisure centres and in the community to improve access to sport and leisure and reduce inactivity. All of our swimming lessons aimed specifically at supporting the needs of autistic children are now fully subscribed, with children gradually progressing into mainstream lessons. The approach we have taken has been nationally recognised by Swim England and also commended with staff recognition within the county through the Active Derbyshire Awards.

We directly support the delivery of the DCC weight management programmes in both our Leisure Centres. They are self-referral and are free for anyone in the borough.

We continue to run our successful Walking for Health programme, which provides free social walks. These are particularly beneficial for anyone new to physical activity, who may have a health condition, or who are socially isolated. This year we have worked with a range of organisations to provide health walks for residents with more specific needs alongside our program of general public walks.

We have worked with Macmillan Cancer Support to provide a health walk from the new NGS Macmillan centre at Chesterfield Royal Hospital for anyone affected by cancer.

We have enabled an organisation working with the Department of Work and Pensions to use health walks alongside lifestyle change to support people back into employment. Feedback from their clients has been extremely positive and the organisation is now looking to roll this initiative out nationally.

We have worked with the Chesterfield and North Derbyshire Tinnitus Support Group to provide walks offering relaxation and stress relief for those affected by Tinnitus. We have also supported Derbyshire Healthcare Foundation Trust to offer health walks for those with substance misuse issues.

For this year's Walking Festival we held a circular walk focussing on exploring some hidden green spaces, parks and works of art in Rother, one of our less well known, less visited wards. The walk was fully booked including visitors from America and local residents keen to learn more about what's on their doorstep.

We also continue to provide Health Referral opportunities at the leisure centres for people with a qualifying health condition to become more active using the Council's facilities to improve their health.

#### **4.4 Parks and open spaces**

Chesterfield's parks continue to provide excellent facilities for the community and visitors. We are proud to hold 5 Green Flags which recognise the best parks and green spaces across the country with one of the key considerations being accessibility. We continue to invest in our smaller local parks aiming to make them as accessible and appropriate as possible. Parks provide outlets to play sport (football, petanque, cricket, walking football) and informal recreation and we also maintain many equipped play areas, several of which have had makeovers and new facilities. We are also now running accessible bike sessions in Queen's Park.

A growing number of people are holding events on our parks and this has recently attracted an Eid picnic by members of the Muslim community as a celebration of the end of Ramadan. We also continue to host Chesterfield Pride, now in its fourth year which continues to grow year on year. As part of the

walking festival we hosted a roll and stroll event designed for people with physical and learning disabilities, and also a dementia walk.

We aim to instil ownership and pride at a young age by involving infants and junior school groups with bulb planting their local park. This has helped contribute towards the 20,000 spring bulbs planted to make Chesterfield a brighter borough.

#### **4.5 Housing**

During the last year, the council invested £23.4 million in its own housing stock and estates and plan to spend a further £26.5 million in the coming year to ensure that all 9,100 of our tenants continue to benefit from a decent and affordable home. We are becoming more active in providing new Council properties to meet demand for affordable homes in the Borough. Planning permission has been obtained for a ten unit scheme at Brampton, a four unit scheme at Brimington and a planning application for 21 new homes for Loundsley Green was recently submitted. The new homes to be constructed during 2019/20 will provide a mixture of 2/3/4 bedroom houses and two, two bedroom bungalows.

During the last financial year, our Private Sector Housing Team has supported the completion of 126 Disabled Facilities Grant adaptations in properties in Chesterfield. Adaptations have included the installation of stairlifts, extensions and bathrooms, a total spend of approximately £600k.

Our tenancy sustainment team provides support, advice and assessments to vulnerable tenants to reduce tenancies breaking down and prevent homelessness.

We are also working hard to secure more private sector housing to support our economic aspirations and the needs of a growing and changing population. Recent planning applications have included the provision of over 50 new affordable homes to be let by Housing Associations.

We continue to be part of the Syrian Vulnerable Persons Resettlement Scheme which is a national scheme that prioritises help for survivors of torture and violence, and women and children at risk or in need of medical care. As a

participating district, we have supported the resettlement of a number of families who are settling well locally.

#### **4.5 Apprenticeships town and improving our economy**

During 2018/19 we have continued deliver activity outlined in the Skills Action Plan. This includes working with Chesterfield College and other partners to develop Chesterfield as an Apprentice Town. We have our own successful apprenticeships scheme that currently supports 26 apprenticeships but we want to support all young people in our communities to gain employment, further education and develop their skills. Despite a number of significant changes to how apprenticeships are funded and delivered, in 2018/19 1120 apprenticeships were delivered in Chesterfield with 420 of those being undertaken by 16-18 year olds. There are now more opportunities to progress through apprenticeships and last year, almost half (540) of apprenticeships started in Chesterfield were at level 3 and above which included 100 higher level apprenticeships.

Apprenticeships also featured heavily in the annual employability and skills conference which took place in February 2019. Attended by almost 100 delegates from across Chesterfield's business and education community, including 11 year 13 students, the conference examined the work being done in Chesterfield to bridge the gap between education and business, and saw how, by forging relationships with local businesses, schools are enriching their curriculums and harnessing a strong pipeline of local talent. The work in this area will be strengthened in the coming year, following a successful bid by D2N2 to the Careers and Enterprise Company that will see the establishment of a Careers Hub in North Derbyshire.

At the same time, through the local HS2 Delivery Board and working with DCC, we have begun a programme of school engagement activity to raise awareness of the career opportunities arising in the sector and as a result of HS2. To date this has included the distribution of approximately 5000 'HS2 & You' leaflets to pupils from Year 5 to year 9 as well as the



commencement of a programme that seeks to deliver a carousel of careers workshop to nine Secondary and nine Primary Schools across the borough.

Ensuring that local people and businesses have the right skills to access current and future opportunities is a key objective underpinning the Skills Action plan and one that contributes to the Councils priority to make Chesterfield a thriving Borough. A significant amount of activity in 2018/19 focussed on responding to the opportunity to site Spanish Rail Manufacturer Talgo's UK Manufacturing base at Barrow Hill. Despite narrowly missing out to Longannet in Scotland, Talgo have cited Chesterfield as being central to achieving their 'All Britain Strategy', announcing that it is the preferred location for their Rail Innovation Centre. To help realise this vision, we have worked hard with partners to deliver a feasibility study to support the creation of DRIIve (Derbyshire Rail Innovation Vehicle) which will see a facility based adjacent to Barrow Hill Engine Shed, providing a suite of research and development workshops, specialist training facilities and commercial office space to support the Rail Supply Chain.

Sheffield City Region's Ambition and Talent Programmes unfortunately came to an end in December 2018 but supported 355 young people in Chesterfield enabling 117 to move into employment. A number of new ESF funded programmes were launched in April 2019 in both LEP areas, including Skills Support for the Unemployed and the Youth Engagement Programme which will provide support to unemployed individuals, including 16-24 NEET (Not in Education, Employment or Training).

Following the success of Sheffield City Regions Skills Bank programme which contributed £356,743 to the skills development of 498 learners across 40 businesses in Chesterfield, Skills Bank 2 was launched on the 16<sup>th</sup> April 2019 which seeks to support more businesses and individuals to develop their skills in the workplace.

Local labour clauses have been agreed on 100% of eligible developments during 2018/19 resulting in 217 local jobs, 15 apprenticeships and over £12.3m of

contracts being awarded to the local supply chain. Included in this activity was the delivery of a Sector Based work Academy to support the recruitment of staff to the new Premier Inn on Elder Way. Working with Chesterfield College and Job Centre Plus, we were able to broker a programme that provided 60 unemployed people with sector based training and a guaranteed interview resulting in 20 individuals securing positions with Premier Inn.

The Council is still actively supporting the delivery of key regeneration schemes (Peak and Waterside) and is actively engaged in the direct delivery of the Northern Gateway Scheme. These developments will directly deliver hundreds of new employment opportunities to Chesterfield. In doing so, we have worked with the support of Sheffield City Region LEP and secured SCRIF funding to enable delivery. Our engagement in LEP's is subject to review and we will need to ensure that Chesterfield continues to benefit from funding opportunities to accelerate developments (from both LEP's in the interim) and as appropriate in the future.

#### **4.6 Arts and culture accessibility**

The Theatres Access Group continues to deliver its action plan to improve access at the Council's Theatres. We continue to provide performances with audio description, signed performances and touch tours to improve accessibility for people with disabilities.

Over the last year, we have worked in partnership with Working with Matinee Project/Arts Derbyshire to deliver four film showings in a relaxed environment for people with dementia and their carers. These have been well-attended, with 170 people attending to see 'White Christmas' in December last year.

In May 2018 seven local schools were invited to the Winding Wheel to see a production called 'You've Got Dragons'. This was an accessible performance with both disabled and non-disabled actors and had sign language and audio description. The production covered the subject of mental health in children. After the performance, the production company visited three of the schools to facilitate workshops and discussions surrounding mental health.



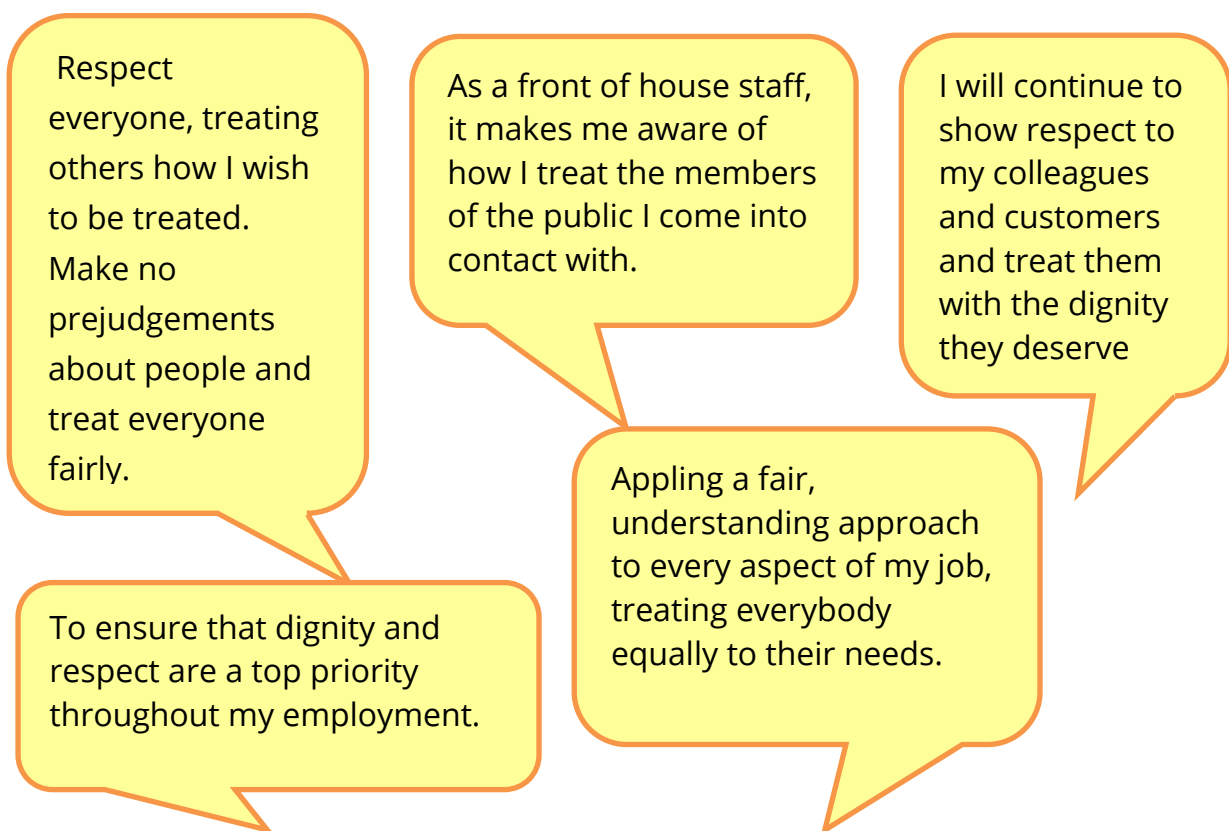
A new project, 'Afternoon at the Movies' has now started. This is a social isolation project aimed at encouraging people to get together for conversations and health and wellbeing discussions.

Chesterfield Museum continues to run its memory boxes project for people with dementia. The memory boxes contain items designed to inspire conversations about people's personal interests with friends and caregivers. During 2018/19, the Museum loaned out 25 memory boxes.

The Museum hosted an exhibition called 'Other Stories' by Derbyshire LGBT+ (supported by the Heritage Lottery Fund) until May 2018. This exhibition charted the social history of lesbian, gay, bisexual and transgender communities in Chesterfield and North Derbyshire. This was the first time a museum in Derbyshire has hosted an LGBT+ history exhibition. In the lead up to the opening, the Museum held an event for local lesbian, gay, bisexual and transgender communities to come forward with their stories and pictures for the exhibition.

#### **4.7 Equalities training for our staff**

We offer the three mandatory equalities training modules in an online format, covering the Equality Act 2010, equality and diversity in Chesterfield's communities, and a guide to reasonable adjustments. Feedback from employees shows that these modules have been effective, with an average of 97% of participating employees stating that the modules either met or exceeded their expectations. In addition, a number of comments were made by employees who completed the modules about how they would apply their learning including:



This year, we have continued to develop an additional online training package, which, when completed, will include a number of equalities training modules which are designed to improve employee's awareness of specific considerations in relation to customer service, for example, dementia, autism and LGBT awareness. We also offer a pre-retirement course for employees approaching retirement, and managing stress sessions.

## **5 Equality impact assessments**

- 5.1 The Council is committed to demonstrating that all relevant equality issues have been considered before changes are made to policies, projects, services, functions and strategies, or when new ones are created. Chesterfield Borough Council does this through its robust Equality Impact Assessment (EIA) process.
- 5.2 The EIA process enables us to look at our work in depth to see what impact it has on different equality groups, and to mitigate against any potentially negative impacts that are identified. Staff received training in the completion of EIAs ensuring that the process is embedded across all council services.
- 5.3 During 2018/19 the Council undertook around 25 Equality Impact Assessments (EIAs) for a variety of changes to policies, strategies and projects. These have taken into consideration: best practice, demographic information and employee and customer feedback and other engagement activities. The EIAs were published with the relevant reports to the Council's Cabinet. Through the EIA process, we have been able to address any negative impacts on sections of the community promote equality by identifying and acting on opportunities to implement positive impacts for groups where possible.

## 6.0 **Looking forward to 2019/20**

There is much to look forward to over the next year, as we continue to work with partners to promote equality and diversity in our community and within the organisation. Some of the key activities include:

- Continuing to work in partnership with communities to organise a range of equality and diversity themed awareness activities and events, through the Equality and Diversity Forum.
- Continuing to embed the Council's commitment to equalities in its service planning and delivery by delivering a robust equality impact assessment process, and upholding the importance of this during financially challenging times.
- Ensuring that translation and interpretation made available by Chesterfield Borough Council meets the needs of local communities by reviewing and revising our current arrangements.

- Providing employees with training and development opportunities so that they have the skills, abilities and confidence to recognise and respond appropriately and sensitively to diversity and discrimination, both within the workplace, when delivering services and, ultimately, in their everyday lives. Delivering ongoing equality and diversity refresher training as required with services and a range of additional awareness raising modules on locally relevant themes.
- Support the planning and delivery of the local arrangements for the 2021 Census.
- Preparing and delivering the new Equality and Diversity Strategy for 2019-23.

## **7.0 Further information**

If you have any comments on our Equalities Annual Report or would like to request further information or copies of any of the documents highlighted in the report please contact:

Katy Marshall or Allison Potter

Policy Officer

Tel: 01246 345247

E-mail: [katy.marshall@chesterfield.gov.uk](mailto:katy.marshall@chesterfield.gov.uk) or [allison.potter@chesterfield.gov.uk](mailto:allison.potter@chesterfield.gov.uk)

## **COUNCIL MEETING - 9 OCTOBER, 2019** **MINUTES OF COMMITTEE MEETINGS**

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

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

<b>Appeals and Regulatory Committee</b>	<a href="#">10 July</a> <a href="#">17 July</a> <a href="#">24 July</a> <a href="#">7 August</a> <a href="#">4 September</a> <a href="#">11 September</a> <a href="#">18 September</a> <a href="#">25 September</a>
<b>Employment and General Committee</b>	<a href="#">8 July</a> <a href="#">9 September</a>
<b>Planning Committee</b>	<a href="#">22 July</a> <a href="#">12 August</a>
<b>Standards and Audit Committee</b>	<a href="#">17 July</a>

If you require paper copies of the Minutes please contact:

### **Brian Offiler**

Democratic Services, Town Hall, Chesterfield, S40 1LP

Tel: 01246 345229 email: [democratic.services@chesterfield.gov.uk](mailto:democratic.services@chesterfield.gov.uk)

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## CABINET

Tuesday, 16th July, 2019

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant  
Blank  
T Gilby  
Ludlow

Councillors Holmes  
J Innes  
Mannion-Brunt

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

21 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Sarvent.

22 **MINUTES**

**RESOLVED –**

That the minutes of the meeting of Cabinet held on 25 June, 2019 be approved as a correct record and signed by the Chair.

23 **FORWARD PLAN**

The Forward Plan for the four month period August to November, 2019 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

24 **QUARTER 1 BUDGET MONITORING 2019/20 & UPDATED MEDIUM**

## **TERM FINANCIAL FORECAST**

The Acting Chief Finance Officer submitted a report to update members on the council's budget position for 2019/20, covering the General Fund Revenue Budget, General Fund Capital Programme and Housing Revenue Account.

An updated General Fund Revenue Budget forecast as at the end of quarter 1 of the financial year 2019/20 was included within section 4 of the officer's report. This showed that there was now forecast a small increase in the deficit for 2019/20 from £202k to £203k as a consequence of variances to income and expenditure.

Detailed information on the council's reserves and the medium term outlook was provided in sections 5 and 6 of the officer's report.

### **RESOLVED –**

That Cabinet recommend to Full Council that:

1. The financial performance in the first quarter of the financial year 2019/20, as set out in section 4 of the officer's report, be noted.
2. The new medium term forecast, as detailed in section 6 of the officer's report, be noted.
3. The proposed changes to the medium term forecast, as outlined in section 6 of the officer's report, be approved.
4. The growth request, as outlined in paragraph 4.3 of the officer's report, be approved.
5. The reserves position, as outlined in section 5 of the officer's report, be noted.
6. The updated capital programme, as outlined in section 7 of the officer's report, be noted.
7. The additions to the capital programme detailed in paragraph 7.2 of the officer's report, be approved.



8. The proposed financing arrangements for the capital programme, as detailed in paragraph 7.3 of the officer's report, be approved.
9. The position of the Housing Revenue Account budgets, included in section 8 of the officer's report, be noted.

## **REASON FOR DECISIONS**

To actively manage the council's finances in the current financial year, and forecast forward the emerging budget position to future financial years.

## **25 EQUALITY AND DIVERSITY ANNUAL REPORT 2018/19**

The Policy Officer presented the Equality and Diversity Annual Report 2018/19 to update members on the improvements and achievements made in delivering equality and diversity across all the council's services.

Members were advised that local authorities are required, under the Equality Act 2010, to publish an annual report that summarises equalities progress during the previous year and future plans.

The Equality and Diversity Annual Report 2018/19 was attached at Appendix A to the officer's report and included information on:

- progress made against the council's Equality and Diversity Strategy Action Plan;
- the success of the Chesterfield Equality and Diversity Forum;
- the different events and activities carried out to promote equality and diversity through the council's services and across the borough; and
- planned activities for 2019/20.

### **\*RESOLVED –**

1. That the Equality and Diversity Annual Report 2018/19 be supported.
2. That the Equality and Diversity Annual Report 2018/19 be published on the Council's website and circulated to partners.

3. That the Equality and Diversity Annual Report 2018/19 be presented to Full Council at the earliest opportunity and that future Annual Reports be presented to Full Council.

## **REASON FOR DECISIONS**

To provide the community and relevant organisations with an update of the council's progress in delivering equalities outcomes.

### **26 EQUALITY AND DIVERSITY STRATEGY AND ACTION PLAN 2019-2023**

The Policy Officer submitted a report on a new Chesterfield Borough Council Equality and Diversity Strategy and Action Plan for 2019-2023.

The current strategy, which had been in place from 2017 to 2019, required updating to reflect the current needs of the local communities and priorities within the Council Plan 2019-2023. In addition, the updated strategy was proposed to cover the next four years which would bring it in line with the Council Plan.

The strategy had been developed in consultation with the Equality and Diversity Forum and outlined the council's corporate equality objectives for the next four years and how it planned to achieve them. The strategy also included the organisation's approach to discharging its responsibilities under the Equality Act 2010 (including the Public Sector Duty) as a service commissioner, service provider and employer, including a new requirement to carry out gender pay gap reporting.

## **RESOLVED –**

That it be recommended to Full Council that the Equality and Diversity Strategy and Action Plan 2019-2023 be approved and implemented.

## **REASON FOR DECISION**

The strategy provides a framework for the council to continue to ensure that the services it provides are fair and meet the needs of the local community, and that the council discharges its responsibilities under the Equality Act 2010.

**CABINET****Tuesday, 10th September, 2019**

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant  
Blank  
T Gilby  
Ludlow

Councillors Holmes  
J Innes  
Mannion-Brunt  
Sarvent

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

28 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

29 **MINUTES**

**RESOLVED –**

That the minutes of the meeting of Cabinet held on 16 July, 2019 be approved as a correct record and signed by the Chair.

30 **FORWARD PLAN**

The Forward Plan for the four month period 1 October, 2019 to 31 January, 2020 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

31 **DELEGATION REPORT**

Decisions taken by Cabinet Members during June to August, 2019 were reported.

**\*RESOLVED –**

That the Delegation Report be noted.

**32 MINUTES OF THE SHEFFIELD CITY REGION MAYORAL COMBINED AUTHORITY BOARD**

Minutes of the meetings of the Sheffield City Region Mayoral Combined Authority Board held on 3 June and 29 July, 2019 were reported for information.

**\*RESOLVED –**

That the Minutes be noted.

**33 COMMUNITY INFRASTRUCTURE LEVY - EXPENDITURE AND INSTALMENTS POLICY**

The Assistant Director – Economic Growth submitted a report to advise members on the progress with the Community Infrastructure Levy (CIL) and sought approval for a revised CIL instalments policy.

The policy had been amended to address the difficulties that developers had experienced in meeting payment deadlines which created administrative challenges for the council in pursuing late payments. As a result, the threshold for offering the ability to pay in instalments had been lowered to offer greater flexibility to developers.

**\*RESOLVED –**

That the revised Community Infrastructure Levy Instalments Policy be approved for publication under Regulation 69(2) of the Community Infrastructure Levy Regulations 2010 (as amended).

**REASON FOR DECISION**

To help facilitate sustainable development growth and Chesterfield's continued vitality through Community Infrastructure Levy investment.

## 34 **HOUSING STRATEGY - PERMISSION TO CONSULT**

The Assistant Director – Housing presented to members the draft Housing Strategy 2019-2023 and sought approval to begin wider consultation on the document.

The strategy provides a framework for the delivery of housing related programmes and initiatives where the council can play an active role. The consultation process will include council departments, tenants and local stakeholders to ensure that all relevant activity the authority is planning over the next four years is included.

The strategy will be presented to Cabinet and Full Council for adoption following the consultation.

### **\*RESOLVED –**

1. That the draft Housing Strategy 2019-2023 be approved for wider consultation.
2. That, following the completion of the consultation, the Housing Strategy 2019-2023 be revised and brought back to Cabinet and Full Council for adoption.

### **REASON FOR DECISIONS**

To progress the adoption of the Housing Strategy 2019-2023.

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**JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE****Tuesday, 10th September, 2019**

Present:-

Councillor P Gilby (Chair)

Councillors	Blank	Councillors	Ludlow
	Davenport		Mannion-Brunt
	K Falconer		T Murphy
	T Gilby		Sarvent
	Holmes		Serjeant
	J Innes		Simmons

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**7 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Brittain.

**8 MINUTES****RESOLVED –**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 4 June, 2019 be approved as a correct record and signed by the Chair.

**9 EXCLUSION OF 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 of the Act.

## 10 **NORTHGATE HOUSING MANAGEMENT SYSTEM UPGRADE**

The Assistant Director – Housing submitted a report seeking approval for the Northgate Housing Management System upgrade.

The Northgate Housing Management System had been the integrated system providing estates, repairs, rents, arrears and allocations functionality for Housing Services since 2000. The processes and procedures used had become embedded and integral to current ways of working.

The contract to provide support for the Northgate Housing System would be due for renewal at the end of March 2020 but there were risks to business continuity which would result in an unsupported system from January 2020.

The option to bring the Northgate Housing System upgrade forward in the ICT improvement programme would mitigate the risk of systems failure. A requirement for additional staffing resources in the ICT Improvement Programme Team had been recognised to ensure delivery.

The capital costs to deliver the transformational programme would be met from within the current Housing Revenue Account (HRA) capital programme. The additional revenue costs would be met from the HRA working balance.

A comprehensive information assurance risk assessment had been undertaken.

### **\*RESOLVED –**

1. That the Northgate Housing Management System upgrade to Software as a Service be agreed.
2. That the three year transformation programme to drive change and ensure systems and working practices are fit for the future be implemented.
3. That the additional revenue costs identified in section 5 of the officer's report be funded from the HRA working balance.



4. That the proposal to establish the two year fixed term posts of Project Manager, Business Analyst and Project Officer in the ICT Transformation Programme Team be approved.
5. That the proposal to establish the two year fixed term post of Programme Manager using resources from an existing established full-time equivalent Project Manager post plus additional identified budget, as detailed in Appendix 1 of the officer's report, be approved.

## **REASONS FOR RECOMMENDATIONS**

To ensure that the housing management system is fit for purpose and supports the delivery of a customer focussed housing service.

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## OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Thursday, 4th July, 2019

Present:-

Councillor P Innes (Chair)

Councillors Bagshaw Blakemore Borrell Catt Caulfield D Collins L Collins	Councillors Coy Flood Hollingworth Kellman Kelly Sarvent ++ Snowdon
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Rachel Appleyard, Senior Democratic and Scrutiny Officer  
 Richard Staniforth, Deputy Chief Accountant +

+ Attended for Minute No. 3  
 ++ Attended for Minute No. 5

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

No declarations were received.

**2 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Dyke.

**3 DEPUTY LEADER - BUDGET OUTTURN REPORT**

The Deputy Chief Accountant attended to provide members with an update on the outturn of the General Fund and Housing Revenue Account (HRA) at the end of 2018/19, and the forecast for 2019/20 onwards.

At the end of 2018/19, the General Fund had returned a surplus of £395k, which was an increase of £233k from the original predicted surplus

reported to Cabinet in May, 2019. The favourable variances which had resulted in the increased surplus included:

- reduced expenditure due to carry forward requests in relation to training, survey fees and advertising;
- increased income from Operational Services Division, SpirePride service and grants.

There had also been some adverse variances to the budget which included:

- increased expenditure at the leisure centres;
- reduced rental income from business rates in the Pavements;
- deficit on the building cleaning contract.

The £395k surplus had been transferred to the Budget Risk Reserve which would enable it to be used to support the General Fund budget in future years and fund the one off costs of recurring saving initiatives.

The General Fund Capital Programme outturn was £8m, which was an underspend of £3.1m from the revised budget. The material underspends were:

- Northern Gateway Multi-Storey Car Park (MSCP)
- Disabled Facilities Grants
- ICT Digital Innovation Project

These underspends would be rolled forward into the 2019/20 Capital Programme.

The General Fund budget forecast had been approved by full Council in February, 2019 and reported a deficit of £202k for 2019/20, rising to a deficit of £803k in 2020/21. By 2023/24 the deficit would rise to £1.3m. The increase was largely due to the reduction in the Revenue Support Grant and New Homes bonus which, by 2023/24, would reduce to £0. It was highlighted that the budget forecast for 2019/20 included savings of £227k from the ICT Digital Innovation project; at quarter 1 savings of £207k had already been achieved. The Deputy Chief Accountant advised members of the current challenges to the revenue position which included:

- reduced income from retail;

- more competition from private sector in terms of leisure provision;
- business rates appeals.

The Capital Programme for 2019/20 had been approved by Council in February, 2019 and included the following schemes:

- Northern Gateway Enterprise Centre
- ICT Digital Innovation project
- Northern Gateway MSCP
- Northern Gateway public realm
- Artificial sport pitch in Queen's Park
- Disabled Facilities Grants
- Beetwell Street Car Park repairs

The challenge for the Capital Programme would be generating the capital receipts in the current economic climate.

The HRA had returned a surplus of £8.9m at the end of 2018/19, a rise of £4.4m from the original budget forecast. The favourable variance was predominately due to a transfer back from the bad debts provision. In addition, the HRA Capital Programme had been underspent by £5.6m due to procurement issues and delayed starts on sites at some schemes.

The HRA budget for 2019/20 forecast a surplus of £3.4m. The HRA Capital Programme budget for 2019/20 was £26.5m; £9.8m of the work would be completed by the Council's Operational Services Division with £16.8m completed by other contractors. The current challenges to the HRA were the continued roll out of Universal Credit and achieving the capital programme, in particular the new build element.

In response to members' questions, the Deputy Chief Accountant advised that Chesterfield had submitted a bid to take part in a Business Rates Pilot for 2019/20 however had been unsuccessful. The Council is not in control of setting the business rates; the valuation office assesses every property and place a rateable value on each property, the rates are then set on a multiplier.

Members asked how shop occupancy rates in Chesterfield compared to similar towns and were advised that Chesterfield had less vacant units than other towns however the current challenges were the lower rents and incentives given to tenants. Some vacant units on Vicar Lane were still receiving rent until the lease ran out; a new company were in charge

of lettings on Vicar Lane and were working to bring the vacant units back into use. In addition, a modular unit design would be adopted where people could move straight into the units with little set up costs.

With regard to the underspend of Disabled Facilities Grants, the Deputy Chief Accountant explained that this was due to spending less during 2018/19 than was planned however the funding could still be used in future years.

Members thanked the Deputy Chief Accountant for providing the update and answering their questions.

### **RESOLVED –**

1. That the update be noted.
2. That a further update be scheduled for the Overview and Performance Scrutiny Forum meeting on 21 November, 2019.

#### **4 CABINET MEMBER FOR GOVERNANCE - UPDATE ON RELEASE OF GOVERNMENT GUIDANCE ON SCRUTINY**

The Senior Democratic and Scrutiny Officer attended to provide an update on the Government's new Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, and advised members of the new processes that were being implemented to improve the Overview and Scrutiny (OS) function at Chesterfield.

A survey was carried out of all scrutiny members during 2018/19 to identify where improvements were needed. One of the areas highlighted by the survey were the preparations for scrutiny meetings including equipping scrutiny members with the right skills and information to carry out effective scrutiny. As a result, the scrutiny induction had included interactive sessions to develop the questioning and thinking skills required when scrutinising a topic. Two new templates had also been designed to support officers preparing for scrutiny meetings:

- **scoping document** – to be completed for each topic that comes to scrutiny which clearly sets out the purpose, remit, timescale, methodology and anticipated outcomes of the review;

- **report template** – to be completed by the author, focussing on the initial scope of the review and prompting the sharing of information that will help scrutiny add value and have an impact.

Members reported that the consultation process on scrutiny project group reports needed careful planning to ensure a successful transition through its parent OS Committee and onto Cabinet. Members also asked for clarification on the role of officers in scrutiny project group reports.

#### **RESOLVED –**

1. That the update be noted.
2. That a further update be brought to the Overview and Performance Scrutiny Forum meeting on 21 November, 2019 providing clarification on the role of officers in scrutiny project group reports.

#### **5 SCRUTINY ANNUAL REPORT 2018/19**

The Senior Democratic and Scrutiny Officer presented the Scrutiny Annual Report for 2018/19. The report would be submitted to Full Council for approval on 17 July, 2019.

Councillor Sarvent, former Joint Chair of the Overview and Performance Scrutiny Forum, noted that scrutiny intervention in Universal Credit and the Night Shelter had helped to prevent deprivation in the town. In addition, attending the East Midlands Scrutiny Network had been beneficial, allowing scrutiny members and officers to learn new ideas and share best practice.

#### **RESOLVED –**

1. That the Scrutiny Annual Report 2018/19 be approved for submission to Full Council on 17 July, 2019.
2. That authority be delegated to the Joint Scrutiny Chairs and the Senior Democratic and Scrutiny Officer to make any late amendments to the Annual Report.

#### **6 OVERVIEW AND SCRUTINY WORK PROGRAMME FOR 2019/20**

The Senior Democratic and Scrutiny Officer submitted a report which included the details of the proposed Overview and Scrutiny Committees' Work Programme for 2019/20.

Members were asked to state their interest in taking part in one of the two new scrutiny project groups.

In addition, the scrutiny member nominations for the council working groups were discussed.

### **RESOLVED –**

1. That the Overview and Scrutiny Work Programme 2019/20 be approved and recommended to the Council's Overview and Scrutiny Committees (OSCs).
2. That members contact the Senior Democratic and Scrutiny Officer by 22 July, 2019 if they are interested in joining one of the two scrutiny project groups or the council working group on housing.
3. That Councillor Catt and Councillor P Innes be appointed as scrutiny representatives on the Member Development Working Group.

## **7 FORWARD PLAN**

The Forward Plan was considered.

### **RESOLVED –**

That the Forward Plan be noted.

## **8 SCRUTINY MONITORING**

The Monitoring Schedule was considered. Members noted that a rise in alcohol related health admissions had been reported in the news. Statistics were requested every 6 months on this issue and would be presented to the Customer, Community and Organisational Scrutiny Committee on 26 September, 2019 under the Statutory Crime and Disorder functions.

### **RESOLVED –**



That the Monitoring Schedule be approved.

## 9 **JOINT OVERVIEW AND SCRUTINY**

The Chair provided an update from the East Midlands Scrutiny Network meeting which was held on 28 June, 2019. Scrutiny members from around the East Midlands shared what they were most proud of in their Overview and Scrutiny functions. The Chair also reported that he had been voted in as Chair of the Network. East Midlands Councils would be hosting a Scrutiny Conference in October, 2019 and had asked members to consider ideas for including at the conference and for future network meetings.

There was no update to report from the Sheffield City Region Overview and Scrutiny Committee. As a non-constituent member of the Sheffield City Region Mayoral Combined Authority, the items discussed at the Overview and Scrutiny Committee meetings had moved to focus more on the local authority areas that are constituent members. Therefore, the value of the Scrutiny Chairs attending these meetings would be reconsidered.

### **RESOLVED –**

1. That the update be noted.
2. That members send ideas for inclusion on the East Midlands Scrutiny Network work programme to the Senior Democratic and Scrutiny Officer.

## 10 **OVERVIEW AND SCRUTINY DEVELOPMENTS**

There were no Overview and Scrutiny developments to report.

## 11 **MINUTES**

The Minutes of the Overview and Performance Scrutiny Forum held on 19 March, 2019 were presented.

### **RESOLVED –**

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

**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY  
COMMITTEE**

**Thursday, 11th July, 2019**

Present:-

Councillor P Innes (Chair)

Councillors Bagshaw  
Blakemore  
L Collins

Councillors Dyke  
Kellman

Councillor J Mannion-Brunt, Cabinet Member for Health and Wellbeing +

Brian Offiler, Democratic and Scrutiny Officer

Ian Waller, Assistant Director – Health and Wellbeing +

+ Attended for Minute No. 4

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

No declarations of interest were received.

**2 APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Borrell.

**3 MINUTES**

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 26 March, 2019 were presented.

**RESOLVED –**

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

#### **4 CABINET MEMBER FOR HEALTH AND WELLBEING - FALLS PREVENTION PILOT AND HEALTH INTERVENTION PROGRAMMES**

The Cabinet Member for Health and Wellbeing and the Assistant Director - Health and Wellbeing presented a report on the proposed falls prevention pilot and health intervention programmes.

The report identified the purpose, objectives and key issues for the Scrutiny Committee's review of this topic.

The Assistant Director explained that falls involving older people had been identified as one of the main issues to focus upon to take a pro-active approach to reducing demand for health and social care services. The falls prevention pilot in Chesterfield was due to start in August, 2019, with the aim of identifying good practice through provision of information, awareness raising about falls risks and falls prevention, multi-factorial risk assessment and appropriate interventions.

The Council was involved as one of a range of partners in the pilot, including Wheatbridge Surgery, Derbyshire Community Health Services NHS Foundation Trust, Derbyshire Clinical Commissioning Group, Derbyshire County Council and voluntary groups, in order to provide a multi-disciplined approach to addressing the challenges of frailty for those at risk of falling.

Arising from Members' questions and comments the following points were clarified:

- details of the number and roles of staff appointed to work on the pilot would be provided once these had been confirmed;
- the pilot would work with GP practices and would involve healthcare and non-healthcare staff;
- information would be designed to be as accessible as possible for those at risk, including their families, friends, neighbours, etc.;
- there was currently other work underway on addressing falls risks and prevention in care homes;

- it was hoped that the pilot would identify where partnership working could be improved to reduce falls and hospital admissions, including the capacity of partners to achieve this.

It was suggested that progress of the pilot be reported to the Scrutiny Committee in November to include initial data and outcomes evidence from the pilot.

The Assistant Director gave an overview of the exercise referral programme delivered by the Council's leisure services which contributed to falls prevention through supporting long term physical activity behaviour change.

It was suggested that further information on the impact of the exercise referral programme be reported to a future meeting of the Scrutiny Committee, linking with the progress on the falls prevention pilot.

The Chair thanked the Cabinet Member for Health and Wellbeing and the Assistant Director - Health and Wellbeing for their contribution to the meeting.

## **RESOLVED –**

- (1) That the purpose, objectives and key issues for the Scrutiny Committee's review of the falls prevention pilot and health intervention programmes as detailed in the report be approved.
- (2) That progress of the falls prevention pilot and the exercise referral programme be reported to the Scrutiny Committee in November, 2019.

## **5 SCRUTINY MONITORING**

The Committee considered the Scrutiny recommendations monitoring schedule.

It was noted that the progress report on the recommendations of the Friends' Groups scrutiny report would now be scheduled for the meeting of the Community, Customer and Organisational Scrutiny Committee on 26 September, 2019.

**RESOLVED -**

That the Scrutiny monitoring schedule be noted and updated to refer to the progress report on the recommendations of the Friends' Groups scrutiny report being rescheduled for September, 2019.

**6 FORWARD PLAN**

The Committee considered the Forward Plan for the period 1 August – 30 November, 2019.

**RESOLVED –**

That the Forward Plan be noted.

**7 WORK PROGRAMME FOR THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE**

The Committee considered the overall Scrutiny Work Programme for 2019/20 which had been approved at the meeting of the Overview and Performance Scrutiny Forum on 4 July, 2019, and the draft Scrutiny Work Programme for the Community, Customer and Organisational Scrutiny Committee for 2019/20.

**RESOLVED -**

That the draft Scrutiny Work Programme for the Community, Customer and Organisational Scrutiny Committee for 2019/20 be approved and updated to include the decisions of the current meeting.

**ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE****Thursday, 18th July, 2019**

Present:-

Councillor Catt (Chair)

Councillors   Caulfield  
                  D Collins  
                  DykeCouncillors   Coy  
                  Hollingworth  
                  Snowdon

Councillor Jill Mannion-Brunt, Cabinet Member for Health & Wellbeing +  
Shirley Hallam, Environmental Services Manager ++  
Sarah Watts, Private Sector Housing Manager +++  
Lynda Sharp, Economic Development Manager ++++  
Neil Johnson, Assistant Director for Economic Growth ++++

+ Attended for Minute No. 3 and No. 4

++ Attended for Minute No. 3

+++ Attended for Minute No. 4

++++ Attended for Minute No. 6

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

No declarations of interest were received.

**2    APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Mick Brady.

**3    CABINET MEMBER FOR HEALTH & WELLBEING - TRADE  
RECYCLING SERVICES**

The Environmental Services Manager presented a verbal report on the current waste recycling services offered by the council. It was explained that the council currently provides a general waste collection only for trade. Veolia collects the waste on the council's behalf from around 800 diverse businesses.

The committee heard that the council provides a reliable general waste collection service and there was anecdotal evidence that businesses return to the council after moving to other providers for cheaper rates due to the high levels of customer service. It also offers advice to businesses on recycling but it is likely that a significant proportion of recycling from businesses is currently collected as general waste.

It was noted that more businesses were interested in recycling services but the financial considerations were as important to them as the environmental ones. A flyer had been sent to 850 existing trade waste customers to gauge interest but only 40 responses were received. An initial high level review of other local authorities' trade recycling services had been completed as part of the review.

The research project was expected to continue into the early autumn and would consider the feasibility of town centre trial for existing customers and the possible inclusion of a trade waste recycling service delivered alongside the general waste when the new waste contract is evaluated.

#### **RESOLVED –**

1. That the update be noted.
2. That a further update be provided to the committee in December 2019.

#### **4 CABINET MEMBER FOR HEALTH & WELLBEING - PRIVATE SECTOR HOUSING**

The Private Sector Housing Manager explained to the committee that The Private Sector Housing Enforcement Policy and the Fees and Charges Policy were launched in March 2019. The policy allows the Council to levy charges where necessary to ensure that no landlord who breaks the law is allowed to benefit financially. Prior to the implementation of the policy, Chesterfield was the only Derbyshire authority not to charge for enforcement action.

A number of questions were supplied to the Private Sector Housing Manager prior to the meeting and responses were given as follows;

How are issues with private sector housing identified and addressed?

- Tenants contact the Council to complain



- Agencies such as social care, fire service, police contact the Council to complain
- A service request pro-forma is completed for each complaint and there is a legal duty, to not only respond, but to assess the property against 29 separate health and safety hazards.
- The Private Sector Housing Team is relatively small which means that capacity to manage complaints is challenging.
- A charge of £418.00 for serving notices was issued to owners/landlords

What is the standard of private sector landlords within the Borough?

- The Private Sector Housing Team only usually interacts with the landlords that have received complaints due to the nature of their work therefore it is difficult to provide a comprehensive overview.
- Chesterfield receives similar numbers of complaints to Bolsover and North East Derbyshire District Councils
- Chesterfield Borough Council is second to Derby City Council for the number of successful prosecutions in Derbyshire.

What has been the impact of private sector growth on social housing?

- The Private Sector Housing Team does not have access to this data.

What are the obstacles/barriers that the Private Sector Housing Team face?

- Capacity is an issue. The officers in the team deal with enforcement, licencing of houses of multiple occupation, licensing of park home sites, illegal encampment enforcement and empty homes.
- These pressures are illustrated by the waiting list of complaints

What are the future plans for the department?

- The possible introduction of civil penalties where the money is paid directly to the Borough Council thus covering the costs of the enforcement service and potentially increasing capacity in other areas.

## **RESOLVED –**

1. That the update be noted.

2. That a further update be provided to the committee in February 2020

**5 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC**

**RESOLVED –**

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

**6 CABINET MEMBER FOR ECONOMIC GROWTH - INDUSTRIAL UNITS**

The Economic Development Manager presented an overview of the Council's Industrial Unit Portfolio which consisted of 610 properties generating funds to contribute to the delivery of council services. It was explained that the Economic Development team markets all the properties and was finding it increasingly difficult to service enquiries as there were very few units unoccupied.

There was discussion around the standard of the existing industrial unit stock and the Economic Development Manager explained that the leases require tenants to return the units in the state that they were provided. Kier was responsible for carrying out inspections and managing the tenants. It was acknowledged that businesses look for key features in industrial units such as; good access, secure shutter doors, kitchen facilities, sufficient ceiling height and energy efficiency.

It was heard that there had been a lack of speculative building in the last decade but that the demand for industrial units did exist. The Economic Development Team had looked for a suitable building plot in the Council's ownership as a potential site for new units and land adjacent to existing industrial units had been identified. A proposal for this would be presented to Cabinet in September.

**RESOLVED –**

1. That the report be noted.

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

That, after consideration of an item containing exempt information, the public be re-admitted to the meeting.

**8 SCRUTINY PROJECT GROUPS**

The Chair reminded all members of the committee that if they wanted to take part in one of the scrutiny project groups this year they would need to express their interest to the Senior Democratic and Scrutiny Officer

**9 SCRUTINY MONITORING**

The Committee considered the Scrutiny recommendations monitoring schedule.

**RESOLVED -**

That the Scrutiny monitoring schedule be noted.

**10 FORWARD PLAN**

The Forward Plan for the four month period 1 August, 2019 to 30 November, 2019 was presented for information.

**RESOLVED –**

That the Forward Plan be noted.

**11 WORK PROGRAMME FOR THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**

The 2019/20 Work Programme for the Enterprise and Wellbeing Scrutiny Committee was reported for information.

**RESOLVED –**

That the work programme be noted and updated to include the decisions of the current meeting.

**12** **MINUTES**

**RESOLVED –**

The Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee held on 2 April, 2019 were approved as a correct record and signed by the Chair.