



Please ask for Rachel Appleyard
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The Chair and Members of Cabinet

15 February 2021

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 23 FEBRUARY 2021 at 10.30 am virtually via Microsoft Teams, the agenda for which is set out below.

This meeting will be held virtually via Microsoft Teams software, for which members of the Cabinet and others in attendance will receive an invitation. Members of the public will be able to access the meeting online by following the link [here](#).

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 5 - 12)

To approve as a correct record the Minutes of the Cabinet meetings held on 2 February and 9 February, 2021.

4. Forward Plan

Please follow the link below to view the latest Forward Plan.

[Forward Plan](#)

5. Delegation Report (Pages 13 - 14)

Items Recommended to Cabinet via Cabinet Members

Leader and Deputy Leader

6. 2021/22 Budget and Medium Term Financial Plan (Pages 15 - 46)

Deputy Leader

7. Approval of the Annual Council Plan Delivery Plan (Pages 47 - 68)

Cabinet Member for Governance

8. Local Government Boundary Commission – Council Size submission (Pages 69 - 102)
9. Senior Pay Policy (Pages 103 - 124)
10. Civic Arrangements 2021/22 (Pages 125 - 130)

Cabinet Member for Housing

11. HRA Budget 2021/22 (Pages 131 - 140)
12. HRA Housing Capital Programme 2021/22 (Pages 141 - 164)
13. Exclusion of the Public

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

Part 2 (Non Public Information)

Deputy Leader

14. General Fund Capital Programme (Pages 165 - 176)

Yours sincerely,

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

Local Government and Regulatory Law Manager and Monitoring Officer

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CABINET

Tuesday, 2nd February, 2021

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Ludlow
Holmes

Councillors J Innes
Mannion-Brunt
Sarvent
D Collins

Non-voting Members P Innes

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

42 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

43 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 12 January, 2021 be approved as a correct record and signed by the Chair.

44 **FORWARD PLAN**

The Forward Plan for the four month period 1 March to 30 June, 2021 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

45 CHESTERFIELD RAILWAY STATION MASTERPLAN

The Strategic Planning and Key Sites Manager presented a report seeking approval of the draft Chesterfield Railway Station Master Plan and supporting material for public consultation which would commence on 8 February, 2021 for a four week period.

The proposed HS2 route would include at least one hourly stopping service at Chesterfield and the preparation of the Master Plan formed part of the Council's aims to realise the economic benefits of HS2, support the East Midlands HS2 Growth Strategy and co-ordinate public and private investment in the station area.

The draft Master Plan had been developed in collaboration with Derbyshire County Council, using the consultants AECOM and Whittam Cox Architects. The Council had received funding from Sheffield City Region and D2N2 to create the Master Plan and a final version of the Master Plan would need adopting by the end of March 2021 before the funding expired.

The public consultation would take place online using a virtual exhibition room hosted by AECOM. Outcomes from the consultation would be used to review the draft Master Plan and be reported back to Cabinet.

The draft Master Plan and supporting documents were attached as appendices to the officer's report.

***RESOLVED –**

1. That the draft Chesterfield Railway Station Master Plan and the associated supporting material be approved for public consultation.
2. That the Service Director – Economic Growth, in consultation with the Cabinet Member for Economic Growth, be granted delegated authority to make minor amendments and corrections to the draft Master Plan and associated supporting material to make it ready for public consultation.
3. That, following the public consultation, the Service Director – Economic Growth be granted delegated authority to review the draft Master Plan in the light of comments received and amend it with a

view to reporting back to Cabinet on the outcomes of the consultation with a final draft of the Master Plan for adoption.

REASONS FOR DECISIONS

1. To allow consultation to be undertaken on the draft Chesterfield Railway Station Master Plan in accordance with the Council's published Statement of Community Involvement and Communications and Engagement Strategy.
2. To allow for minor amendments to be made in the event of further information coming forwards.
3. To allow for the production of a final draft of the Master Plan taking account of the outcomes of consultation with a view to bringing it back to Cabinet for adoption.

46 EXCLUSION OF THE PUBLIC

RESOLVED –

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

47 HOLLIS LANE LINK ROAD PHASE 1 DELIVERY

The Project Delivery Manager presented a report seeking approval to enter into a collaboration agreement with Derbyshire County Council in order to deliver Phase 1 of the Hollis Lane Link Road, supporting the delivery of the Chesterfield Railway Station Master Plan and the council's strategic growth objectives. The report also sought approval for the provision of capital expenditure to fund the project, along with funding from Derbyshire County Council and D2N2.

The Link Road would create a new piece of highway infrastructure, incorporating a cycle way and pedestrian footpath, linking the A632 Hollis Lane to Chesterfield town centre via Malkin Street and Brewery Street

and passing through the station forecourt. This would allow traffic to gain access to the station area without passing through the town centre, improving traffic flow and the town centre environment.

Councillor Holmes requested that his vote against the recommendation at paragraph 2.4 of the officer's report be recorded.

***RESOLVED –**

1. That the Council enters into a collaboration agreement with Derbyshire County Council, on the terms set out within the officer's report, to enable delivery of Phase 1 of the Hollis Lane Link Road.
2. That the Council commits capital expenditure, in accordance with the terms of the collaboration agreement, to enable the project to be delivered and that the expenditure be met through prudential borrowing and fully financed from the Council's Markham Vale Enterprise Zone Retained Business Rates reserve.
3. That the Service Director – Economic Growth, in consultation with the Leader of the Council and the Cabinet Member for Economic Growth, be granted delegated authority to deliver in full the Council's obligations as set out in the collaboration agreement.
4. That, in accordance with paragraph 14.15 of the Council's Scrutiny Procedure Rules, it be determined that the recommendations at paragraphs 2.1, 2.2 and 2.3 of the officer's report constitute an urgent decision exempt from call-in for scrutiny by urgency as the legal documentation consequent to these recommendations needs to be in place as soon as practicable after Cabinet approval.

REASONS FOR DECISIONS

1. To ensure the delivery of Phase 1 of the Hollis Lane Link Road, a critical element in the delivery of the Chesterfield HS2 Station Masterplan. The Masterplan is a significant project in Chesterfield's Growth Strategy.
2. The Chesterfield HS2 Station Masterplan will produce significant economic growth outcomes for the Borough. These outcomes will not be possible without delivery of the Hollis Lane Link Road, which is critical to unlocking new development opportunities.

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CABINET**Tuesday, 9th February, 2021**

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Ludlow
Holmes

Councillors

J Innes
Mannion-Brunt
Sarvent
D Collins

Non-voting P Innes
Members

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

49 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

50 **EXCLUSION OF THE PUBLIC**

RESOLVED –

That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 3 and 5 of Part I of Schedule 12A to the Local Government Act 1972.

51 **CONTRACTUAL ARRANGEMENTS FOR THE KERBSIDE WASTE
RECYCLING SERVICE**

The Executive Director submitted a report updating members on the recent substantial operational difficulties with the performance of Ward Recycling Ltd, the contractor that delivers the Council's kerbside waste recycling service. As a result, the contractual arrangements required urgent consideration by members.

The report provided details of the proposed action regarding the kerbside waste recycling service and the contract between the Council and Ward Recycling Ltd, taking into account legal and financial advice.

***RESOLVED –**

1. That the substantial operational difficulties that the Council has experienced with the performance of Ward Recycling Ltd in their delivery of the kerbside waste recycling service be noted.
2. That delegated authority be granted to the Chief Executive, in consultation with the Leader, Deputy Leader and Cabinet Member for Health and Wellbeing, to take the proposed action set out in the officer's report regarding the kerbside waste recycling service and the contract between Chesterfield Borough Council and Ward Recycling Ltd, taking into account timely legal and financial advice.
3. That, in accordance with paragraph 14.15 of the Council's Scrutiny Procedure Rules, it be determined that the recommendations at paragraphs 2.1 and 2.2 of the officer's report constitute an urgent decision exempt from call-in for scrutiny by urgency as the legal documentation consequent to these recommendations needs to be in place as soon as practicable after Cabinet approval.

REASON FOR DECISIONS

The performance of Ward Recycling Ltd in their delivery of the kerbside waste recycling service has been deteriorating over recent months. Despite many attempts to support the contractor to improve the service, difficulties are continuing and it has become necessary for the Council to urgently consider the contractual arrangements.

CABINET MEETING

23 February 2021

DELEGATION REPORT

DECISIONS TAKEN BY LEAD MEMBERS

Cabinet Member for Business Transformation and Customers

| Decision Record No. | Subject | Delegation Reference | Date of Decision |
|--|---|----------------------|------------------------|
| 6/20/21 | Additional Restrictions Grant Scheme Addendum (January 2021) | CB000L | 26 January 2021 |
| <p>Decision</p> <p>(1) That the Additional Restrictions Grant Scheme Addendum (January 2021) for Chesterfield Borough Council be approved and implemented.</p> <p>(2) That the Service Director - Digital, HR and Customer Services, in conjunction with the Service Director - Economic Growth and the Cabinet Member for Business Transformation and Customers, be granted delegated authority to complete regular reviews of the scheme, ensuring Grant funds are fully utilised for the benefit of local businesses.</p> | | | |
| <p>Reasons for Decision</p> <p>To enable Chesterfield Borough Council to widen eligibility for the Additional Restrictions Grant Scheme, to the benefit of local businesses and the local economy.</p> | | | |

Cabinet Member for Health and Wellbeing

| Decision Record No. | Subject | Delegation Reference | Date of Decision |
|--|--|--------------------------|------------------------|
| 7/20/21 | Lease of land to site a 3G Synthetic Surface Pitch on Stand Road Park | HW000L EG000L | 28 January 2021 |
| <p>Decision</p> <p>(1) That the lease of land at Stand Road Park, Chesterfield, be approved on the terms set out in this report.</p> <p>(2) That authority be delegated to the Property, Procurement and Contracts Law Manager to agree minor amendments to the lease should they be required.</p> | | | |
| <p>Reasons for Decision</p> <ol style="list-style-type: none"> 1. To meet the Council's corporate objective of improving the quality of life for local people by helping our communities to improve their health and wellbeing. 2. To meet the Council's aim of increasing physical activity opportunities by providing good community access to sports facilities. 3. To put health and wellbeing at the heart of our decision making. 4. To support the delivery of the Chesterfield Local Football Facilities Plan in partnership with the Football Foundation, Derbyshire FA and the Chesterfield Community Football Trust. 5. To enable the Chesterfield Community Football Trust to seek funding to provide the 3G artificial sports pitch. | | | |

For publication

2021/22 Budget and Medium-Term Financial Plan

| | |
|---------------------------|--|
| Meeting: | Cabinet Council |
| Date: | 23 rd February 2021 24 th February 2021 |
| Cabinet portfolio: | Leader of the Council Deputy Leader of the Council |
| Directorate: | Finance |

1.0 Purpose of report

- 1.1 To consider the General Fund budget report for the financial year 2021/22 and to make recommendations to full Council on the budget allocations and council tax level.

2.0 Recommendations

Cabinet recommends to Council that it:

- 2.1 Approves the revised budget for 2020/21 (Section 4.3).
- 2.2 Approves the overall revenue budget summary for 2021/22 (Section 4.5 and Appendix A).
- 2.3 Notes the Collection Fund and the Tax Base forecasts (Section 4.6).
- 2.4 Approves the use of the capital receipts flexibility to fund the revenue costs of the ICT Improvement Programme which will lead to budget savings (Section 4.7).
- 2.5 Notes the budget forecasts for 2022/23 and the medium term and the need to address the projected deficits (Section 4.8).

- 2.6 Notes the intention to develop a detailed programme and funding strategy for Organisational Development (Section 4.9).
- 2.7 Approves the estimates of reserves including maintaining the General Working Balance at £1.5m (Section 4.10 and Appendix D).
- 2.8 Notes the budget risks and sensitivity analysis (Appendix E).
- 2.9 Increases the Council's share of Council Tax for properties in each band on the basis of a £5 increase for a Band 'D' property, in 2021/22.
- 2.10 Approves the 2021/22 Council Tax Requirement and financing (Appendix F).
- 2.11 Notes the Chief Financial Officer's assurances (Section 4.14).

3.0 Reasons for recommendations

- 3.1 In order for the Council to meet the statutory requirements relating to setting the budget and the council tax.

4.0 Report Details

4.1 Background

- 4.1.1 This report covers the General Fund revenue budget and is one part of a suite of budget reports which together make up the Medium-Term Financial Plan. The other budget related reports include the Housing Revenue Account (HRA) Budget, HRA Rent Setting, HRA Capital Programme, General Fund Capital Programme and Treasury Management reports.
- 4.1.2 The Council's Budget Strategy (Appendix B) is to set a sustainable and affordable budget over the medium term. This report looks ahead over the coming five financial years and describes the resources available, the spending pressures/priorities and how a balanced budget can be achieved.
- 4.1.3 The major funding sources for the General Fund revenue budget are Government grant, the council's share of business rates growth, fees & charges (car parking, leisure income etc.), rental income from the Council's industrial & commercial property portfolio and Council Tax. The Government is, therefore, able to regulate a large proportion of the resources available to the Council through the grants it provides and by placing restrictions on Council Tax increases.

4.1.4 The Local Government Finance Settlement on 10th February 2021 confirmed:

- Revenue Support Grant (RSG) settlement funding for 2021/22 (this amounted to £444k for the Council)
- New Homes Bonus (NHB) funding allocations for 2021/22
- Council Tax referendum principles for shire districts, which allow for an increase in the council tax level for a Band 'D' property in 2021/22 of up to 1.99% or £5 whichever is the greater

4.1.5 The Council Tax must be set at the Council meeting on 24th February, which means that the Cabinet must now finalise its proposals for achieving a balanced budget.

4.2 Policy & Financial Planning Framework

4.2.1 A copy of the Council's Financial Strategy is attached at Appendix C. The overall aim is to establish a framework for aligning the revenue and capital spending proposals with the Council's strategic priorities as set out in the Council Plan. This report covers the application of the strategy for the next five years. The Medium-Term Financial Plan (MTFP) is supported by other financial strategies including the Capital Strategy, the Treasury Management Strategy, and the Asset Management Plan.

4.2.2 The MTFP is just one of several plans and strategies that link into the overall Council Plan; others include the Workforce Plan, the HRA Business Plan, the Local Development Framework, etc. These are designed to help ensure that the Council provides economic, efficient and effective services, delivers value for money and achieves continuous improvement.

4.2.3 The Council Plan should guide the Council's resource allocation and performance management arrangements. The Council Plan has been developed in tandem with the preparation of the MTFP.

4.3 Revised Budget 2020/21

4.3.1 The Council approved the original budget for 2020/21 on 26th February 2020. It was also agreed that the Council Tax be increased by £5 to £169.89 for a Band 'D' property. After allowing for planned savings a surplus of £16k was forecast.

4.3.2 Budget monitoring reports have been presented to the Cabinet and full Council on a quarterly basis through 2020/21. The table below provides a summary of the net forecasts at each reporting stage:

Table - 2020/21 Surplus / (Deficit) Forecasts Through the Year

| Date | Net surplus / (deficit) £000 | Change on previous £000 |
|-----------------------------------|-------------------------------------|--------------------------------|
| Feb 20 – approved budget | 16 | - |
| July 20 – end of quarter 1 | (3,246) | (3,230) |
| Nov 20 – end of quarter 2 | (192) | 3,054 |
| Dec 20 – draft revised budget | (165) | 27 |
| Feb 21 – this final budget report | (8) | 157 |

4.3.3 The impact of the coronavirus pandemic and the council’s response to it has had a significant adverse effect on the council’s financial position during the year, as has been evidenced to Cabinet through the quarterly reporting process.

4.3.4 The revised portfolio budgets for 2020/21 were reported to the Cabinet on 15th December 2020 as part of the first draft General Fund budget report. Since then further work has been undertaken through budget challenge and budget monitoring to identify other possible variances for inclusion in the final budget report. The latest revised budget forecast for 2020/21 shows an estimated deficit of £8k (see also Appendix A).

4.3.5 Strict budgetary control will continue to the end of the financial year with any surplus transferred to or any deficit met from the Budget Risk Reserve when the actual budget outturn position for 2020/21 is known.

4.4 Business Rates

4.4.1 The estimate of business rates income for 2021/22 was approved by the Employment & General Committee on 28th January 2021. The estimated level of business rates income is £38.4m and the Council’s 40% share £15.358m. This is then reduced by a tariff payment to the Government giving a final budget figure of £4.744m for 2021/22.

4.4.2 Since 2013/14, local authorities have been able to retain a proportion of the annual growth in business rates over and above the baseline set in 2013/14. The Government is expected to reset the business rates baseline in 2022/23 which will mean that any growth gained since

2013/14 will be built into a new baseline, potentially wiping it out. If this proves to be the case, this will have a negative impact on the level of annual business rates growth the Council can expect to achieve from 2022/23 onwards.

- 4.4.3 To help mitigate against these losses we have assumed no further growth in business rates income after the financial year 2021/22.
- 4.4.4 Each financial year we are required to calculate the surplus/deficit on the business rates element of the Collection Fund. Due to in-year changes in the business rates relief scheme and the timing of Government announcements, a deficit of £17.9m is forecast at the end of March 2021. The Council's share is £7.2m and must be included in the medium-term financial plan.
- 4.4.5 The Government, however, has provided compensation to local authorities to mitigate the impact of this in the form of a Section 31 grant and this grant will be used to meet the £7.2m liability in 2021/22 with no resulting impact on the Council's financial position.

4.5 2021/22 Net Expenditure Estimate

- 4.5.1 The budget forecast for 2021/22 is shown in Appendix A and shows a deficit of £188k.
- 4.5.2 A savings action plan was approved by Council in February 2020. The listed actions are designed to eliminate the forecast deficits over the life of the medium-term financial plan. The action plan has been subject to regular review and updating, and the forecast savings relating to each action have also been built into the net expenditure estimates for future financial years.
- 4.5.3 The latest savings action plan is summarised in the table below:

| Balanced Budget Savings Plan | | | | | |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| Project | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 |
| Voluntary Redundancies | 50 | 200 | 300 | 400 | 500 |
| VAT | 0 | 100 | 103 | 106 | 109 |
| Strategic review of HRA/GF contributions | 100 | 100 | 100 | 100 | 100 |
| Procurement | 0 | 116 | 118 | 120 | 122 |

| | | | | | |
|---------------------------------------|------------|------------|------------|------------|------------|
| Capital Investment to Generate Income | 0 | 152 | 121 | 102 | 102 |
| Total Savings | 150 | 668 | 742 | 828 | 933 |

- 4.5.4 The £188k deficit position therefore includes assumed savings from the ICT Digital Improvement programme of £374k and from the savings action plan of £150k.
- 4.5.5 Our budget work assumes that the Covid19 pandemic will continue to have an adverse impact on income streams for the first quarter of the coming financial year. The Government has now announced a fifth tranche of financial support for local authorities for 2021/22. This amounts to £644k and has been transferred to reserves to meet any unforeseen costs arising from further Covid19 related challenges and income shortfalls beyond those recoverable through the Government's Covid19 income compensation scheme.
- 4.5.6 As approved in the Quarter 2 Budget Monitoring report (Cabinet, 10th November 2020), the Operational Services Division has moved to a cost recovery model for the foreseeable future to recognise the extra costs associated with implementing Covid19 secure safe systems of work. Under this arrangement, the HRA meets in full the costs of providing the service rather than payments being made in accordance with the current schedule of rates.
- 4.5.7 The budget forecast for 2021/22 assumes a £5 Council Tax increase.
- 4.5.8 It is not uncommon for the Council to agree its General Fund revenue budget for the coming financial year on the basis of needing to identify further savings and / or raise further income to eliminate what is considered to be a relatively small deficit forecast at £188k. The Council has an excellent track record of balancing its revenue budget year in year out and entering the new financial year with the need to find in-year savings at this level presents no immediate concerns.
- 4.5.9 The alternative is to recommend to the Council that it meets the forecast deficit of £188k through an immediate allocation of cash from the Council's Budget Risk Reserve while also setting as a priority objective the need to find in-year savings to this level to enable the Budget Risk Reserve to be fully replenished by year end.

4.6 Council Tax & Collection Fund

- 4.6.1 Income raised locally through the Council Tax represents one of the major sources of financing the General Fund revenue budget.
- 4.6.2 Collection Fund Balance – before calculating the Council Tax for the coming financial year the estimated balance on the current financial year’s Council Tax elements of the Collection Fund must be established. The balance on the Collection Fund for 2020/21 was reported to Cabinet on 12th January 2021. The estimated balance is a deficit of £704,062 at the end of March 2021 due to the impact of Covid19.
- 4.6.3 This deficit is shared amongst the major precepting authorities; the Borough’s share is £71,110 (10.10%) and would normally be recovered in 2021/22. However, due to the Covid19 pandemic, billing authorities are required to spread their respective share of the deficit relating to the current financial year, over the next three financial years. The Council’s share is £26,344 in 2021/22 and £22,383 in each of 2022/23 and 2023/24.
- 4.6.4 Tax Base – the Tax Base provides an estimate of how much each £1 of Council Tax would raise. The Tax Base is expressed as the equivalent number of Band ‘D’ dwellings in the borough. The Employment and General Committee approved the Tax Base on 28th January 2021 as:

Tax Base – Band ‘D’ Properties

| Area | 2020/21 | 2021/22 | Increase / (Decrease) | |
|-------------------|------------------|------------------|-----------------------|------------|
| | | | No. | % |
| Brimington Parish | 2,322.81 | 2,408.75 | 85.94 | 3.7 |
| Staveley Town | 4,215.27 | 4,243.38 | 28.11 | 0.7 |
| Chesterfield Area | 22,643.00 | 22,616.83 | (26.17) | (0.1) |
| Total | 29,181.08 | 29,268.96 | 87.88 | 0.3 |

- 4.6.5 Referendum Limit – the capping regime was replaced some years ago with a requirement to hold a referendum if the proposed Council Tax increase exceeded a limit set by the Secretary of State. The limit for 2021/22 has been set at 1.99% but with an additional concession for district councils, which allows them to increase their Council Tax by a maximum of £5 or 1.99%, whichever is the higher. The £5 increase is equivalent to an increase of 2.9%.

4.6.6 Council Tax Increase – the budget has been prepared assuming a Council Tax increase of £5 for a Band ‘D’ property.

For local taxpayers the impact of a £5 per annum increase on the Band ‘D’ tax, compared to the current Council Tax level, is 2.9% in percentage terms, but low in monetary terms:

- For a Band ‘A’ property (more than half the properties in the Borough), the increase is equivalent to an extra £3.33 per annum or 6.4 pence per week, while for a
- Band ‘D’ property, the increase is equivalent to an extra £5.00 per annum or 9.6 pence per week.

The Council’s share of the overall Council Tax bill is approximately 10% so such an increase will only have a marginal effect on the total increase shown on Taxpayers Council Tax bills.

4.7 Flexible Use of Capital Receipts Strategy

4.7.1 As part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation on condition that these activities would generate ongoing savings to an authority’s net service expenditure. Guidance on the use of this flexibility was issued in March 2016 which applied to the financial years 2016/17 to 2018/19. In December 2017 the Government confirmed that this flexibility would be extended for a further three years to 31st March 2022.

4.7.2 The Government has also provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

4.7.3 The Council intends to use the capital receipts flexibility to part fund the ICT Improvement Programme, which was approved by Council in April 2018. The original Programme included capital expenditure that will now be delivered using cloud-based technology and as such has been

reclassified as revenue expenditure. There has been no change to the overall cost of the Programme.

- 4.7.4 The estimated use of capital receipts and annual savings generated by the ICT Improvement Programme is set out in the table below:

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------------|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 |
| Estimated Expenditure | 480 | 0 | 0 | 0 |
| Estimated Savings | (232) | (592) | (825) | (1,023) |

It is forecast that the ICT Improvement Programme will achieve total net revenue savings of around £4.5m by 2026/27.

- 4.7.5 Government Guidance requires the Council to consider the impact on the Council's prudential indicators when preparing its Flexible Use of Capital Receipts Strategy. There will be no impact on the Council's prudential indicators as a result of the implementation of the Council's strategy, as the expenditure to be funded from capital receipts has previously been included within the Council's Capital Programme, and there has been no change in the overall use of capital receipts.

4.8 Medium Term Forecast - 2022/23 through to 2025/26

- 4.8.1 It is good financial practice for authorities to consider their budgets over the medium term and not just for the year ahead. The forecasts are based on current levels of service provision with no allowance for future growth. They assume that the current business rates retention model continues. However, we are mindful that the Government is considering changes to the current model.

- 4.8.2 The table below provides a summary of the forecast deficits and savings targets over the medium term:

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|----------------|----------------|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Surplus / (Deficit) forecast after planned savings | (188) | (12) | (292) | (77) | (181) |
| ICT Digital Innovation Savings | (374) | (605) | (795) | (982) | (1,001) |

| | | | | | |
|---|--------------|----------------|----------------|----------------|----------------|
| Savings – Action Plan | (150) | (668) | (742) | (828) | (933) |
| Total Savings target | (712) | (1,285) | (1,829) | (1,887) | (2,115) |
| Change on previous year – deficit (increase) / decrease | | (573) | (544) | (58) | (228) |

4.8.3 The forecast deficits when considered alongside the levels of savings that will need to be delivered through the ICT Improvement Programme and Savings Action Plan present challenges but ones that are felt to be manageable. It is therefore critical that these savings are delivered to time, and that new ideas for generating savings and raising fresh income are developed in order to be able to produce balanced and sustainable budgets over the medium term.

4.8.4 The budget estimates are based on the best available information but inevitably there is a degree of risk and uncertainty in some of the assumptions made. Details of the most significant risks and issues are provided in Appendix E.

4.8.5 For ease of reference, the most significant budget risks at the present time include:

- The costs of re-provisioning the kerbside waste recycling service
- Financing the 10-year property maintenance programme
- Non achievement of the forecast ICT Improvement Programme savings
- Non delivery of the Savings Action Plan savings
- Achieving the annual income targets set for rents, fees and charges
- The ability to fund borrowing to fund the Capital Programme
- Fully funding the climate change strategy and action plan
- The Government’s Fair Funding Review
- The planned Business Rates baseline reset in 2022/23
- Business Rate appeals/valuation changes

4.8.6 As is always the case, every effort is made to avoid having to use reserves to meet the budget deficit forecasts as reserves are best defrayed on proposals that will produce ongoing revenue budget savings or income growth.

4.9 Organisational Development Framework & Future Savings

- 4.9.1 Chesterfield Borough Council is an ambitious council. As such, there is a need to continue to strive to make improvements in the way that the council is managed, services are operated and value for money achieved, within the overall budget envelope that is available.
- 4.9.2 An Organisational Development (OD) approach and framework has been adopted with the aim of achieving *'A joined-up approach to aligning resources, working practices and performance with our strategic ambitions; shaping capability and culture to enable resilient delivery of our priorities'*. This joined-up approach will provide a framework in which to operate and collaborate, as One Council, to continue to improve performance and drive value for money for Chesterfield's communities. Work is progressing to set out the OD strategy in more detail with a programme of activity to support significant transformation, which by its very nature will be Council wide and corporately led.
- 4.9.3 When Joint Cabinet and Employment and General Committee gave its approval to the new corporate leadership structure in October 2020, it was recognised that to achieve the objectives of the restructure, revisions to service portfolios would require restructuring of at least the next two management tiers. The new Service Directors are already actively considering capacity, capability and service alignment, and this work will form a key project within the OD programme.
- 4.9.4 It is proposed, as has been the case with the ICT Improvement Programme, that an invest to save approach is used to enable the Council to fund the development of the new OD approach and framework. This funding would support upfront investment in resources to deliver the OD programme, including any changes needed to organisational structures; savings would then be identified through delivery of the OD programme to fund any recurring costs, and repay the upfront investment over time.
- 4.9.5 The programme and funding strategy are currently in development. The aim is to set out the OD strategy and programme in a report to Joint Cabinet and Employment and General Committee and then full Council.
- 4.10 Reserves & Balances
- 4.10.1 The Council maintains a General Working Balance and several other earmarked reserves. A review of all the reserves and provisions has been undertaken as part of the budget process.

4.10.2 General Working Balance – the working balance provides a cushion for cash flow shortages and a contingency for unforeseen events. The minimum prudent level for the working balance is a matter of professional judgement based on experience, the level of other earmarked reserves and an assessment of future risks. The working balance is being maintained at £1.5m to recognise the range of risks the Council is currently exposed to. An updated assessment of financial risks and uncertainties is provided in Appendix E, which indicates that a balance of £1.5m should be adequate. A balance of £1.5m is equivalent to 14% of the Council's budget requirement.

4.10.3 Earmarked reserves are held to meet known or anticipated liabilities. Details of the earmarked reserves held by the Council, including their purpose and predicted movements over the next five financial years are included in Appendix D.

4.10.4 The level of earmarked reserves is considered to be adequate.

4.11 Consultation

4.11.1 The consultation meeting with the business ratepayers' representatives took place on 4th February 2021. Issues discussed included current retail relief schemes, the Council's administration of Covid19 small business grant schemes, planned changes to the business rates system, the Council's budget forecasts and the Council's options with regards increasing Council Tax in the coming financial year.

4.11.2 Due to the ongoing pandemic we were unable to host the annual public consultation meeting for Council Taxpayers. As a covid-19 secure alternative we developed a two week consultation involving videos, infographics and an online / telephone questionnaire asking for views on increasing the Council's share of Council Tax for properties in each band on the basis of a £5 increase per annum for a Band D property.

4.11.3 Information was sent direct to key groups including people who have previously attended public meetings and wished to stay engaged and was also available via our website for all residents to complete. The opportunity to take part in the consultation was covered by a range of local media outlets.

4.12 Other Local Council Taxes

4.12.1 The special items to be added to the tax in **parished areas** are:

- **Staveley Town Council** – Band ‘D’ tax increased by 1.5% to £99.05 (£97.59 in 2020/21); &
- **Brimington Parish Council** – no increase with the Band ‘D’ tax held at £22.43 (£22.43 in 2020/21).

4.12.2 Derbyshire County Council resolved on 3rd February 2021 to increase its Council Tax by 2.5% to £1,383.07 (£1,349.34 in 2020/21).

4.12.3 Derbyshire’s Police & Crime Commissioner set the Constabulary’s precept and Council Tax on 4th February 2021 – the Band D tax will be £241.60, an increase of £15 (6.6%) (£226.60 in 2020/21).

4.12.4 The Derbyshire Fire and Rescue Authority set its precept and Council Tax on 11th February 2021 – the Band D tax will be £79.27, an increase of 1.98% (£77.73 in 2020/21).

4.12.5 Details of the Council Taxes for each major preceptor and by each tax band are shown in Appendix G.

4.13 Calculation of Expenditure

4.13.1 The calculation of expenditure required under Section 32 of the Local Government Finance Act 1992 is shown at Appendix F.

4.14 Chief Financial Officer’s Assurances

4.14.1 The Local Government Act 2003 (section 25) requires the Chief Financial Officer (CFO) to report on the robustness of estimates and the adequacy of financial reserves when the statutory calculations to determine the Council Tax are reported. The CFO is the officer responsible for administration of the Council’s financial affairs for the purposes of Section 151 of the Local Government Act 1972.

4.14.2 **Robustness of estimates** – subject to the risks and uncertainties highlighted elsewhere in this report and in Appendix E, the CFO is satisfied that the estimates are based on the best available information and that procedures are in place to ensure the estimates are accurate and reliable. Budget responsibility is devolved to service managers who are best placed to complete the budget working papers. The central Accountancy Team co-ordinate the budget process and check through all budget working papers. The Council’s procedures allied to experienced staff and a robust approach to risk management minimise the inherent risks and uncertainties in the forecasting process.

- 4.14.3 Budgets will continue to be monitored monthly throughout the financial year so that any required corrective action can be taken at the earliest opportunity. The medium-term financial plan is continually updated as part of that process.
- 4.14.4 **Levels of reserves** - details of the Council's reserves are provided in Section 4.10 above and in Appendix D. The General Fund minimum working balance is being maintained at £1.5m to recognise the financial risks the Council currently faces particularly in relation to Business Rates income and the Council's continuing response to the Covid19 pandemic. The updated Budget Risk and Sensitivity Analysis in Appendix E also supports the General Fund minimum working balance being maintained at this level.
- 4.14.5 The Council's policy on the use of reserves remains to use earmarked reserves for their intended purposes and to defray any surplus reserves for investment in the Council's priorities and/or in improvement / transformation programmes which are designed to produce on-going revenue budget savings.
- 4.14.6 The Council's reserves are considered adequate for 2021/22. The position in future years will depend on the Council's success in delivering planned budget savings and its ability to apply surpluses to maintain and bolster the levels of both earmarked and unearmarked reserves.
- 4.14.7 The Council also maintains several earmarked reserves for financing capital expenditure and equalising expenditure between financial years. The balances in these other reserves are also considered adequate for the medium term.
- 4.14.8 Whilst legislation requires that the CFO comments on the robustness of estimates and the adequacy of reserves, good practice requires consideration of two further matters.
- 4.14.9 The Chartered Institute of Public Finance and Accountancy (CIPFA) has developed a **Financial Resilience Index** which is a comparative analytical tool to support good financial management. The index illustrates a range of measures associated with financial risk including levels of reserves as a proportion of the Council's overall budget. The most recent analysis was based on incomplete data which gave a misleading picture, however it is expected that the latest index, which is set to be published shortly will show a more accurate position and

demonstrate that the Council has a well balanced approach to financial management.

4.14.10 CIPFA has also produced a **Financial Management Code** to support good financial management and demonstrate a local authority's financial sustainability, giving assurance that an authority is managing its resources effectively. Compliance with this Code will help strengthen the framework that surrounds the Council's financial decision making.

4.14.11 The Code is based on a set of principles supported by specific standards and statements which are considered necessary to help Councils manage their finances in the short and medium term, financial resilience to meet unforeseen demands on services and unexpected challenges in their financial circumstances.

4.14.12 Compliance with the Code is required for 2021/22. To demonstrate the Council's compliance with the Code, an audit of our procedures was undertaken by the Head of Internal Audit in January 2021. The audit delivered a 'Substantial' assurance rating with just one medium priority recommendation made.

5.0 Alternative options

5.1 It is within the gift of the Council to put forward alternative budget proposals and/or to recommend that the Council's share of the Council Tax is not increased or increased by a different level to that which has been assumed in the preparation of the budget estimates for the financial year 2021/22.

6.0 Implications for consideration – Council Plan

6.1 In preparing the budget estimates for the coming financial year and updating the medium-term financial plan, detailed consideration has been given to the need for the Council's finances to be at levels appropriate to enable the Council to deliver in full on the priorities and objectives that it has set itself for the remaining term of the Council Plan through March 2023.

6.2 The preparation of sustainable and balanced budgets over the medium terms is a key activity in contributing to delivery of the third Council Plan priority 'delivering value for money services'.

7.0 Implications for consideration – Financial and value for money

7.1 The report in its entirety deals with financial and value for money implications.

8.0 Implications for consideration – Legal

8.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget. Before setting the level of the Council Tax the Council must have agreed a balanced budget, differentiated by services, which is sufficient to meet estimated revenue expenditure, levies, contingencies, any deficit estimate to be brought forward from previous financial years, and any amounts required to be transferred between funds. The Council Tax itself must be sufficient to cover the difference between the agreed budget less government grants credited to the income and expenditure account, and any other expenditure which must be met from the Collection Fund, less any surplus (or plus any deficit) brought forward from previous financial years.

9.0 Implications for consideration – Human resources

9.1 There are no human resource implications to consider in this report.

10.0 Implications for consideration – Risk management

10.1 There are a number of significant risks inherent in any budget forecasting exercise and these risks increase as the period covered increases. The most significant budget risks have already been referenced, in summary form, at paragraph 4.8.5. and a more detailed budget risks and sensitivity analysis is included at Appendix E.

11.0 Implications for consideration – community wellbeing

11.1 There are no community wellbeing implications to consider in this report.

12.0 Implications for consideration – Economy and skills

12.1 There are no economy and skills implications to consider in this report.

13.0 Implications for consideration – Climate Change

13.1 Individual climate change impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

14.0 Implications for consideration – Equality and diversity

- 14.1 Individual equality and diversity impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

Decision information

| | |
|----------------------------|------------------|
| Key decision number | 1004 |
| Wards affected | All wards |

Document information

| | |
|--|--|
| Report author | Contact number/email |
| Helen Fox | Helen.fox@chesterfield.gov.uk |
| Background documents | |
| These are unpublished works which have been relied on to a material extent when the report was prepared. | |
| <i>This must be made available to the public for up to 4 years.</i> | |
| Appendices to the report | |
| Appendix A | General Fund Revenue Budget Summary |
| Appendix B | Budget Strategy |
| Appendix C | Financial Strategy |
| Appendix D | Reserves & Balances |
| Appendix E | Budget Risks & Sensitivity Analysis |
| Appendix F | Section 32 Statement |
| Appendix G | Council Taxes |

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GENERAL FUND REVENUE ESTIMATES SUMMARY

| | 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| | Original | Revised | Estimate | Estimate | Estimate | Estimate | Estimate |
| | £ | £ | £ | £ | £ | £ | £ |
| Leader of the Council | 33,640 | 38,320 | 36,260 | 37,960 | 37,650 | 37,310 | 36,380 |
| Deputy Leader of the Council | 1,191,120 | 1,161,470 | 1,202,680 | 1,210,340 | 1,210,300 | 1,215,700 | 1,210,380 |
| Cabinet Member for Economic Growth | (620,810) | (515,750) | (670,320) | (276,750) | (97,610) | (56,540) | (20,410) |
| Cabinet Member for Town Centre and Visitor Economy | 453,890 | 2,513,580 | 1,695,570 | 1,112,470 | 1,189,860 | 1,045,370 | 1,083,980 |
| Cabinet Member for Health and Wellbeing | 7,753,690 | 10,225,290 | 8,263,960 | 8,237,610 | 8,233,540 | 8,314,860 | 8,393,340 |
| Cabinet Member for Housing (GF) | 1,054,190 | 945,920 | 839,500 | 771,870 | 902,840 | 915,170 | 940,260 |
| Cabinet Member for Governance | 2,748,330 | 2,723,270 | 2,531,170 | 2,648,100 | 2,883,000 | 2,790,620 | 2,838,290 |
| Cabinet Member for Business Transformation | 3,043,670 | 3,203,380 | 2,285,189 | 2,395,053 | 2,474,200 | 2,548,505 | 2,605,722 |
| Portfolios Total | 15,657,720 | 20,295,480 | 16,184,009 | 16,136,653 | 16,833,780 | 16,810,995 | 17,087,942 |
| Spirepride surplus | (640,050) | (459,844) | (513,160) | (544,570) | (590,330) | (590,330) | (590,330) |
| OSD surplus | (331,000) | 0 | 0 | 0 | 0 | 0 | 0 |
| Crematorium surplus | (275,000) | (322,180) | (275,000) | (275,000) | (275,000) | (275,000) | (275,000) |
| ICT Digital Innovation Savings Target | (231,537) | (231,537) | (592,423) | (825,023) | (1,022,997) | (1,216,071) | (1,240,393) |
| ICT Digital Innovation Savings Achieved | 214,160 | 214,160 | 218,290 | 220,040 | 227,910 | 233,590 | 239,430 |
| Balanced Budget - Savings Plans | 0 | 0 | (150,000) | (667,923) | (741,982) | (827,554) | (933,154) |
| Pension Costs - 2020 Revaluation | 145,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| MHCLG Covid19 Grant | 0 | (1,888,677) | (643,989) | 0 | 0 | 0 | 0 |
| MHCLG Covid19 Sales, Fees and Charges Compensation | 0 | (2,636,509) | (446,344) | 0 | 0 | 0 | 0 |
| CJRS Grant | 0 | (544,469) | (52,788) | 0 | 0 | 0 | 0 |
| Staff vacancy / attendance allowance | (200,000) | 0 | (250,000) | (250,000) | (250,000) | (250,000) | (250,000) |
| Total Service Expenditure | 14,339,293 | 14,426,424 | 13,478,595 | 13,794,177 | 14,181,381 | 13,885,630 | 14,038,495 |
| Interest & capital charges | (3,319,778) | (2,821,565) | (2,839,044) | (2,896,403) | (2,830,685) | (2,651,609) | (2,469,953) |
| Contrib to/(from) Digital Innovation Reserve | (294,317) | (294,317) | (10,000) | 0 | 0 | 0 | 0 |
| Contrib to/(from) Service Improve't Reserve | (8,500) | (8,500) | 0 | 0 | 0 | 0 | 0 |
| Contrib to/(from) Revenue Risk Reserve | (42,710) | (162,260) | (127,540) | (77,040) | (4,090) | (4,090) | (4,090) |
| Contrib to/(from) Earmarked Reserves | (150,000) | (203,860) | 373,869 | (359,761) | (359,761) | (209,761) | (209,761) |
| Contribution to Vehicle & Plant Fund | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 |
| Bad debt provision | 25,000 | 100,000 | 100,000 | 50,000 | 25,000 | 25,000 | 25,000 |
| Other Income | (49,000) | (127,230) | (166,689) | (166,689) | (166,689) | (166,689) | (166,689) |
| Surplus/(deficit) - savings target | 16,022 | (8,201) | (188,335) | (11,869) | (291,661) | (77,339) | (181,027) |
| NET EXPENDITURE | 10,622,010 | 11,006,491 | 10,726,856 | 10,438,415 | 10,659,495 | 10,907,141 | 11,137,975 |
| Total Savings Target | (1,355) | (25,578) | (712,468) | (1,284,775) | (1,828,730) | (1,887,375) | (2,115,144) |
| Financed By: | | | | | | | |
| RSG | 441,530 | 441,530 | 443,971 | 0 | 0 | 0 | 0 |
| Business Rates Baseline | 3,373,521 | 3,373,521 | 3,373,521 | 3,544,306 | 3,632,913 | 3,723,736 | 3,816,829 |
| Settlement Funding | 3,815,051 | 3,815,051 | 3,817,492 | 3,544,306 | 3,632,913 | 3,723,736 | 3,816,829 |
| Retained Business Rates Growth | 1,379,717 | 1,374,113 | 1,370,977 | 1,370,977 | 1,370,977 | 1,370,977 | 1,370,977 |
| Business Rates pooling | 300,000 | 250,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| NNDR Fund Surplus/(Deficit) | 440,085 | 440,085 | (7,162,530) | 0 | 0 | 0 | 0 |
| Contrib (to)/from Business Rate Reserve | (440,085) | 0 | 7,162,530 | 0 | 0 | 0 | 0 |
| Council tax support grants to parishes | (19,841) | (19,841) | (13,226) | (6,611) | 0 | 0 | 0 |
| Council Tax Fund Surplus/(Deficit) | 94,470 | 94,470 | (26,344) | (22,383) | (22,383) | 0 | 0 |
| Lower Tier Services grant | 0 | 0 | 143,709 | 0 | 0 | 0 | 0 |
| New Homes Bonus | 95,039 | 95,039 | 15,400 | 5,320 | 0 | 0 | 0 |
| Council Tax (taxbase x tax below) | 4,957,574 | 4,957,574 | 5,118,848 | 5,246,807 | 5,377,988 | 5,512,429 | 5,650,169 |
| TOTAL FINANCING | 10,622,010 | 11,006,491 | 10,726,856 | 10,438,415 | 10,659,495 | 10,907,141 | 11,137,975 |

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BUDGET STRATEGY

The overall objective is - "to deliver a balanced and sustainable budget in the longer term". To achieve this the Council will:

- ◆ Prepare budgets annually covering a five-year period - the objective will be to produce a balanced budget in year and set out how to balance the medium term budgets.
- ◆ Direct or re-allocate resources to priority areas.
- ◆ Target low priority and discretionary areas of spend when looking for savings, including non-pay, voluntary redundancy, vacancy control, restructures and non-statutory services.
- ◆ Identify and manage budget risks effectively.
- ◆ Estimate annual savings targets and seek to achieve these through business transformation, joint working, internal re-structuring and alternative service delivery methods.
- ◆ Rigorously scrutinise all growth requests, both statutory and discretionary, particularly in relation to how they contribute to the corporate objectives, their affordability and sustainability.
- ◆ Maximise income generation opportunities. Fees and charges to be reviewed at least annually applying the Council's approved 'Charges Policy'.
- ◆ Aim to set increases in the Council Tax at a level to produce a much stronger tax base in view of our very low comparative tax.
- ◆ Consult stakeholders on spending/saving plans and tax increases.
- ◆ Manage reserves prudently to cover future financial risks
- ◆ Only approve supplementary budgets where a budget cannot be transferred (vired) from elsewhere and only when there is a legal requirement, the event was unforeseen and unavoidable, or any other case of extreme urgency.
- ◆ Adopt sound asset management practices including identifying under-utilised assets, investing in income generating assets and identifying poor performing assets for disposal.

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FINANCIAL STRATEGY

1. A five year forward plan will be maintained, reviewed and rolled forward each year as part of the budget process, encompassing:
 - ◆ Proposed development of services.
 - ◆ Efficiency savings.
 - ◆ A General Fund revenue expenditure forecast.
 - ◆ A General Fund capital expenditure and resources plan.
 - ◆ A Housing Revenue Account capital and revenue expenditure forecast.
 - ◆ Proposed use of reserves and balances.

2. Within constraints imposed by either legislation or the economic climate, sufficient resources (both capital and revenue) should be secured or reserved to enable the Council to:
 - ◆ Deliver services which help to achieve its priorities and objectives.
 - ◆ Maintain a capital programme which will not only improve the range of facilities provided for the public but will also adequately maintain the existing asset base.

3. Every effort will be made to keep revenue spending within a reasonable percentage of the previous year's level. Wherever possible, new service developments should be funded from savings, grant or additional income.

The Council's revenue budget shall be prepared in accordance with the Council's budget strategy.

4. General Fund balances will only be used to reduce the Borough Council's call on the Collection Fund in exceptional circumstances, e.g. to meet significant non-recurring expenditure, to even out major fluctuations or to keep within imposed spending limits.

5. In order to sustain its capital programme, the Council will:
 - ◆ Aim to raise capital receipts of £1million a year (in addition to those from the sale of Council houses).
 - ◆ Where appropriate, encourage private sector schemes either on their own or jointly with the Council.
 - ◆ Seek to maximise receipt of capital grant.

6. The current policy is to maintain a minimum Working Balance of £1.5m for the General Fund and £3.0m for the HRA. In addition, a prudent level of earmarked reserves will be maintained for known liabilities and to even-out charges to the revenue account (e.g. property repairs, self-insurance claims, vehicle & equipment replacement reserves etc.). The level of all reserves and balances will be reviewed at least annually.

7. At the close of a financial year, unless there are unusual circumstances:
 - ◆ Any under-spending on General Fund will be transferred to the Budget Risk Reserve except to the extent that in exceptional circumstances, approval is given to carry forward unspent budgets to the subsequent financial year or are required to meet future revenue spending.
 - ◆ Any overspending will be met from the Budget Risk Reserve or General Fund balance.
 - ◆ Any DSO surpluses arising in the year which are not required for operational purposes will be transferred to the General Fund.

8. The Council's asset portfolio of land and property is reviewed annually in order to:
 - ◆ Identify poorly performing or under-used assets for disposal.
 - ◆ Draw up a longer-term acquisition and disposal plan.
 - ◆ Minimise void periods on investment property.
 - ◆ Ensure prompt reviews of rent in accordance with lease terms.
 - ◆ Review and extend the property repair and renewal plan.

9. Fees and charges are reviewed in accordance with the Council's Charging Policy and in all cases shall review them at least annually.

10. The budget risks will be identified and assessed at the start of each financial year and monitored throughout the year.

11. The financial strategy should be kept under continuous review in the light of developing legislation and the perceived needs of the Borough.

MOVEMENTS ON RESERVES & PROVISIONS

| Title | Purpose | B/Fwd | 2020/21 | B/Fwd | 2021/22 | B/Fwd | 2022/23 | B/Fwd | 2023/24 | B/Fwd | 2024/25 | B/Fwd | 2025/26 | B/Fwd |
|---|--|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|
| | | 1st Apr 20 £'000 | In/(out) £'000 | 1st Apr 21 £'000 | In/(out) £'000 | 1st Apr 22 £'000 | In/(out) £'000 | 1st Apr 23 £'000 | In/(out) £'000 | 1st Apr 24 £'000 | In/(out) £'000 | 1st Apr 25 £'000 | In/(out) £'000 | 1st Apr 26 £'000 |
| Vehicles & Plant | Replacement fund | 585 | 356 (623) | 318 | 367 (654) | 31 | 366 (226) | 171 | 377 (390) | 158 | 366 (247) | 277 | 366 (370) | 273 |
| Wheeled Bins Replacement Fund | Replacement fund | 77 | 95 (100) | 72 | 95 (100) | 67 | 95 (100) | 95 | 95 (100) | 90 | 95 (100) | 85 | 95 (100) | 80 |
| Property Repairs | Even-out 10 year repairs programme | 471 | 1,193 (1,169) | 495 | 1,193 (1,169) | 519 | 1,193 (1,169) | 543 | 1,193 (1,169) | 567 | 1,193 (1,169) | 591 | 1,193 (1,169) | 615 |
| ICT Reserve | Replacement fund | 403 | 200 (603) | 0 | 200 (200) | 0 |
| DLO/DSO Reserve | Provision for improvements | 538 | - | 538 | - | 538 | - | 538 | - | 538 | - | 538 | - | 538 |
| Museum Exhibits | Opportunity purchases fund | 25 | - | 25 | - | 25 | - | 25 | - | 25 | - | 25 | - | 25 |
| Theatre Restoration | Improvements to theatre/WW from levy on ticket sales | 103 | 10 | 113 | 90 | 203 | 90 | 293 | 90 | 383 | 90 | 473 | 90 | 563 |
| Insurance Reserve - claims not yet reported | Self insurance element claims not yet reported | 1,070 | (150) | 920 | (150) | 770 | (150) | 620 | (150) | 470 | | 470 | | 470 |
| Insurance Provision - current claims | Self insurance element of reported claims | 510 | 226 (226) | 510 |
| MMI - Insurance Provision | To fund liability of claims unpaid due to MMI insolvency | 6 | - (6) | 0 | - | 0 | - | 0 | - | 0 | - | 0 | - | 0 |
| MMI - Insurance Reserve | To fund liability of claims unpaid due to MMI insolvency | 153 | | 153 | - | 153 | - | 153 | - | 153 | - | 153 | - | 153 |
| Repaid Improvement Grants | Private sector grants clawed back from recipients | 167 | 50 (90) | 127 | 50 (90) | 87 | 50 (41) | 96 | 50 (42) | 104 | 50 (43) | 111 | 50 (44) | 117 |
| Planning LDF Review Provision | Provision for cost of LDF review | 157 | - (100) | 57 | 20 0 | 77 | 20 - | 97 | 20 - | 117 | 20 - | 137 | 20 - | 157 |
| Transport Co Pensions | Provision for the pension cost of former employees. | 1,041 | 90 (52) | 1,079 | 91 (52) | 1,118 | 52 (54) | 1,116 | 26 (54) | 1,088 | 25 (56) | 1,057 | 24 (57) | 1,024 |
| Flood Restoration | Flood defence/prevention | 53 | - (16) | 37 | - | 37 | - | 37 | - | 37 | - | 37 | - | 37 |
| New Home Bonus | | 0 | 95 (95) | 0 | 15 (15) | 0 | 5 (5) | 0 | 0 0 | 0 | 0 0 | 0 | - | 0 |
| Service Redesign | | 729 | - (54) | 675 | - (120) | 555 | - | 555 | - | 555 | - | 555 | - | 555 |
| Business Rate Reserve | | 1,597 | 0 0 | 1,597 | 0 - | 1,597 | - | 1,597 | - | 1,597 | - | 1,597 | - | 1,597 |
| Budget Risks Reserve | To cover future budget risks | 1,345 | 0 (235) | 1,110 | - (175) | 935 | - (102) | 833 | (4) | 829 | (5) | 824 | - | 824 |
| Service Improvement | | 300 | 8 (8) | 300 | 0 0 | 300 | - | 300 | - | 300 | - | 300 | - | 300 |
| Covid19 Government Funding | | 59 | - (59) | 0 | 644 | 644 | - | 644 | - | 644 | - | 644 | - | 644 |
| Northern Gateway Reserve | | 149 | - | 149 | - 0 | 149 | - | 149 | - | 149 | - | 149 | - | 149 |
| S106 Contributions | | 528 | - (21) | 507 | - (3) | 504 | (3) | 501 | (2) | 499 | (1) | 498 | (1) | 497 |
| Community Infrastructure Levy | | 1,258 | 120 - | 1,378 | 200 0 | 1,578 | 200 - | 1,778 | 200 - | 1,978 | 200 - | 2,178 | 200 - | 2,378 |
| ICT Digital Innovation | | 316 | 10 (294) | 32 | 10 (42) | 0 | 0 0 | 0 | - | 0 | - | 0 | - | 0 |
| General Fund Working Balance | Required to prevent supplementary in year council tax increase | 1,500 | - | 1,500 | - | 1,500 | - | 1,500 | - | 1,500 | - | 1,500 | - | 1,500 |
| TOTALS | | 13,140 | (1,448) | 11,692 | 205 | 11,897 | 221 | 12,151 | 140 | 12,291 | 418 | 12,709 | 297 | 13,006 |

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KEY BUDGET RISKS & SENSITIVITY ANALYSIS 2021/22

| Description | Budget Risk | Risk Assessment | | | | Containment Actions | | | Progress |
|--|---|-----------------|-------------------|-------------------|---|---|---------------------------------|-----------|----------|
| | | Probability | Impact | Value £000'S | Comment | What | Who | When | |
| Achieving income targets - leisure, car parks, etc | Net expenditure falls if economy severely dips or switch to competitors. 5% of budgets. | Med | High | 303 | Key Leisure, Business Unit, Car Park income | Base budgets adjusted. Monthly budget monitoring + marketing & promotional activities. | Service Managers | Monthly | |
| Benefits - high spend £25m with complicated grant scheme. | Increase in expd with less than 100% subsidy. Failure to Comply with Regulations | Low | High | 200 | | Regular monitoring of claims processed. Staff Training | Benefits Manager | Quarterly | |
| Ind & Comm. Property portfolio - reduced rent income during economic downturn and due to disposals to generate capital receipts. | Industrial & commercial £50k. Vicar Lane £100k Pavements £100k | Med | High | 250 | | Monitor voids. Flexible Payments for existing. Planned Disposal Programme | Estates Officer | Monthly | |
| Any other unforeseen significant expenditure | | High | High | 250 | | Maintain adequate working balance/ insurance fund + effective risk mgt and monitoring additional cost pressures as a result of the Covid19 Pandemic | SLT, CLT, budget holders, Accty | On-going | |
| Provision for Bad Debts | | High | High | 250 | | Regular monitoring level of debtors and collection rates. | Accty | On-going | |
| VAT - 5% exempt limit exceeded | Limit exceeded £250k un-recoverable plus excess amount. | Low | High | 400 | | Monitoring | Deputy Chief Accountant | Monthly | |
| MMI – risk of insolvent run-off following recent ruling on EL claims. | 'Clawback' beyond the £345k provision (£1.4m claims settled). | Low | High | 100 | | Clawback rate currently 25%. Provision of £348k established and in line with Insurance Fund review completed in 2019/20. | CFO | On-going | |
| ICT Digital Innovation Savings | Failure to achieve savings | Med | Low | - | | Monitor progress against targets early in 2021/22 | CFO / CLT / CLT | On-going | |
| Balanced Budget Savings Plan | Failure to achieve savings | Med | Low | - | | Monitor progress against targets early in 2021/22 | CFO / SLT / CLT | On-going | |
| Achieving vacant post saving targets | 15% of £250k target | Low | Med | 38 | | Target rmonitoring required monthly on staff turnover | CFO/HR | Quarterly | |
| Localisation of council tax support | Increased take-up by pensioners or working age and full implementation of universal credit. | Med | Med | 25 | | Monitoring claims and income so remedial action taken ASAP. | CFO | Monthly | |
| Busines Rates Pool | Delcining business rates growth £300k exposure 50% | Low | High | 150 | | Monitor income | CFO | Quarterly | |
| Gen Fund Rev Budget | Total exposure | | | 1,966 | | | | | |
| | Allowance % | Prob | Total £000 | Allow £000 | | Impact assessment: | | | |
| Risk allowance | 90% | High | 500 | 450 | | High = £50k or more | | | |
| | 50% | Med | 578 | 289 | | Med = £10k-£49k | | | |
| | 10% | Low | 888 | 89 | | Low = less than £10k | | | |
| Risk allowance | | | 1,966 | 828 | | | | | |

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CALCULATION OF EXPENDITURE – SECTION 32 LGFA '92

| | 2021/22 £ |
|--|----------------------|
| Gross Expenditure – Chesterfield Borough Council | 104,057,437 |
| <u>Special Items</u> | |
| - Staveley Town Council Precept - (£411,374 in 20/21) | 420,307 |
| - Brimington Parish Council Precept - (£52,095 in 20/21) | <u>54,028</u> |
| Total Special Items | 474,335 |
| Gross Expenditure 31A (2) | 104,531,772 |
| Gross Income – Chesterfield Borough Council | (100,638,994) |
| Revenue Support Grant | (443,971) |
| Business Rates Baseline Need | (3,373,521) |
| Retained Non Domestic Rates Growth | (1,670,977) |
| Gross Income Including Use of Reserves 31A (3) | (106,127,463) |
| Collection Fund (Surplus)/Deficit : Council Tax | 26,344 |
| Non Domestic Rates | 7,162,530 |
| Council Tax Requirement 31A (4) | 5,593,183 |
| Tax base (29,181.08 in 2020/21) | 29,268.96 |
| Average Band 'D' Tax (incl. Parishes) | £191.10 |
| Percentage Increase - (2020/21 £185.77, +3.02%) | +2.87% |
| C.B.C.'s Council Tax | £174.89 |
| Percentage Increase - (2020/21 £169.89, +3.03%) | +2.94% |

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COUNCIL TAXES 2021/22

| COUNCIL TAXES | | | | | | | | |
|--------------------------------------|---|----------|----------|-----------------|----------|----------|----------|----------|
| COUNCIL AREA | VALUATION BAND/PROPORTION OF BAND 'D' TAX | | | | | | | |
| | A | B | C | D | E | F | G | H |
| | 6/9 | 7/9 | 8/9 | 9/9 | 11/9 | 13/9 | 15/9 | 18/9 |
| | £ | £ | £ | £ | £ | £ | £ | £ |
| CHESTERFIELD BOROUGH: | | | | | | | | |
| Staveley Town | 182.62 | 213.07 | 243.50 | 273.94 | 334.81 | 395.69 | 456.56 | 547.88 |
| Brimington Parish | 131.54 | 153.47 | 175.40 | 197.32 | 241.17 | 285.02 | 328.86 | 394.64 |
| All Other Areas | 116.59 | 136.03 | 155.46 | 174.89 | 213.75 | 252.62 | 291.48 | 349.78 |
| MAJOR PRECEPTING AUTHORITIES: | | | | | | | | |
| Derbyshire CC | 922.05 | 1,075.72 | 1,229.40 | 1,383.07 | 1,690.42 | 1,997.77 | 2,305.12 | 2,766.14 |
| Derbyshire Fire & Rescue | 52.85 | 61.65 | 70.46 | 79.27 | 96.89 | 114.50 | 132.12 | 158.54 |
| Derbyshire Police | 161.07 | 187.91 | 214.76 | 241.60 | 295.29 | 348.98 | 402.67 | 483.20 |
| | 0.6667 | 0.7778 | 0.8889 | 1.0000 | 1.2222 | 1.4444 | 1.6667 | 2.0000 |

| TOTAL COUNCIL TAX PAYABLE IN EACH AREA | | | | | | | | |
|--|---|----------|----------|-----------------|----------|----------|----------|----------|
| COUNCIL AREA | VALUATION BAND/PROPORTION OF BAND 'D' TAX | | | | | | | |
| | A | B | C | D | E | F | G | H |
| | 6/9 | 7/9 | 8/9 | 9/9 | 11/9 | 13/9 | 15/9 | 18/9 |
| | £ | £ | £ | £ | £ | £ | £ | £ |
| Staveley Town | 1,318.59 | 1,538.35 | 1,758.12 | 1,977.88 | 2,417.41 | 2,856.94 | 3,296.47 | 3,955.76 |
| Brimington Parish | 1,267.51 | 1,478.75 | 1,690.02 | 1,901.26 | 2,323.77 | 2,746.27 | 3,168.77 | 3,802.52 |
| All Other Areas | 1,252.56 | 1,461.31 | 1,670.08 | 1,878.83 | 2,296.35 | 2,713.87 | 3,131.39 | 3,757.66 |

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For Publication

Council Plan Delivery Plan – 2021/22

| | |
|---------------------------|---------------|
| Meeting: | Cabinet |
| Date: | 23.02.21 |
| Cabinet portfolio: | Deputy Leader |
| Directorate: | Corporate |

1.0 Purpose of the report

- 1.1 To present for approval the Council Plan Delivery Plan for 2021/22 and to make revisions to some commitments made in the overarching Council Plan due to the ongoing impact of Covid-19.

2.0 Recommendation

- 2.1 That the Council Plan Delivery Plan for 2021/22 is recommended to Council for approval.
- 2.2 That the revised Council Plan commitments for 2023 are recommended to Council for approval.
- 2.3 Cabinet recommends to Council that the Deputy Leader is given delegated authority to make amendments to the Council Plan commitments and Delivery Plan for 2021/22 should risk assessments and changes to Covid-19 guidance require further amendments to be made.

3.0 Reasons for recommendations

- 3.1 To provide a clear statement of the delivery milestones and measures required to maintain progress on our strategic priorities for 2019 – 2023 and respond to Covid-19 response and recovery challenges.

4.0 Report details

4.1 Background

The Council Plan for 2019 – 2023 was approved by Council in February 2019. The Council Plan defines the Council's key priorities, objectives and commitments over the four year period. The plan is aimed at providing focus, setting out priorities that will require collected corporate effort during the period. It is not an attempt to describe every service that the Council will provide; this will be covered by service plans on an annual basis.

4.2 Alongside the four year Council Plan there was also a commitment to develop annual delivery plans. These plans set out the key milestones and measures required to keep the Council Plan on target for delivery.

4.3 A new performance management framework was also developed to accompany the Council Plan and Delivery Plans. This framework underpins the Council Plan, measures and demonstrates our success in terms of milestones, outputs, outcomes and measures and effectively reviews and challenges performance.

4.4 Impact of Covid-19 on the Council Plan and Delivery Plan

The World Health Organisation declared the outbreak of Covid-19 to be a public health emergency of international concern on 30 January 2020 and on 11 March 2020 declared Covid-19 a global pandemic. The Covid-19 pandemic brought fast moving and unprecedented challenges to communities and organisations. Chesterfield Borough Council had to quickly reprioritise to ensure core services could be delivered, while supporting additional emergency planning, community response and economic measures.

4.5 Staff across the Council were re-deployed to support key Covid-19 response activities including ensuring key services such as the crematorium could be maintained but also to support new areas of work including business grant allocations, food and medicine deliveries, supporting testing facilities, town centre ambassadors and supporting the community and voluntary sector volunteering programmes. This re-prioritisation of resources and Covid-19 related safety measures including social distancing have had a significant impact on the Council's ability to deliver on some of the commitments

within the Council Plan and the associated delivery plan for the majority of 2020/21.

4.6 Heading into 2021/22 there continues to be ongoing uncertainty around future Covid-19 restrictions. This has been a key consideration in developing the milestones and measures for the annual delivery plan and reviewing the Council Plan commitments for 2023. The need to respond to economic and community recovery/ resilience challenges and organisational impact during and following the pandemic has also been a key aspect of developing the plans.

4.7 Council Plan Delivery Plan for 2021/22

The Council Plan Delivery Plan for 2021/22 is attached at Appendix 1. This document sets out the key milestones, inputs, outputs and measures we will need to deliver during the third year of the four year Council Plan. The Delivery Plan has been produced through a series of discussions and workshops. Our evidence base includes performance information, demographic trends and forecasts and intelligence from our community engagement programme. Horizon scanning techniques were also used to consider key emerging issues including the current and potential future impact of the Covid-19 pandemic.

4.8 All activities will need to be frequently risk assessed against the latest Covid-19 guidance. Changes may be required to ensure safety and we may also become aware of additional challenges emerging as a result of the pandemic requiring further prioritisation activity. We are therefore seeking delegated authority for the Deputy Leader to approve further changes should these circumstances emerge.

4.9 Council Plan 2019 – 2023 commitments

When the Council Plan 2019 – 2023 was approved in February 2019 a series of commitments were made for delivery by the end of the plan period in March 2023. Due to the significant and sustained impact of the Covid-19 pandemic we are recommending that some revisions are made to better reflect the short and medium term position and priorities. The recommended revisions are attached at Appendix 2.

5.0 Alternative options

5.1 The Council Plan commitments for 2023 could remain in their current form but these do not accurately reflect the priority changes required notably around economic and community recovery as a result of the Covid-19 pandemic.

6.0 Implications for consideration – Council Plan

6.1 The 2021/22 Delivery Plan sets out clear milestones and measures to progress key priority areas. The plan alongside the revised Council Plan commitments also reflect the short and medium term position and priorities emerging from the Covid-19 pandemic.

7.0 Implications for consideration – Financial and value for money

7.1 Providing value for money services continues to be one of three priority areas – underpinning the entire plan. Milestones within the plan have been assessed alongside the budget and Medium-term financial plan. This will however be kept under review due to the ongoing uncertainty around organisational, economic and community pressures emerging from the Covid-19 pandemic.

8.0 Implications for consideration – Legal

8.1 Legal implications for all milestones are assessed on an ongoing basis.

9.0 Implications for consideration – Human resources

9.1 Milestones within the plan have been assessed alongside the human resources required. This will however be kept under review due to the ongoing uncertainty around organisational, economic and community pressures emerging from the Covid-19 pandemic and the potential need for further re-deployment into core services and key partnership response activities.

9.2 A number of milestones and measures within the Value for Money priority area relate specifically to organisational development and investing in the Council's human resources.

10.0 Implications for consideration – Risk management

| Description of the Risk | Impact | Likelihood | Mitigating Action | Impact | Likelihood |
|---|--------|------------|--|--------|------------|
| Failure to make sufficient progress on plan delivery | H | M | Priorities, aims and projects are challenging but realistic. They provide a focus for the use of resources during the period | M | L |
| Failure to complete projects on time/budget/to quality standards. | H | M | Performance management framework developed to challenge projects and activities and develop mitigation where necessary. | M | L |
| Core services unable to identify contribution to the corporate priorities | M | M | Performance management framework clearly identifies the role of members, managers and staff. Service plans and Personal Development Plans are used to make the link between the contribution of teams and individual members of staff, and the Council Plan. | L | L |
| Failure to resource priorities in the plan | M | M | The Council Plan 2023 commitments and year 1, 2 and 3 delivery plans have been developed alongside the budget and medium term financial forecast to minimise this risk. | M | L |

11.0 Implications for consideration – Community wellbeing

11.1 Community wellbeing is at the heart of developing the Delivery Plan for 2021/22 and revised Council Plan commitments. There are a number of milestones including our partnership led community recovery approach, contributions towards Covid-19 vaccination, mass testing and funding support, housing, parks and open spaces and equality and diversity etc. which will make a big impact for this agenda.

12.0 Implications for consideration – Economy and skills

12.1 One of the key priorities – making Chesterfield a thriving borough has a real focus economic recovery, growth and skills.

13.0 Implications for consideration – Climate Change

13.1 Progressing year 2 of the Climate Change action plan with a focus on communication and engagement is a key milestone and commitment within the Development Plan.

14.0 Implications for consideration – Equality and diversity

14.1 Equality, diversity and social inclusion have been key considerations during the development of the Council Plan Delivery Plan for 2021/22. As programmes and projects are developed the appropriate level of equality analysis and community engagement will be undertaken. Overall the plan is considered to have a positive equality impact contributing to increasing the proceeds of economic growth, improving quality of life including health and wellbeing.

14.2 A number of specific commitments have been made within the quality of life priority which will enhance our Equality and Diversity commitments and increase our knowledge to inform future decision making and priority areas.

Decision information

| | |
|----------------------------|-------------|
| Key decision number | 1010 |
| Wards affected | All |

Document information

| |
|--|
| Report author |
| Donna Reddish – Service Director – Corporate |
| Background documents |
| These are unpublished works which have been relied on to a material extent when the report was prepared. |
| None |

| |
|---|
| Appendices to the report |
| Appendix 1 – Council Plan Delivery Plan 2021/22 |
| Appendix 2 – Revised Council Plan commitments |

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Council Plan 2019 – 2023: Year 3 Delivery Plan

| | |
|-------------|---|
| Our Vision: | Putting our communities first |
| Our Values: | <ul style="list-style-type: none"> • Customer focused – delivering great customer service, meeting customer needs • Can do – striving to make a difference by adopting a positive attitude • One council, one team –proud of what we do, working together for the greater good • Honesty and respect – embracing diversity and treating everyone fairly |
| Review: | All activities will be risk assessed against the latest Covid-19 guidance. Changes may be required to ensure safety. |

Priority – Making Chesterfield a thriving borough

| | |
|----------------------------|---|
| Objectives for 2019 - 2023 | <ul style="list-style-type: none"> • Chesterfield Borough – A great place to live, work and visit • Vibrant town centres • Build a stronger business base • Develop an inclusive and environmentally sustainable approach to growth |
| Key activities for 2021/22 | <ul style="list-style-type: none"> • Progress the Covid-19 economic recovery action plan, focusing on: <ul style="list-style-type: none"> ○ Minimise the negative impact of Covid-19 in terms of business closures and jobs lost ○ Create the conditions for entrepreneurial activity and the development of a more resilient economy ○ Develop a business resilience programme with the East Midlands Chamber of Commerce ○ Support the reskilling of our residents to be home grown talent and to be able to compete in the changed economy ○ Town centres that are enabled to progress through recovery phases and able to thrive, maintaining high levels of occupancy ○ Support the Council's climate change programme, continuing to enable cycling, walking and improved public transport ○ Delivery against key economic regeneration projects • Complete and open the Northern Gateway Enterprise Centre • Progress the land assembly plan for the next phase of the Northern Gateway • Complete the Elder Way and Packers Row public realm improvements |

| | |
|--------------------------|---|
| | <ul style="list-style-type: none"> • Complete the construction of and open the Waterside office development • Refresh the Waterside masterplan and achieve planning permission for next phase of Basin Square • Complete consultation, develop and adopt the HS2 station masterplan • Deliver the first phase of the Hollis Lane Link Road to start to unlock the HS2 Station masterplan • Develop the visitor economy strategy and action plan • Deliver and support a programme of borough wide events • Support the development of Peak Resort and Summit at the Peak, maximising the benefit for Chesterfield's economy • Complete the master plan for the Stephenson Memorial Hall Project, including the project strategy, funding strategy, business case, programme plan, cost plan, procurement strategy, and risk management plan. • Staveley Town Deal if successful with bid to Government, implement Staveley Town Deal Investment Plan • Progressing the Heart of Chesterfield programme including commencement of the Market reconfiguration project • Complete the funding and delivery strategy and achieve planning permission for the Derbyshire Rail Industry Innovation Vehicle (DRIVE) project – to support site development for a new rail training and innovation centre at Barrow Hill Roundhouse • Develop a Science Technology Engineering and Maths engagement programme with schools • Develop and adopt a long-term parking strategy including electric vehicle charging |
| Key measures for 2021/22 | <ul style="list-style-type: none"> • Number of new homes in the borough • Number of new homes in the town centre • Planning applications processed within approved timescales • Planning application decisions – quality standards met • Amount of external funding accessed for HS2 programme • Town centre occupancy rates • Innovation centre occupancy rates • Number of businesses • Number of business start-ups in the borough • Number of businesses supported to find accommodation • % local labour clauses • % jobs secured by local people on developments with local labour clauses • Number of young people not in education, employment or training • Number of businesses, learners engaged in skills programmes and external funding levied |

| | |
|---|--|
| | <ul style="list-style-type: none"> • Key visitor economy measures to be identified within the new Visitor Economy Strategy |
| Additional data we will be tracking in 2021/22 to inform decision making and priorities | <ul style="list-style-type: none"> • Unemployment rates • Number of young people not in work, education or training • Key economic Census data (likely to be available in early 2022) • Businesses supported in partnership with Chamber of Commerce as part of a resilience programme |

Priority – Improving quality of life for local people

| | |
|----------------------------|---|
| Objectives for 2019 - 2023 | <ul style="list-style-type: none"> • Provide quality housing and improve housing conditions across the borough • Improve our environment and enhance community safety for our communities and future generations • Help our communities to improve their health and wellbeing • Reduce inequality and provide support to vulnerable people |
| Key activities for 2021/22 | <ul style="list-style-type: none"> • Progress the Covid-19 community recovery approach, focusing on: <ul style="list-style-type: none"> ○ Material insecurity - supporting individuals and families that are feeling the effects of material insecurities, such as food, housing, financial hardship ○ Mental health and wellbeing – supporting vulnerable individuals that need low level and clinical mental health support, recognising that there are increasing numbers of people struggling with specific mental health and wellbeing issues stemming from the increasing challenges brought about by COVID-19 ○ Social connectedness – supporting those significant numbers of individuals that are showing signs of loneliness and that lack social connection, and without support will begin to suffer from more significant mental health difficulties • Developing private sector housing improvement plan (following on from audit work in 2020/21) to focus on protecting private tenants and landlord engagement, education and enforcement • Refresh the Rough Sleeper Strategy to build on the Homelessness Covid-19 response and recovery • Complete the £7.1 million modernisation programme of Council homes at Pullman Close, Mallard Court, Leander Court and Aston Court in Staveley |

| | |
|---|---|
| | <ul style="list-style-type: none"> • Support key Covid-19 schemes including assisting with community response, testing and mass vaccination programmes • Deliver year 2 of the climate change plan including progressing the climate change communication and engagement strategy • Develop the parks and open strategy and action plan • Develop outdoor leisure programme to enable people of all ages and abilities to improve their physical and mental health and wellbeing • Develop a new local democracy campaign • Plan and deliver with the Equality and Diversity Forum four equality and diversity events • Develop and deliver the LGBT+ research project to coincide with Census 2021 delivery • Complete the commemorations review and develop action plan • Deliver year 2 of the Armed Forces Covenant action plan • Working with partners to extend the care leaver offer and maintain progress |
| Key measures for 2021/22 | <ul style="list-style-type: none"> • Number of new Council homes developed • Percentage of Council Homes meeting decent homes standard • Average SAP rating for CBC properties – Note could change under emerging housing and climate change legislation • Number of people supported via Careline and Neighbourhoods teams • Number of homeless preventions per annum • Number and amount spent on disabled facilities grants and adaptations • Additional amount of benefits claimed due to Council support • Number of people engaged in our outdoor leisure programme • Number of green flag rated parks and open spaces |
| Additional data we will be tracking in 2021/22 to inform decision making and priorities | <ul style="list-style-type: none"> • Census data (likely to be available in early 2022) • Health profile • Child poverty measures • Welfare and benefits data • Corporate parenting board data – care leavers • Armed Forces research project (Derbyshire Armed Forces Partnership) • Equality and Diversity public sector duty data • LGBT+ research project • Active people survey • Sport and leisure surveys • Findings from community and voluntary engagement activity |

Priority – Providing value for money services

| | |
|----------------------------|--|
| Objectives for 2019 - 2023 | <ul style="list-style-type: none"> • Become and stay financially self sufficient • Make our services easier to access, deliver savings and reduce our environmental impact through the use of technology • Improve services and customer interaction by investing in our staff |
| Key activities for 2021/22 | <ul style="list-style-type: none"> • Deliver the Council's Medium-Term Financial Plan and actions for 2021/22 • Develop and launch the Council's Organisational Development approach to maximise delivery of the Council Plan and key functions • Focus on responsive and efficient deployment of Government Covid-19 support schemes for businesses and residents • Deliver our 2021/22 ICT improvement programme actions including further development and promotion of the MyChesterfield digital account • Develop our future ICT strategy to maintain and enhance our digital improvement journey • Review the Council's commercial approach, services and investment portfolios and deliver actions resulting from the review • Undertake an exploration project to re-shape asset management priorities to maximise assets for operational service delivery, council plan priority areas including value for money • Responding to and developing plans for re-engaging communities with leisure and cultural facilities to maximising customer safety, health, wellbeing and value for money • Improve communication and engagement channels to reach and influence a wider audience for key messaging • Complete the Investor in People Assessment improving silver scores in key areas |
| Key measures for 2021/22 | <ul style="list-style-type: none"> • Satisfactory opinion from external auditor re VFM conclusion • Void levels on commercial properties • IIP Scores • Number of CBC apprentices • Council tax, rent and NNDR collection rates • Increase in self-service transactions • MyChesterfield take up • Website hits • Twitter, facebook, LinkedIn, You Tube and Instagram numbers • Average call response times • Net promoter scores for theatres and leisure (subject to Covid-19 restrictions) |

| | |
|---|--|
| Additional data we will be tracking in 2021/22 to inform decision making and priorities | <ul style="list-style-type: none">• Trend information from complaints (new complaints system due in 2021/22 – which will improve data• Service level consultation information• IIP employee survey |
|---|--|

Council Plan – Commitments for close of plan in March 2023

Changes based on Covid-19 impact assessment and latest information

Making Chesterfield a thriving borough

| Current commitment wording | Suggested changes |
|--|--|
| Enable the completion of 1000 new homes | No change |
| Deliver the Northern Gateway project to provide: <ul style="list-style-type: none"> - 510 jobs - 20,000 sq feet space for businesses to grow at a new enterprise centre - 530 car parking spaces at the new multi-storey car park - Environmental improvements | No change |
| As a partner in Chesterfield Waterside Ltd enable: <ul style="list-style-type: none"> - 314 new apartments - 30,000 sq.m of space for business and commercial use - 300 jobs | As a partner in Chesterfield Waterside Ltd enable: <ul style="list-style-type: none"> - Refresh of masterplan - 314 new apartments - 30,000 sq.m of space for business and commercial use - 300 jobs Note – Masterplan refresh added in. |
| Bring in a minimum of £2 million in external funding to enable housing, business and commercial space which will maximise the benefits of HS2 | No change |
| Increase the number of overnight stays in the borough and increase the contribution of tourism to the borough’s economy year on year | Note – We are currently developing the Visitor Economy Strategy which will include a suite of new measures – these will be added in following approval. |
| Support Peak World Wide in delivering the first phase of the Peak Resort development providing 400 jobs and maximising the benefit for the wider economy | Support Peak Resort in delivering the first phase of the development providing 400 jobs and |

| | |
|---|---|
| | <p>maximising the benefit for the wider economy.</p> <p>Note – Slight change in wording to reflect name change.</p> |
| <p>Encourage a co-ordinated approach to the regeneration of the Staveley works Corridor (including the Staveley HS2 infrastructure maintenance depot) by working closely with the landowners and partners</p> | <p>No change</p> |
| <p>Increase the number of residents living and working in our town centres by enabling residential conversions and developing town centre sites which will reduce commuter carbon emissions</p> | <p>No change</p> |
| <p>Increase footfall with a range of events and specialist markets each year</p> | <p>Support economic recovery within our town centres with a range of events, specialist markets and public realm improvements.</p> <p>Note – changes to align with approved Economic Recovery Plan.</p> |
| <p>Develop an annual spend local awareness campaign to support our independent traders to encourage residents to shop locally and reduce shopping related carbon emissions</p> | <p>No change</p> |
| <p>Maintain safety within Chesterfield town centre by continuing to enforce the Public Spaces Protection Order</p> | <p>No change</p> |
| <p>Encourage inward investment and business expansion by providing accommodation advice and support to over 150 businesses</p> | <p>No change</p> |
| <p>Increase the number of business start-ups, improve local competitiveness and encourage inward investment by providing business support and key account management</p> | <p>No change</p> |

| | |
|--|--|
| Enable 350 apprenticeships via the apprentice town initiative | No change |
| Reach 5000 children via the HS2 and you initiative which encourages children to start preparing for future job opportunities | Provide arrange of opportunities for children and young people to engage with industry to prepare for future job opportunities. <i>Note - We are broadening our engagement programme to include a range of skills and awareness raising programmes including a focus on STEM.</i> |
| Reduce youth unemployment in the borough | Develop improved skills, education and apprenticeships programmes to engage more businesses, employees and young people entering work. <i>Note - Young people not in education, training or employment continues to be a key measure for the Council Plan - via the delivery plan. The baseline will need to be reset from 2020/21 due to the unprecedented impact of Covid-19. The measure will continue to be a key piece of data to inform decisions and priorities.</i> |
| Enable local businesses and employees to access a wide range of skills and education opportunities | Enable local businesses and employees to access a wide range of skills and education opportunities and work with the Chamber of Commerce to support businesses dealing with impacts of Covid-19. |

| | |
|--|--|
| | Note – Additional element around Covid-19 support. |
| Deliver 100% local labour clauses on eligible developments and maximise local supply chain opportunities reducing commuter and supply chain carbon emissions | No change |

Priority – Improving quality of life for local people

| Current commitment wording | Suggested changes |
|--|---|
| Build or acquire a minimum of 100 new Council homes built or refitted to a high environmental standard | No change |
| Ensure 100% of our Council homes meet the decent homes standard | No change |
| Invest in over 1350 major improvements in our council homes including new kitchens, bathrooms, heating systems, windows and rewiring contributing towards reduced energy usage and costs | No change |
| Improve the quality of private sector housing | No change |
| Improve access to and the quality of public spaces and parking through the completion estate improvements at Barrow Hill and Grangewood | No change |
| Have developed a costed climate change action plan for Chesterfield Borough Council and Chesterfield Borough and delivered up to year three of the plan | |
| Maintain high standards by investing in key parks, open spaces and play facilities including increasing biodiversity and carbon capture | No change |
| Maintain resident satisfaction with parks and open spaces and keeping public land clear of litter and refuse | Maintain focus on the quality of our parks and open spaces with the development and |

| | |
|--|---|
| Maintain physical activity rates as recorded by Sport England Active Lives survey | <p>delivery of our Parks and Open Spaces Strategy and Play Strategy.</p> <p>Note – We are currently developing the Parks and Open Spaces Strategy and Play Strategy which will include a suite of new measures – these will be added in following approval.</p> <p>Note – Active Lives survey continues to be a key measure for the Council Plan – via the delivery plan. The baseline will need to be reset from 2020/21 due to the unprecedented impact of Covid-19. The measures will continue to be a key piece of data to inform decisions and priorities.</p> |
| Increase physical activity opportunities by providing good community access to the artificial turf pitch at Queen’s Park | |
| Increase the usage and engagement in our parks and open spaces through the provision of a range of events and activities | |
| Support community engagement and development activities through the allocation of 15% of the community infrastructure levy | No change |
| Put health and wellbeing at the heart of our decision making | No change |
| Maintain independent living through the continued support of vulnerable people | No change |
| Continue to provide advice and support to ensure our residents are accessing the benefits they are entitled to | No change |
| Continue to work with partner agencies to reduce the impact of child poverty across the borough by supporting and developing local schemes | Develop key partnership activity to support individuals and families that are feeling the effects of material insecurities, such as food, housing, financial hardship. |

| | |
|--|---|
| | Note – broadened out in-line with the Community Recovery approach and action plan. Child poverty figures and health profile data (including childhood obesity, mental health and addiction) will be tracked via the delivery plan and will inform decisions and priorities. |
| Continue to work with partners to tackle homelessness | No change |
| Reduce social isolation by growing our accessible health and wellbeing programmes at our venues to reach over 1000 people a year | Developed and supported a range of partnership initiatives to reduce social isolation and improve social connectedness. Note – broadened out in-line with the Community Recovery approach and action plan. Health and Wellbeing programme will be re-launched at our venues during 2021/22 but this will need to be flexible to respond to latest Covid-19 guidance. Additional schemes with the community and voluntary sector are being developed. |
| Enable people to access our leisure and cultural services by maintaining our commitment to a fair and transparent concessions policy | No change |
| Encourage our young people to become active citizens by engaging over 500 young people in our local democracy programme | No change |
| Improve community cohesion, raise awareness of equality issues and celebrate our diverse communities through the delivery of a minimum of four events each year with the Chesterfield Equality and Diversity Forum | No change |

Priority – Providing value for money services

| Current commitment wording | Suggested changes |
|--|---|
| Deliver high quality, value for money services and maintain customer satisfaction ratings | No change |
| Ensure that social value including maximising the social, economic and environmental benefits forms a key part of our procurement and commissioning arrangements | No change |
| Maximise local revenues streams including commercial income targets, council tax and business rates collection to fund services | Maximise value for money and social value from property portfolio, facilities, services, grants and tax collection. <i>Note – increased emphasis on value for money and social value to align with Covid-19 response and recovery.</i> |
| Reduce the subsidy (net operational costs) further for our theatres and leisure centres | Revitalise our leisure and cultural provision to build confidence, provide value for money and increase health and wellbeing. <i>Note – change to enable alignment with Covid-19 response and recovery.</i> |
| Successfully manage the public private partnership services transition for 2020 and maintain service standards | Successfully manage the public private partnership services transition and maintain service standards. <i>Note – minor change as full transition completed in 2021.</i> |
| Work with partners to enable more efficient use of the Council’s properties and land | No change |
| Design services so they are available online with an improved customer service offer and support for people who cannot access online services | No change |

| | |
|--|-----------|
| Using technology, intelligence and customer feedback to have better conversations and engagement with our customers | No change |
| Achieve £900,000 of savings and reduce our environmental impact through improved use of technology | No change |
| Maintain our Investor in people status | No change |
| Invest in a highly skilled workforce to increase productivity | No change |
| Help to develop the careers of over 90 apprentices across the Council by ensuring that we provide opportunities for people to develop qualifications, vocational skills and increase employability | No change |

For Publication

Local Government Boundary Commission Review – Council Size Submission

| | |
|---------------------------|------------|
| Meeting: | Cabinet |
| Date: | 23.02.21 |
| Cabinet portfolio: | Governance |
| Directorate: | Corporate |

1.0 Purpose of the report

- 1.1 To recommend to Council the draft Chesterfield Borough Council submission on Council size to the Local Government Boundary Commission as part of the full review of electoral boundaries within the borough.

2.0 Recommendation

- 2.1 That Cabinet recommends to Council the draft submission on Council size to the Local Government Boundary Commission as part of the full review of electoral boundaries within the borough.

3.0 Reasons for recommendations

- 3.1 To actively engage in the Local Government Boundary Commission review by a submitting a proposal for Council size that ensures our governance arrangements support the Council's needs and ambitions but also reflect our communities with the principle of locking in electoral fairness for the future.

4.0 Report details

4.1 Background

The Local Government Boundary Commission for England is a parliamentary body established by statute to conduct boundary,

electoral and structural reviews of local government areas in England. The Commission is independent of government and political parties. It is directly accountable to the Speaker's Committee of the House of Commons.

- 4.2 An electoral review examines and proposes new electoral arrangements for the whole local authority. These are:
- The total number of councillors to be elected to the council: council size
 - The names, number and boundaries of wards
 - The number of councillors to be elected from each ward

The review is likely to have implications for the whole local authority not just areas with high levels of electoral inequality.

- 4.3 The Commission has a statutory duty to review every English local authority 'from time to time'. It has been over 20 years since the last electoral review for Chesterfield Borough. In addition, since the last review in 1998 due to an uneven pattern of housing numbers and population growth across ward areas, there are now a number of wards which are either plus or minus 10% from the average elector ratio. These include St. Leonards at plus 23%, Hollingwood and Inkersall at plus 17%, Loundsley Green at minus 12% and Barrow Hill and New Whittington at minus 13%.

- 4.4 The review seeks to adjust electoral ward boundaries to correct the current inequality but will also consider forecasts of future elector numbers.

- 4.5 Stage 1 of the review concentrates solely on Council size and does not at this stage consider where ward boundaries will ultimately lie. Ward numbers and boundaries will be considered and consulted upon during stage 2 of the review.

- 4.6 The outcome of the review, including Council size is not pre-determined. The Commission will only take decisions after giving careful consideration of the evidence. There is no national formula or template, each case is considered on its own merit. The Commission will however make its judgement on Council size by considering three broad areas:
- Governance arrangements of the council and how it takes decisions across the broad range of responsibilities

- Scrutiny functions relating to its own decision making and the council's responsibilities to outside bodies
- The representational role of councillors in the local community and how they engage with people, conduct casework and represent the council on partnership organisations

4.7 Proposed Council size

A draft submission based on the template provided by the Commission is attached at Appendix 1. The recommended councillor size is based on officer opinion taking into account available evidence. The Council is actively encouraged to review the evidence and come to a different conclusion if it sees fit. The Commission will also accept submissions from individuals and political groups.

4.8 The draft submission recommends reducing the Council size from 48 to 40. There are several factors influencing this recommendation including:

- Mainly in-house service provision including managing just under 9,000 council homes, an industrial and commercial property portfolio of £130 million, innovation centres, sport and leisure facilities, two theatres, two museums, tourist information centre and markets
- Extensive strategic economic, community and operational partnership structures requiring significant councillor engagement
- Chesterfield is the North Eastern Derbyshire sub-regional centre for the night-time economy, shopping and access to key health services. It is also a sub-regional centre for employment, commerce and industry providing over 52,000 people with employment, 21,000 of whom are daily inbound commuters
- These factors increase the workload for the Executive Cabinet and key committees including Planning, Licensing, Appeals and Regulatory and Employment and General when compared to other districts of a similar size
- Chesterfield is a relatively compact urban borough with just two areas being parished
- In comparison our nearest neighbour group authorities, Chesterfield Borough Council has a low number of electors per councillor
- Taking into account the highest estimated future electorate size in 2030 – 88,000, 40 councillors would give an elector per councillor number of 2,200. This is in line with the majority of our nearest

neighbour group (compact large town/small city authorities) in their 2019 counts

- Striking the balance indicated within the equality impact assessment to not significantly further exacerbate barriers to becoming a councillor
- Like many local authorities Chesterfield Borough Council has financial challenges and reducing Councillor numbers would provide a significant saving to the Council's general fund

4.9 Timetable for the review

| | |
|---|-----------------------------------|
| Council Size | |
| Submission of Council size proposals | 4 March 2021 |
| Commission meeting: Council size | 20 April 2021 |
| Warding patterns | |
| Commission led public consultation on warding patterns | 27 April 2021 – 5 July 2021 |
| Commission meeting: draft recommendations | 21 September 2021 |
| Commission led public consultation on draft recommendations | 5 October 2021 – 13 December 2021 |
| Commission meeting: Final recommendations | 15 February 2022 |
| Order | |
| Order laid | Summer 2022 |
| Order made | Autumn 2022 |
| Implementation | May 2023 |

The potential impact of the May 2021 elections and associated Purdah period has been raised with the commission. This may alter the timescales for the public consultation on warding patterns slightly.

5.0 **Alternative options**

- 5.1 Alternative options including a Council size of 48, 45, 42, 38 and 37 are considered within the proposal attached at Appendix 1.

6.0 **Implications for consideration – Council Plan**

- 6.1 An effective decision making structure, which is based on a democracy, underpins the Council's ability to fulfil its Council Plan commitments.

7.0 Implications for consideration – Financial and value for money

- 7.1 The impact of the Council's budget and value for money for residents was considered as part of the proposal. Reducing the Council size from 48 to 40 would save £49,000 per annum in basic allowances plus potentially a further £26,000 from special responsibility allowances, supplies and services and staffing.
- 7.2 The medium term financial plan reported to Cabinet in February is based on the existing arrangements. No budget savings have been included from the review.

8.0 Implications for consideration – Legal

- 8.1 The Local Government Boundary Commission for England is a parliamentary body established by statute to conduct boundary, electoral and structural reviews of local government areas in England. The Commission is independent of government and political parties. It is directly accountable to the Speaker's Committee of the House of Commons.

9.0 Implications for consideration – Human resources

- 9.1 The development of the proposal was led by officers from the Corporate Directorate with input from the Senior Leadership Team and the Economic Growth Directorate. The next stages of the review will require extensive further input from these teams to promote and encourage engagement in the Commission's consultations on warding patterns and to develop Chesterfield Borough Council's consultation responses.
- 9.2 Following the Commission's final recommendations an assessment will be made regarding the resources required to implement the governance and electoral changes in preparation for the May 2023 election and launch of the new arrangements.
- 9.3 An assessment will also need to be undertaken regarding the future committee administration, member support requirements and impact on electoral administration before making any recommendations on staffing resource changes.

10.0 Implications for consideration – Risk management

| Description of the Risk | Impact | Likelihood | Mitigating Action | Impact | Likelihood |
|---|--------|------------|--|--------|------------|
| Delays to the timetable impacting on May 2023 elections and Council preparedness. | M | M | <p>The potential impact of the May 2021 elections and associated Purdah period has been raised with the commission. This may alter the timescales for the public consultation on warding patterns slightly.</p> <p>The Local Government Boundary Commission have a tried and tested approach with a timetable that can be flexed to respond to significant challenges.</p> | M | L |
| Council do not agree to the recommend Council size proposal. | L | M | <p>Pre-Council engagement with political groups.</p> <p>Process enables alternative submissions by the Council, Officers, political groups and individuals.</p> | L | L |

11.0 Implications for consideration – Community wellbeing

11.1 The proposal on Council size takes into account the role of the Executive in supporting community wellbeing, committee activities, key associated partnerships and the role of ward councillors in supporting their communities.

12.0 Implications for consideration – Economy and skills

12.1 The proposal on Council size takes into account the role of the Executive, committees, partnerships and ward members in supporting the economy and skills agenda.

13.0 Implications for consideration – Climate Change

13.1 The proposal on Council size takes into account the role of the Executive, committees, partnerships and ward members in supporting the climate change agenda.

14.0 Implications for consideration – Equality and diversity

14.1 A full equality impact assessment is attached at Appendix 2. This will be submitted as part of the Council’s proposal to the Local Government Boundary Commission.

14.2 Concerns are raised that a significantly smaller Council size could further exacerbate existing barriers to a number of protected groups becoming or remaining as Councillors.

Decision information

| | |
|----------------------------|-------------|
| Key decision number | 1011 |
| Wards affected | All |

Document information

| |
|--|
| Report author |
| Donna Reddish – Service Director – Corporate |
| Background documents |
| These are unpublished works which have been relied on to a material extent when the report was prepared. |
| None |
| Appendices to the report |
| Appendix 1 – Chesterfield Borough Council – Council Size Proposal |
| Appendix 2 – Equality Impact Assessment |

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Chesterfield Borough Council

Council Size Submission

On behalf of Chesterfield Borough Council

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How to Make a Submission

It is recommended that submissions on council size follow the format provided below. Submissions should focus on the future needs of the council and not simply describe the current arrangements. Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them.

The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

About You

The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, or an individual.

Submission from: Chesterfield Borough Council, following Full Council recommendation

Reason for Review (Request Reviews Only)

Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.

A full review of electoral boundaries for the borough was recommended by the Local Government Boundary Commission due to the length of time since the last review (1998) and due to significant variances emerging since the last review in the distribution of electors.

Local Authority Profile

Please provide a short description of the authority and its setting. This should set the scene for the Commission and give it a greater understanding of any current issues.

Chesterfield Borough Overview

Chesterfield Borough is home to 104,837 people (2019 estimate, ONS) with Chesterfield town the second largest settlement in Derbyshire (Derby City is the largest). It is a relatively compact and mainly urban borough. The market town of Chesterfield acts as the sub-regional centre for north eastern Derbyshire and provides a range of retail, commercial, leisure and cultural facilities. The town is well located on the edge of the Peak District National Park and benefits from easy access to the surrounding cities of Sheffield, Derby and Nottingham. In addition to Chesterfield, there are several other key neighbourhood centres; the largest being Staveley and Brimington. Staveley lies on the eastern side of the borough, approximately five miles from Chesterfield town centre – it is linked to the M1 and Chesterfield by the A619.

Key challenges

The latest indices of multiple deprivation figures, health profile, official labour market statistics (NOMIS) and child poverty statistics indicate that despite extensive investment to grow Chesterfield's economy, our communities are still struggling to access the proceeds of growth due to a variety of factors including poor health, caring responsibilities and poor educational and skills attainment. Improving these outcomes for our communities has been a key driver in developing our Council Plan 2019 - 2023 priorities.

Key statistics include:

- An estimated 5,600 children living in poverty
- 9.8 years difference in life expectancy between the most deprived areas of Chesterfield compared to the least deprived
- Over 1,000 people per annum presenting as homeless
- Chesterfield Borough is ranked as the 86th most deprived local authority area out of 317 but is ranked at 13 for health, 40 for employment and 64 for income

Our key challenges include:

- Covid-19 response and recovery in particular around economic, community and health and wellbeing
- The town centre faces a number of challenges including: maintaining a viable outdoor market; raising the quality of the retail and leisure offer; the growth of on-line retailing; and strong competition for consumer spend from surrounding centres such as Meadowhall and Sheffield
- The borough has a weaker occupational and skills profile, with fewer knowledge workers and more people with no qualifications than the national average
- A lower level of entrepreneurship, with fewer new start businesses per head of working age population than regional and national averages (7 per head in the borough, 10 per head nationally)
- The local economy has a bias towards lower-value and lower-growth employment sectors, and an under-representation of the fastest growing 'professional and business services' sector, impacting on future employment growth prospects
- The forecast increase in automation and digitalisation impacting on employment across a range of sectors: 20% of jobs could be displaced over the next 20 years, though new job roles will also be created
- A limited supply of employment land available for immediate development and the costs and difficulty of bringing forward brownfield sites for development
- Increasing the rate of housing delivery and evidencing a five year supply of available housing sites
- A legacy of industrial restructuring: a high level of working age benefit claimants (particularly health related) and concentrated deprivation in some local communities

Council Plan and service provision

Our Council Plan 2019 – 2023 draws upon our extensive 'State of the Borough' evidence base and communications, consultation and engagement activities. We have also utilised horizon scanning tools to take us through to 2023 and beyond. The Plan provides focus, identifies the key commitments which require a collective corporate effort and places increased focus on achieving real outcomes to deliver our vision of 'putting our communities first'. To ensure we stay on track we also develop annual delivery plans which identify the key milestones, inputs, outputs and measures we will need to achieve to stay on track towards our four year commitments. Our priorities are:

- Making Chesterfield a thriving borough
- Improving the quality of life for local people
- Providing value for money services

Alongside the standard district/borough council services we have worked hard to maintain and continue to invest in many key assets and facilities for the benefit of our residents, visitors and businesses. These include:

- Council housing service which provides landlord services to just under 9,000 households in the Borough (over 20% of the borough's housing stock)
- An industrial and commercial property portfolio worth over £130 million
- Innovation centres and incubator offices to support new start-ups with extensive business and innovation support
- Our two sports centre's Queen's Park Sports Centre and the Staveley Healthy Living Centre, alongside other sports pitches/facilities and green gyms
- Our award winning parks and open spaces
- Pomegranate Theatre and The Winding Wheel Theatre
- Chesterfield Museum and the Revolution House Museum
- Tourist Information Centre
- Chesterfield's outdoor markets, Market Hall and Assembly rooms

Local Government context

Chesterfield is a borough council in a two-tier area with seven other district councils and Derbyshire County Council. The Borough has 48 elected councillors (28 Labour, 17 Liberal Democrat and 3 Independent) serving 19 wards. We provide over 50 services to our residents for a Band D Council Tax of £164.89 – the second lowest in Derbyshire. Whilst the majority of our services are provided in-house, we have a range of partnership and outsourced provision, with public/public partnership provision for Building Control, Internal Audit and Procurement and public/private partnership provision for waste and recycling with Veolia and Wards recycling.

Two areas of Chesterfield Borough are parished with Staveley Town Council representing the wider Staveley settlement including Barrow Hill (part of the Barrow Hill and New Whittington ward), Duckmanton, Hollingwood, Inkersall Green, Lowgates, Middlecroft, Poolsbrook and Duckmanton. Brimington Parish Council represents the Brimington North ward and the Brimington part of Brimington South ward. Chesterfield Borough also has nine Derbyshire County Council electoral divisions with nine councillors representing Chesterfield Borough residents at Derbyshire County Council.

Parliamentary constituency context

The Chesterfield Borough Council wards of Barrow Hill and New Whittington and Lowgates and Woodthorpe fall within the parliamentary constituency for North East Derbyshire. The remaining Chesterfield Borough Council wards form the Chesterfield parliamentary constituency. The most recent (abandoned) Parliamentary Boundary Review proposed that the Lowgates and Woodthorpe ward would move into a redrawn Bolsover constituency and Barrow Hill and New Whittington would remain in the North East Derbyshire constituency.

The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 10 years. The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?
- To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
- Have any governance or capacity issues been raised by any Inspectorate or similar?
- What impact on the Council's effectiveness will your council size proposal have?

Future Electorate Size

Chesterfield Borough has a population of 104,837 (2019), 21% are under 19 and 21% being over 65. Like many areas Chesterfield Borough's population profile is an ageing one with over 65's set to make up 25% of the population by 2030. Chesterfield Borough's population is estimated to grow by 2% between 2019 and 2030 which is considerably slower than nearby local authorities including Bolsover (8%), North East Derbyshire (4%), Amber Valley (7%) and Derbyshire Dales (3%). Source – Derbyshire Observatory.

The voting age population in Chesterfield Borough is set to rise by 2,976 (3.6%) between 2019 and 2030.

The Chesterfield Borough Council Local Plan adopted in July 2020, identified sites for 4,080 homes to be built between 2018 and 2035. The majority of the sites are located within easy walking and cycling reach of existing district and town centres. Some new housing development will be directed to areas suffering from deprivation to aid regeneration of these communities. Some sites will be sensitive urban extensions on greenfield sites.

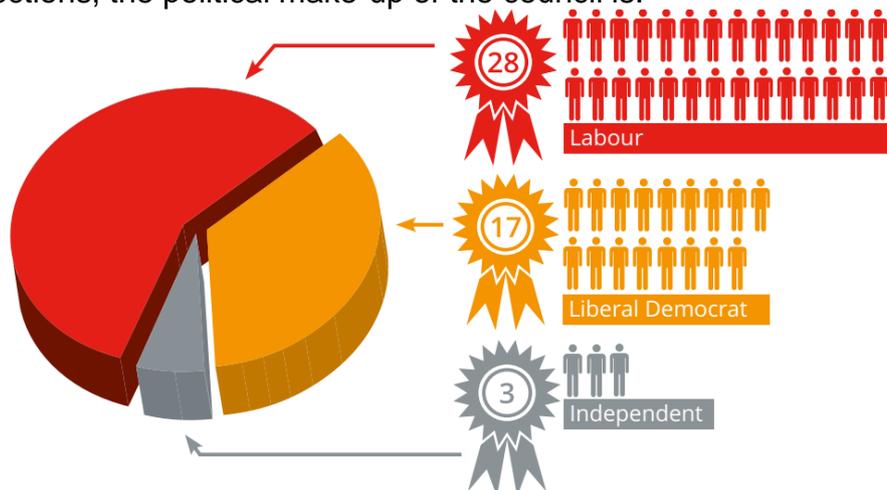
Some of these sites however need considerable investment and remediation and are therefore likely to come forward towards the end of the plan period. The Council is required by the National Planning Policy Framework to identify a supply of specific deliverable sites sufficient to provide five years' worth of housing against their housing requirement. An assessment has been undertaken of the sites with over 10 dwellings which are likely to come forward within the next 10 years – up to 2030 in order to assist with the forecast of the future electorate of Chesterfield Borough.

There are currently (at December 2020) 2,757 homes planned with either full, partial or outline planning permission for the period 2020/21 – 2030/31. The total housing delivery number during the period however is likely to be around 4,536. With significant numbers in Dunston, Hollingwood and Inkersall, Lowgates and Woodthorpe and St. Helens. A table has been provided to Local Government Boundary Commission with the housing allocations and the current ward int which they fall into.

Between the forecast population increase for people of voting age of 2,976 from 2019 to 2030 and the likely number of additional homes (4,536). The estimated elector number could rise from 79,250 in 2019 to between 82,000 to 88,000.

Governance overview

Chesterfield Borough Council has agreed a [constitution](#). This sets out how the Council operates, how decisions are made and the procedures which are followed. The constitution is reviewed regularly with particular attention to opportunities for portfolio holder and officer delegation. The Council is composed of 48 councillors elected every four years. Councillors are democratically accountable to residents of their ward. The overriding duty of councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them. The council has 19 wards, each with two or three councillors. Following the May 2019 elections, the political make-up of the council is:



Since the last Electoral Review in 1998 Chesterfield Borough Council has undertaken a full review of its leadership model and executive arrangements and in 2011 moved to a “strong Leader and Cabinet” model. The Leader is elected by members of the Council for a four year term, the Leader then appoint Executive Cabinet members. The alternative option of an Elected Mayor and Executive Cabinet has previously been considered. The Council had previously operated under a Leader and Cabinet selected by the Council from 2001 following the replacement of the Committee system.

Overview and Scrutiny is an active and integral part of the council’s governance arrangements. Scrutiny members act as a critical friend to the development and implementation of key council policies and provides robust challenge to the Executive (both Cabinet and senior officers). The emphasis on pre-decision Scrutiny adds value to the Council’s decision making and also enables effective horizon scanning for emerging issues.

Planning committee has overall responsibility for planning decisions, listed building consent and the regulatory planning functions of the council. Licensing matters are considered by licensing committee and appeals and regulatory committee (which also has responsibility for tenant and employment appeals) while the conduct of individual councillors and overview of budget and audit matters is overseen by standards and audit committee. Employment and General committee deals with the council’s functions for appointing staff and determining terms and conditions on which they hold office. It also deals with the Council’s elections and electoral registration functions.

Chesterfield Borough Council has retained the vast majority of services with in-house delivery but is also a key partner in several public/public partnership services including Building Control, Internal Audit and Chesterfield Crematorium. Alongside the standard district/borough council services the Council has worked hard to maintain and continue to invest in many key assets and

facilities for the benefit of residents, visitors and businesses. This includes being the largest social landlord in the area with almost 9,000 properties and a large commercial landlord with a property portfolio worth more than £130k.

The spirit of collaboration and partnership working is part of the DNA of Chesterfield Borough Council. There is a genuine commitment across public, private, community and voluntary sectors to work in partnership; focusing on delivering quality outcomes for our communities that no one organisation could achieve on their own. This is evident from the private sector led Destination Chesterfield (www.chesterfield.co.uk) and Derbyshire Economic Partnership, through to the Chesterfield Health and Wellbeing Partnership and Chesterfield Community Safety Partnership, and the multiplicity of voluntary sector led arrangements. Close working also exists between all of the Derbyshire district/ borough councils, Derbyshire County Council and Derby City Council through the Derby and Derbyshire Joint Committee on Economic Prosperity. The Joint Committee provides a forum for prioritising economic development opportunities as well as promoting a range of innovative shared services arrangements across the County.

At a Derbyshire level, Chesterfield Borough Council punches above its weight, being a key instigators and lead agency for a number of different agendas, for example developing the Derbyshire Building Control Service, leading with Derbyshire County Council on challenging negotiations with the Home Office regarding strategic migration issues, and being part of the steering group, alongside Derbyshire County Council, Derby City Council and two other district/borough councils charged with charting the course for a programme of non-structural public service reform in order to concentrate our resources on issues where together we can make the most difference for our communities – Vision Derbyshire.

With the size and scale of Chesterfield Borough Council's operational services, economic and community ambitions and partnership activity it is recognised that the demands and expectations of councillors are higher than they have ever been. Communities expect the Council to deliver high quality services, to be run and managed well, and to respond quickly and meaningfully to changing demands. This means that councillors have to be effective in their roles – embracing governance, a strong commitment to local representation, possessing a detailed knowledge of relevant law and policy and being knowledgeable about the services the Council provides. To respond to this challenge the active Member Development Group developed a revised Member Development Policy in 2018/19 utilising best practice from East Midlands Councils. The policy sets out a range of learning opportunities:

- Councillor induction programme – this is a comprehensive programme delivered for all new councillors and those returning to office following Borough Council elections; also for individual councillors after by-elections
- Committee membership – members of the Council's regulatory committees receive additional mandatory training to enable them to engage fully and ensure the quality and consistency of decision making is maintained
- Other new mandatory or refresher training – our councillors also receive other mandatory training e.g. data protection, ethical standards, social media and safeguarding etc. to enable them to effectively carry out their roles and duties
- Overview and Scrutiny – the development of the annual scrutiny work programme and associated project groups often highlights the need for further learning and development including briefings on specific topics. Where possible such learning and development opportunities will be made available to all councillors

- Emerging issues identified by either the political or officer leadership – these may lead to mandatory or optional e-learning and/or briefings (these are well attended – our HS2 briefing attracted over 25 councillors)
- Other subjects identified via the political group structures – fed in via their representatives on the Member Development Group
- The facility for individual councillors to access the Council's e-learning platform (aspire learning) and identify core skills courses for completion

Council Size

The Commission believes that councillors have three broad aspects to their role. These are categorised as: Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership. Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

Strategic Leadership

Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified.

Governance Model

Full council is made up of all 48 councillors and is responsible for deciding on the council's overall budget and policy framework and setting the budget each year. Many of the day-to-day decisions are taken by the executive decision making arm of the council known as the cabinet. Cabinet members have specific responsibilities for particular services and take decisions within the budget and policies agreed by the full council. The Council meets six times per annum with the ability to hold extraordinary meetings for urgent issues.

Since the last Electoral Review in 1998 Chesterfield Borough Council has undertaken a full review of its leadership model and executive arrangements and in 2011 moved to "strong Leader and Cabinet" model. This continues to be an effective governance model for the authority and enables effective and efficient decision making and policy development.

The Strong Leader and Executive Cabinet requires 8 to 12 members to work effectively. Linked to portfolio responsibilities the Leader, Deputy Leader and Cabinet Portfolio holders have many and varied partnership responsibilities for example Joint Economic Growth Committee, HS2 Board, Destination Chesterfield Board, Safer Derbyshire Board etc. The Cabinet meets every three weeks with the ability to call additional special meetings.

In addition to Executive arrangements there are five committees with the number of members varying between committees from 6 to 15. Planning (15), Licensing (14), Appeals and Regulatory (14), Employment and General (6) and Standards and Audit (6). The workload of the committees is extensive due to the size and scale of activity and due to the majority of services remaining in-house. However, there is potentially scope to reduce the size of the larger committees while retaining democratic accountability and effective decision making.

There are 16 councillors on the Overview and Performance Scrutiny Forum. Each of these councillors are also a member of either the Community, Customer and Organisational Scrutiny Committee or the Enterprise and Wellbeing Scrutiny Committee. The focus on pre-decision

Scrutiny enables a high degree of member involvement in decision making and scrutiny, the scrutiny project groups in particular adding value. A reduction in scrutiny members could impact scrutiny ability to undertake deeper dives into Council policy and activity via project groups.

Councillors also represent the Council on around 50 outside bodies with the workload varying significantly between these appointments. This is an area scheduled for review within the next 18 months.

Portfolios

There are currently eight Portfolios (structure chart provided)

- Leader
- Deputy Leader
- Cabinet Member – Economic Growth
- Cabinet Member – Town Centres and Visitor economy
- Cabinet Member – Health and Wellbeing
- Cabinet Member – Housing
- Cabinet Member – Governance
- Cabinet Member – Business Transformation and Customers

There is also provision to add Assistant Cabinet Member roles to support particular projects or programmes. The Leader of the opposition is currently a Cabinet member without portfolio, making an Executive of 10.

Portfolio holder roles are intensive with a broad range of responsibilities and a significant delegated authority for decision making within their portfolio area. This can be viewed within Part 3 of the [constitution](#). The time and responsibility would be the equivalent of a full time role however some do currently combine the role with employment and a range of caring responsibilities.

Delegated Responsibilities

Part 2 of the Council's constitution details the functions carried out by Full Council. This includes a range of functions which by law cannot be delegated by Full Council alongside elements of local choice. All 48 councillors are engaged in decision making at this level.

The functions and decision making powers of Cabinet and five committees are also explained within the constitution. The Cabinet currently includes the Leader, Deputy Leader, six portfolio holders, one assistant portfolio holder and the Leader of the Opposition. Committee size ranges from six to 15. All non-executive councillors are a member of at least one committee.

Alongside the Leader and Executive Cabinet delegated decision powers there is also an extensive scheme for officer delegations which is regularly reviewed. This can be viewed within Part 3 of the [constitution](#).

Accountability

Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role.

Internal Scrutiny

The Council's Overview and Scrutiny function is an active and integral part of the council's governance arrangements. Scrutiny members act as a critical friend to the development and implementation of key council policies and provide robust challenge to the Executive (both Cabinet and senior officers). The emphasis on pre-decision Scrutiny adds value to the Council's decision making and also enables effective horizon scanning for emerging issues. Chesterfield Borough Council currently hold the Vice Chair positions of the East Midlands Scrutiny Forum and are actively engaged in regional and national scrutiny activity.

There are 16 members of the Overview and Performance Scrutiny Committee. Each of these councillors are also a member of either the Community, Customer and Organisational Scrutiny Committee or the Enterprise and Wellbeing Scrutiny Committee. Each committee meets six times per annum.

The council's overview and scrutiny committees undertake scrutiny work as individual committees and appoint scrutiny project groups that undertake specific task and finish project work for scrutiny committee consideration.

The council's approach is to support and enable pre-decision scrutiny. Pre-decision scrutiny provides an opportunity for scrutiny members to challenge and inform important decisions before they are made. Pre-decision scrutiny requires time and opportunity for Overview and Scrutiny Committees to get involved early. With good planning and access to information, Overview and Scrutiny Committees will often appoint project groups to inform policy and service developments at the very early stages of planned work. This can happen a long time before decision items are entered into the council's published Forward Plan of key decisions.

A standing item on each scrutiny committee agenda is the council's Forward Plan. The Forward Plan is a document that contains details of the key, private and where possible, non-key decisions the Cabinet, cabinet members or officers are likely to make over a four month period. This council supports its pre-decision scrutiny policy by going beyond the legal requirements for publishing notice of key decisions by providing the details of decisions up to four months in advance. As well as being an important document for the public, the Forward Plan helps to provide Overview and Scrutiny Committees with the opportunity to monitor the executive decision making programme and undertake pre-decision scrutiny.

Scrutiny law allows for an Overview and Scrutiny to investigate, make reports and recommendations on Cabinet decisions that have been agreed but not yet put into action. Legislation allows for action on these decisions to be suspended pending a scrutiny inquiry. Call ins are rare at Chesterfield Borough Council due in part to the emphasis on pre-decision scrutiny and early engagement in decision making.

The current view is that the pre-decision scrutiny approach should be retained. This requires more members than a more traditional scrutiny approach. However there is potential to review the current Scrutiny structure including the three committee approach. This reduction in committees would definitely be needed if Council size decreases significantly.

Statutory Function - Planning

Chesterfield Borough Council has a single council-wide Planning Committee. The Planning Committee is responsible overall for the granting and refusal of planning applications, Listed Building Consent and the regulatory functions of the Council. Due to the size and scale of development and planning activity within the borough, the Planning Committee represents a big

commitment for the 15 councillors involved – in particular for the Chair and Vice Chair. The Cabinet Portfolio holder for Economic Growth currently also serves on the Planning Committee. Should the overall size of the Council reduce there would be scope to reduce the number of members on the planning committee however this would need to be considered carefully to ensure a quorum as not to hold up time limited planning applications and to ensure a spread of knowledge and engagement across the borough.

The Planning Committee meet frequently – every three weeks, but even so these are lengthy committee meetings which include pre-committee site visits and a large amount of pre-reading.

The Chart below shows the number of decisions made by the Planning Committee itself and the number of delegated officer decisions reported into Planning Committee. This includes planning applications, building control applications, tree preservation orders and conservation issues. The number of applications has varied across the three year sample period but the average is 64 planning applications per year determined by planning committee. The effective use of delegated authority to officers means that an average of 522 items per annum are determined by officers and reported into Planning Committee.



In 2019/20 85% of major planning applications were determined within the 13 week national target. 60% is required to meet the national standard. 79% of other applications were determined within the 13 week national target. 70% is required to meet the national standard. All quality of decision criteria was also met.

Statutory Function – Licensing

The Licensing Committee is a statutory Committee, having functions given to it directly by the Licensing Act 2003 including premises and alcohol licensing. It also deals with public entertainment licences and betting, gaming and lottery licensing. Meetings are scheduled monthly but can be held as and when required. Due to the size of Chesterfield Borough’s economy as the largest settlement in the administrative county of Derbyshire, the Licensing Committee has a significant workload in comparison to other Derbyshire districts. This is managed via a revolving group system. The Full Licensing Committee meets between two and four times per annum. For the rest of the year the Committee is divided into three groups with four elected members in each plus the Chair and Vice Chair of the Committee. The groups are flexible and respond to the demands of the Licensing function – each group generally meets between two and four times per annum as well as attending to two to four full committee meetings. This means the Chair and Vice

Chair will attend up to seventeen committee meetings per annum in a busy year. These cases are often complex and require a significant amount of pre-reading prior to the committee meeting.

Other Regulatory Bodies

Appeals and Regulatory Committee

The Appeals and Regulatory Committee deals with many of the regulatory, licensing and appeal functions of the Council including hackney carriage and private hire licensing, and housing, benefits and local taxation appeals. Meetings of the committee are ad hoc to support the function but need to be organised quickly and can sometimes be frequent – even weekly. There are 14 members on this committee making it a large committee however due to the need to call meetings urgently it is important to have larger numbers to maintain a quorum. Appeals is managed via a similar group system to Licensing Committee.

Employment and General Committee

The Employment and General Committee deals with the council's functions for appointing staff and determining terms and conditions on which they hold office. It also deals with the Council's elections and electoral registration functions. Meetings are scheduled for every six weeks but can be held as and when required. The Committee has six members. Members of this committee also attend Joint Cabinet and Employment and General Committee – usually every six weeks. Although the meetings are not as often some committees – issues are often complex – requiring significant pre-reading and questioning.

Standards and Audit Committee

The Council has a Standards and Audit Committee to oversee standards and audit procedures. If the Council receives complaints that a local district or parish councillor has broken the Code of Conduct, the Monitoring Officer looks at the allegation and decides what action, if any, should be taken including whether or not the complaint should be investigated. Standards and Audit Committee also carries out hearings of complaints that have been investigated. A Council appointed independent person can be called upon to advise at various stages of a Code of Conduct complaints. The Committee also monitors the effectiveness of the Council's risk management arrangements, the control environment (ranging from standing orders, financial procedures, service plans, etc.) and makes recommendations in respect of corporate governance matters. The Standards and Audit Committee has six CBC councillors, plus a member from Staveley Town Council and Brimington Parish Council. The committee meets six times per annum but can also call additional meetings.

External Partnerships

There is a genuine commitment across public, private, community and voluntary sectors to work in partnership; focusing on delivering quality outcomes for our communities that no one organisation could achieve on their own. Chesterfield Borough Council councillors – particularly Portfolio Holders serve on a range of partnership decision making bodies including D2 Joint Economic Prosperity Committee, Safer Derbyshire, HS2 Board, Staveley Town Deal Board, Destination Chesterfield, Health and Wellbeing Board are examples. This is a growing area with major decision-making partnerships including Vision Derbyshire (an ambitious new model for local government) coming on stream. Partnership activity now accounts for around 50 - 60% of the Leader's time and between 25 – 50% for other executive roles.

Due to size and scale of partnership and community leadership activity the Council appoints councillors to 50 outside bodies. These are varied in their nature ranging from major partnerships to joint service provision and to support local community groups. The appointments are a mix between portfolio holders and other councillors from different parties/ independents. The full list of outside bodies is available [here](#). This is an area scheduled for review within the next 18 months.

Community Involvement

The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties?

Community Leadership

The extent to which elected Councillors interact with their communities is very much up to the individual Councillor. The majority of councillors are extremely active in their local communities handling significant levels of ward case work and supporting/championing local community groups and services. The majority of councillors undertake static and street surgeries in their areas. Political groups also produce newsletters tailored to different areas of the borough. Many councillors are also active on social media.

As described above, many councillors are appointed to outside bodies. These include specific communities of interest for example Armed Forces Champion and Equality and Diversity Forum. This is an area where review is necessary to focus/increase engagement with specific groups and priority activity.

There are a number of 'twin hatters' with councillors representing constituents on Chesterfield Borough Council and Derbyshire County Council or Chesterfield Borough Council and Staveley Town Council/Brimington Parish Council. There are formal liaison meetings with Staveley Town Council and Brimington Parish Council. As well as bespoke partnership arrangements for specific projects for example Staveley Town Deal.

Each year the Council delivers a programme of events designed to engage students from primary, secondary schools, colleges and special schools in local democracy. Activities take place all year round with a key focus on European Local Democracy Week in October when the Council joins with authorities across the UK and Europe to promote active involvement in local democracy. The programme is reviewed at the end of each civic year and a new theme and series of activities are designed which highlight important events or anniversaries taking place. In 2018/19 the topic was exploring the centenary of women gaining the right to vote and in 2019/20 the 60th anniversary of the Council's twinning agreement with Darmstadt. The next topic will be engagement in Climate Change.

Councillors have the opportunity to take part in local democracy activities as well as key civic events such as mayor making. In 2019/20 over 1,600 local children and young people took part in the Council's local democracy and civic programme. Engaging children and young people continues to be a priority for the Council.

Casework

Many councillors take an in-depth approach to ward casework. There is regular contact between officers and councillors to try to resolve issues. Next year the Council is investing in a casework system which will assist councillors to track casework activity but also provide the council with valuable trend information and enable pro-active customer service and service improvement activity.

Support for councillors

The active Member Development Group developed a revised Member Development Policy in 2018/19 utilising best practice from East Midlands Councils. The policy enables a range of formal and informal learning and development opportunities which are well supported by councillors. The Council employs 2.6 full time equivalent employees to support member and civic activity – providing a wide variety of support functions. Councillors receive a weekly e-bulletin round up, have full access to the Council’s intranet and e-learning system. They can also access occupational health support including a 24 hour/7 day per week assistance line and access to counselling. Support policies have also been introduced for example a parental leave policy.

Other considerations

Local Government Nearest Neighbour Group Comparisons

Key council size data has been compared for statistically similar councils based on the groupings given by CIPFA’s Nearest Neighbour Model for English authorities. This information is available via the Local Government Boundary Commission Website.

| Local authority | No of Electors | Number of wards | Council Size | Electors per councillor |
|--|----------------|-----------------|--------------|-------------------------|
| Bassetlaw District Council | 89,941 | 25 | 48 | 1,874 |
| Bolsover District Council | 61,394 | 17 | 37 | 1,659 |
| Boston Borough Council | 48,756 | 15 | 30 | 1,625 |
| Cannock Chase District Council | 74,884 | 15 | 41 | 1,822 |
| Carlisle City Council | 83,190 | 13 | 39 | 2,133 |
| Chesterfield Borough Council | 79,250 | 19 | 48 | 1,651 |
| Copeland Borough Council | 53,675 | 17 | 33 | 1,627 |
| Gloucester City Council | 89,469 | 18 | 39 | 2,294 |
| Ipswich City Council | 99,751 | 16 | 48 | 2,078 |
| Lincoln City Council | 60,383 | 11 | 33 | 1,830 |
| Mansfield District Council | 80,863 | 36 | 36 | 2,246 |
| Newcastle Under Lyme Borough Council | 96,713 | 21 | 44 | 2,198 |
| North East Derbyshire District Council | 80,022 | 24 | 53 | 1,510 |
| Redditch Borough Council | 62,781 | 12 | 29 | 2,165 |
| Worcester City Council | 77,583 | 15 | 35 | 2,217 |
| Wyre Forest District Council | 78,273 | 12 | 33 | 2,372 |

The nearest neighbour group of councils has a mean average elector number per councillor of 1,956. Chesterfield Borough Council in comparison has an elector number of 1,651. Chesterfield has the fourth lowest number of electors per councillor within the nearest neighbour group.

However, the nearest neighbour group includes several authorities which have a significantly higher geographical spread than Chesterfield borough and are more rural/ small settlement based. If the nearest neighbour group is narrowed to show only the compact large town/small city councils which are more similar to Chesterfield Borough then the mean average number of electors per councillor is 2,077 with Chesterfield Borough having a significantly lower elector per councillor number than any of the other authorities.

| Local authority | No of Electors | Number of wards | Council Size | Electors per councillor |
|------------------------------|----------------|-----------------|--------------|-------------------------|
| Carlisle City Council | 83,190 | 13 | 39 | 2,133 |
| Chesterfield Borough Council | 79,250 | 19 | 48 | 1,651 |
| Gloucester City Council | 89,469 | 18 | 39 | 2,294 |
| Ipswich City Council | 99,751 | 16 | 48 | 2,078 |
| Lincoln City Council | 60,383 | 11 | 33 | 1,830 |
| Mansfield District Council | 80,863 | 36 | 36 | 2,246 |
| Redditch Borough Council | 62,781 | 12 | 29 | 2,165 |
| Worcester City Council | 77,583 | 15 | 35 | 2,217 |

Financial implications

The options considered provide savings to the Council's general fund of between £0 for status quo and £111k for a Council size of 37. Savings will be generated by a combination of reductions in basic allowances, executive and committee changes reducing special responsibility allowances, supplies and services and staffing.

The preferred option – a Council size of 40 will save £49k per annum in allowances and potentially a further £26k from special responsibility allowances, supplies and services and staffing changes.

Organisation structure and workforce

Chesterfield Borough Council employees over 1200 people to provide over 50 different services. Over the last four years the Council has made significant progress on the 'people' agenda supporting employees to manage the demands of delivering services with reducing budgets and changing customer expectations. Our four-year People Plan has been influenced by a broad evidence base e.g. Investor in People assessment, employee survey responses, workforce analytics and external horizon scanning. The evidence has been used to develop the following five key priorities:

- Develop great leaders
- Manage change well
- Develop capacity and skills
- Support employee wellbeing
- Reward and recognition

Chesterfield Borough Council currently holds the Silver Award for Investors in People and have recently been named in the top 100 employers in the UK for apprenticeships.

Equality and diversity

A full equality impact assessment has been undertaken, this will be supplied to the Local Government Boundary Commission as part of the submission. The impact assessment identified a range of barriers which can prevent people with protected characteristics seeking election as a councillor or remaining as a councillor. Subsequently a range of negative impacts from reducing Council size have been identified including:

- A higher electorate to councillor ratio – this is likely to have a negative impact on groups identified as having greater barriers in terms of conflicting commitments
- The bigger the commitment in terms of committee representation time - this will have a negative impact on groups identified as having barriers in terms of conflicting commitments
- Executive member places will need to be reviewed with pressure to reduce the ratio between executive and non-executive members leading to large executive roles and a bigger commitment - this will have a negative impact on groups identified as having barriers in terms of conflicting commitments
- Reducing councillor places available – therefore reducing potential role models
- Fiercer competition for candidate selection potentially closing opportunities for less experienced candidates, those unable to commit to large amounts of campaigning time and non-traditional routes into politics
- Less opportunity for scrutiny both of Council decisions but also for representation and challenge with outside bodies and partnerships potentially reducing the challenge regarding equality and diversity issues and representation and feedback opportunities

Option analysis indicates that the lower the Council size the more pronounced these issues become with greater limits on mitigating factors. The proposal around Council size needs to strike a balance between elector per councillor ratios and reduced ward inequalities with maintaining a Council size that enables sound governance, manageable workloads, maintains councillor support structures

Council size options considered and analysis summary

6 options were considered for future Council size: 48, 45, 42, 40, 38 and 37. Key findings include:

- The average number of electors per councillor remains significantly higher when compared to our comparator authorities for options 48, 45 and 42
- For options 40, 38 and 37 elector number per councillor is more in-line with the comparator group average even when taking into account future potential elector numbers
- Changes would need to be made to committees for options 42, 40, 38 and 37 to maintain a management committee place per non-executive member ratio. For example with the current committee places available and a council size of 37 each non-executive councillor would need to sit on at least 3 major committees if changes are not made
- Currently 21% of councillors hold executive roles – this is in-line with the average across our comparator authorities. An upper limit of 25% is generally considered reasonable to strike a balance between executive functions and challenge through Council and Scrutiny activity. The Council size options for 37 and 38 would increase the percentage above 25% so a review of portfolio roles would be prudent. A loss of executive roles will have a significantly detrimental impact on partnership and place shaping activity
- Our equality analysis shows that a lower Council sizes can have a negative equality and diversity impact with fairly limited scope for mitigation
- The scope for financial savings ranges from £0 to £111k

- Disruption to the Council during what will be a key time for economic and community recovery following the Covid-19 pandemic is a concern

Summary

In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the number of councillors required to represent the authority in the future. Use this space to summarise the proposals and indicate any other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

Taking into account all the available information and analysis we believe Chesterfield Borough Council requires a minimum Council size of 40 to effectively operate and represent the electorate. This would be a reduction in current numbers by 8. There are several factors influencing this proposal including:

- Mainly in-house service provision including managing just under 9,000 council homes, an industrial and commercial property portfolio of £130 million, innovation centres, sport and leisure facilities, two theatres, two museums, tourist information centre and markets
- Extensive strategic economic, community and operational partnership structures requiring significant councillor engagement
- Chesterfield is the North Eastern Derbyshire sub-regional centre for the night-time economy, shopping and access to key health services. It is also a sub-regional centre for employment, commerce and industry providing over 52,000 people with employment, 21,000 of whom are daily inbound commuters
- These factors increase the workload for the Executive Cabinet and key committees including Planning, Licensing, Appeals and Regulatory and Employment and General when compared to other districts of a similar size
- Chesterfield is a relatively compact urban borough with just two areas being parished
- In comparison our nearest neighbour group authorities, Chesterfield Borough Council has a low number of electors per councillor
- Taking into account the highest estimated future electorate size in 2030 – 88,000, 40 councillors would give an elector per councillor number of 2,200. This remains in line with the majority of our nearest neighbour group (compact large town/small city authorities) in their 2019 counts
- Striking the balance indicated within the equality impact assessment to not significantly further exacerbate barriers to becoming a councillor
- Like many local authorities Chesterfield Borough Council has financial challenges and reducing Councillor numbers would provide a significant saving to the Council's general fund

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

| | | |
|---|-------------------------------------|---|
| <i>Title of the policy, project, service, function or strategy:</i> | | Local Government Boundary Commission – Chesterfield Borough Council – Council Size Submission |
| <i>Service Area:</i> | Corporate | |
| <i>Section:</i> | Electoral Services | |
| <i>Lead Officer:</i> | Donna Reddish | |
| <i>Date of assessment:</i> | December 2021 | |
| <i>Is the policy, project, service, function or strategy:</i> | | |
| <i>Existing</i> | <input type="checkbox"/> | |
| <i>Changed</i> | <input type="checkbox"/> | |
| <i>New / Proposed</i> | <input checked="" type="checkbox"/> | Proposal – consultation response |

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Section 1 – Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?

The Local Government Boundary Commission for England is a parliamentary body established by statute to conduct boundary, electoral and structural reviews of local government areas in England.

An electoral review examines and proposes new electoral arrangements for the whole local authority. These are:

- The total number of councillors to be elected to the council: council size
- The names, number and boundaries of wards
- The number of councillors to be elected from each ward

The Commission has a statutory duty to review every English local authority ‘from time to time’. It will be over 20 years since an electoral review has taken place for Chesterfield Borough by time the Commission’s final recommendations are released. In addition, since the last review in 1998 due to an uneven pattern of housing numbers and population growth across ward areas, there are now a number of wards which are either plus or minus 10% from the average elector ratio. These include St. Leonards at plus 23%, Hollingwood and Inkersall at plus 17%, Loundsley Green at minus 12% and Barrow Hill and New Whittington at minus 13%.

The review seeks to adjust electoral ward boundaries to correct the current inequality but will also consider forecasts of future elector numbers. Information from the Cipfa nearest neighbour group and the Boundary Commission indicate that Chesterfield Borough Council currently has a much larger Council Size than other comparator authorities and has a very low elector per councillor ratio. The proposal must take this into consideration.

This EIA relates to Chesterfield Borough Council's response to the Local Government Boundary Commission's request for proposals to inform stage 1 of the review – Council Size. Further EIAs will be completed for future consultation responses to the warding pattern stage and final Local Government Boundary Commission recommendations.

2. Who is intended to benefit from the policy and how?

The Chesterfield borough electorate and future electorate - the review seeks to adjust electoral ward boundaries and Council size to correct the current inequality but will also consider forecasts of future elector numbers.

3. What outcomes do you want to achieve?

To put forward a proposal to the Local Government Boundary Commission which enables:

- Effective governance arrangements for the Council and how it takes decisions across a broad range of responsibilities
- Provides effective scrutiny arrangements relating to the Council's decision making but also our responsibilities to outside bodies
- Enables an effective representational role of councillors in the local community to ensure they can engage with communities, conduct casework and represent the council on partnership organisations

A range of proposals have been considered for Council size including:

- Status Quo – 48
- Small reduction – 45
- Reduction – 42
- Reduction 40
- Large reduction – 38
- Large reduction – 37

4. What barriers exist for both the Council and the groups/people with protected characteristics to enable these outcomes to be achieved?

A range of barriers have been identified which may prevent people with protected characteristics seeking election as a councillor. The list below is not exhaustive but indicates some of the key issues:

- Competing commitments including caring responsibilities for children and/or older family members or those with ill health. This isn't solely a barrier for women but it may disproportionately affect women
- Competing commitments – paid employment. The majority of councillors within many local authorities are retired. There is a significant time commitment involved in being a councillor and this is extremely difficult to balance against the need for paid employment. This is particularly challenging for people hoping to move into Executive roles within a Council political administration
- Lack of role models across a range of protected characteristics – women, some ethnicities and faith groups, LGBT+, younger people etc.
- Lack of awareness of local democracy and different routes into politics
- Disabled people may face barriers related to access and mobility, both in terms of physical and informational accessibility
- People with competing commitments, concerns about safety, mobility etc. may find additional barriers around traditional campaign orientated activism which can impact on their selection chances

5. Any other relevant background information

- Chesterfield Borough Council Member demographic profile
- State of the Borough – demographic and deprivation information
- Chesterfield Borough reasonable adjustments and member support policies and arrangements
- Chesterfield Borough Council Member development policy

Section 2 – Collecting your information

6. What existing data sources do you have to assess the impact of the policy, project, service, function or strategy?

- ONS population figures and projections
- Projected Housing Numbers – Local Plan
- Local Government Boundary Commission electorate inequalities information

- CIPFA nearest neighbour model comparator data
- Chesterfield Borough Council Member demographic profile
- Take up of reasonable adjustment and other support offers by elected members

Section 3 – Additional engagement activities

7. Please list any additional engagement activities undertaken when developing the proposal and completing this EIA. Have those who are anticipated to be affected by the policy been consulted with?

| Date | Activity | Main findings |
|--------------|---|--|
| January 2021 | Briefings, Q&A and discussion with political groups | <p>Confirmation that pro-active personalised approach to reasonable adjustments would continue.</p> <p>Confirmation that voluntary policies such as Parental Leave for Elected Members would continue.</p> <p>Discussion regarding the challenges for people who have competing commitments for example caring responsibilities for children, older people or people with disabilities/ illness and/or requiring to undertake paid employment potentially being impacted by a larger Councillor workload due to a higher ratio of electors per councillor. In addition if we don't make significant changes to committee structures councillors will need to move from being a member of 1 or 2 committees to being a member of 3 or even 4 committees causing the same pressures for people with competing demands.</p> <p>There could also be challenges if councillors due to sickness or parental leave etc. need to take time out of their councillor duties – a lower councillor number could put more pressure onto those standing in and looking after casework during that period of absence.</p> |

Section 4 – What is the impact?

| 8. Summary of anticipated impacts. | | | |
|---|-------------------------------------|-------------------------------------|----------------------------|
| | Positive impact | Potentially Negative impact | No disproportionate impact |
| Age | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Disability and long term conditions | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Gender and gender reassignment | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Marriage and civil partnership | <input checked="" type="checkbox"/> | | |
| Pregnant women and people on parental leave | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sexual orientation | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Ethnicity | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Religion and belief | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |

| 9. Details of anticipated <u>positive</u> impacts. | | | | | | | | |
|---|--|--|--|--|---|--|---|--|
| a) | <p>The Local Government Boundary Commission have identified a number of wards within Chesterfield Borough that have significantly higher than the Chesterfield average elector number to councillor ratio. These include St. Leonards at plus 23% and Hollingwood and Inkersall at plus 17%.</p> <p>Councillors within the higher electorate to councillor ratio wards currently have the potential for significantly higher casework workloads than councillors in other areas. This could exacerbate the barriers identified to becoming and indeed staying a councillor further.</p> <p>The Local Government Boundary Commission review will reduce the inequality in elector numbers across the borough which is a positive impact for all groups.</p> | | | | | | | |
| | <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Disability | <input checked="" type="checkbox"/> Gender | <input checked="" type="checkbox"/> Marriage | <input checked="" type="checkbox"/> Pregnancy | <input checked="" type="checkbox"/> Sexual orientation | <input checked="" type="checkbox"/> Ethnicity | <input checked="" type="checkbox"/> Religion |

10. Details of anticipated negative impacts.

| | | |
|----|----------------------------|---|
| a) | <i>Negative impact:</i> | <p>The lower the Council size:</p> <ul style="list-style-type: none"> • The higher the electorate to councillor ratio – this is likely to have a negative impact on groups identified as having greater barriers in terms of conflicting commitments • The bigger the commitment in terms of committee representation time - this will have a negative impact on groups identified as having barriers in terms of conflicting commitments • Executive member places will need to be reviewed with pressure to reduce the ratio between executive and non-executive members leading to large executive roles and a bigger commitment - this will have a negative impact on groups identified as having barriers in terms of conflicting commitments • Reducing councillors places available – therefore reducing potential role models • Fiercer competition for candidate selection potentially closing opportunities for less experienced candidates, those unable to commit to large amounts of campaigning time and non-traditional routes into politics • Less opportunity for scrutiny both of Council decisions but also for representation and challenge with outside bodies and partnerships potentially reducing the challenge regarding equality and diversity issues and representation and feedback opportunities |
| | <i>Mitigating actions:</i> | <ul style="list-style-type: none"> • Proposal that strikes a balance between the need to reduce Council size to be more in-line with the nearest neighbour average Council size, electorate ratios and reduced ward inequalities with maintaining a Council size that enables good governance, manageable workloads, maintains support structures • Reduce committee places to reflect new Council size to keep non-executive councillor to committee places at around 2 – this could include reviewing scrutiny • Prioritise and review appointments to outside bodies and partnerships • Review with the lead political group options for executive size and duties • Review members support and development arrangements to safeguard key equality and diversity based policies and practice • Continue to explore ICT solutions including members case management systems to reduce administrative casework burden • Continue to develop the Local Democracy programme to engage younger people in democracy and politics • Continue with pro-active pre-election briefing approach to encourage more people to consider becoming a councillor |

| | | | | | | | |
|--|---|--|--|-----------------------------------|---|--|---|
| | <ul style="list-style-type: none"> Continue with pro-active person centred approach to reasonable adjustments and support packages | | | | | | |
| | <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Disability | <input checked="" type="checkbox"/> Gender | <input type="checkbox"/> Marriage | <input checked="" type="checkbox"/> Pregnancy | <input checked="" type="checkbox"/> Sexual orientation | <input checked="" type="checkbox"/> Ethnicity |

| 11. Have all negative impacts identified in the table above been mitigated against with appropriate action? | | | |
|--|--|------------------------------|--|
| Yes | No <input checked="" type="checkbox"/> | <input type="checkbox"/> N/A | Conflicting demands from the review which need to be balanced. Local Government Boundary Commission make the final decision on Council size which Chesterfield Borough Council will need to implement |

Section 5 – Recommendations and monitoring

12. How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?

Helped to shape the proposal and inform the preferred option.

13. How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

The EIA will form part of the submission to the Local Government Boundary Commission review. It will also help to inform consultation response and associated EIAs for the future stages of the review.

For publication

Approval of the Senior Pay Policy Statement 2021-22

| | |
|---------------------------|--------------------------------------|
| Meeting: | Cabinet Council |
| Date: | 23 February 2021 24 February 2021 |
| Cabinet portfolio: | Governance |
| Directorate: | Digital, HR and Customer Services |

1.0 Purpose of the report

- 1.1 To seek approval to a revision of the current Senior Pay Policy Statement in accordance with the Localism Act 2011 and the Local Government (Transparency Requirements) (England) Regulations 2014.

2.0 Recommendations

- 2.1 That Cabinet consider the revised Senior Pay Policy Statement and refer it for approval by Full Council.

3.0 Reasons for recommendations

- 3.1 This report provides transparency of the Council's senior pay policy and enables it to meet the requirements of the Localism Act 2011.

4.0 Report details

- 4.1 A first version of this Policy was developed in March 2012 following the implementation of the Localism Act 2011. Section 38 (1) of the Act requires that English and Welsh local authorities produce a Senior Pay Policy Statement for 2012/13 and each financial year after that. In 2014, the Department for Communities and Local Government published a revised Local Government Transparency Code on 3 October 2014 which sets out the requirement to publish data relating to Senior Pay. This Policy adheres to these requirements.

- 4.2 Legislation requires that the Policy is approved by Full Council each year and published on the Council's website.
- 4.3 The objective for publishing this information is to increase public transparency and local democratic accountability in how senior pay is set in local authorities. The intention is for Councils to be able to demonstrate value for money in the remuneration package of the senior managers and also show the role that local councillors play in determining senior reward.
- 4.4 A copy of the Senior Pay Policy Statement for 2021-22 is attached at Appendix 1.
- 4.5 The Senior Pay Policy 2021-22 reflects the reshape of the Corporate Leadership Team (CLT) which has taken place during 2020.
- 4.6 The revised Corporate Leadership Team structure which was approved by Joint Cabinet & Employment and General Committee in October 2020 accepted the recommendation that the salary of the Chief Executive be increased in line with the external market to a salary of £120,000 (maximum). In light of the current financial circumstances the Chief Executive declined the increased pay offer and has remained on his existing salary.
- 4.6 The Senior Pay Policy is reviewed annually and guides senior officer recruitment. Should there be any significant changes in senior officer pay and conditions during the financial year, the Policy will be updated accordingly.

5.0 Alternative options

- 5.1 As publication of the Senior Pay Policy Statement is a legislative requirement, no alternative options have been considered.

6.0 Implications for consideration – Council Plan

- 6.1 The Senior Pay Policy reflects remuneration levels which are deemed adequate to secure and retain high quality employees who are dedicated to delivering public services and the successful achievement of the activities set out in the Council Plan.

7.0 Implications for consideration – Financial and value for money

7.1 The Senior Pay Policy sets out the pay structure for senior officers within Chesterfield Borough Council. A benchmarking and evaluation exercise has been completed to ensure that this pay structure meets the Council's needs and is comparable to other Local Authorities.

8.0 Implications for consideration – Legal

8.1 Approval and publication of this Senior Pay Policy meets the legislative requirements set out in the Localism Act 2011 and the Local Government Transparency Code 2014.

9.0 Implications for consideration – Human resources

9.1 The Senior Pay Policy sets out a pay structure and remuneration package which is transparent and enables the human resources team to recruit to senior management posts in a consistent way.

10.0 Implications for consideration – Risk management

| Description of the Risk | Impact | Likelihood | Mitigating Action | Impact | Likelihood |
|--|--------|------------|--|--------|------------|
| Failure to publish the Senior Pay Policy Statement | H | L | Clear decision-making timetables will ensure that statutory deadlines are achieved | H | L |
| Failure to update and publish the statement on an annual basis | H | L | The policy is reviewed annually and when recruitment of senior roles is required. | H | L |

11.0 Implications for consideration – community wellbeing

11.1 The senior pay policy supports the recruitment and retention of employees who can deliver the Council's community wellbeing ambitions.

12.0 Implications for consideration – Economy and skills

12.1 The senior pay policy supports the recruitment and retention of employees who can deliver the Council's economic growth ambitions.

13.0 Implications for consideration – Climate Change

13.1 The senior pay policy supports the recruitment and retention of employees who can deliver the Council's climate change ambitions.

14.0 Implications for consideration – Equality and diversity

14.1 The policy does not impact on specific groups or protected characteristics.

Decision information

| | |
|----------------------------|-----------|
| Key decision number | 1002 |
| Wards affected | All wards |

Document information

| | |
|--|--|
| Report author | |
| <i>Kate Harley – HR and Support Services Manager</i> Kate.Harley@chesterfield.gov.uk | |
| Background documents | |
| These are unpublished works which have been relied on to a material extent when the report was prepared. | |
| <i>This must be made available to the public for up to 4 years.</i> | |
| Appendices to the report | |
| Appendix 1 | Senior Pay Policy 2021-22 |
| Appendix 2 | Preliminary Equalities Impact Assessment |

Senior Pay Policy Statement

Policy Guiding Principles 2021/22

Prepared by: Human Resources

Date: January 2021

For Review: January 2022

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Senior Pay Policy Statement

1. Introduction

1.1 Legislation

Section 38 (1) of the Localism Act 2011, requires all local authorities in England and Wales to produce a Senior Pay Policy Statement which is updated on an annual basis.

The Act and supporting statutory guidance provide details of matters that should be included in this statutory pay policy, which must be complied with when setting the terms and conditions of Chief Officers. The policy must be formally approved by full Council each year and published on the Council's website.

In addition, the Department for Communities and Local Government published a revised Local Government Transparency Code on 3 October 2014. The Local Government (Transparency Requirements) (England) Regulations 2014 regulates the Code which sets out the information local authorities are required to publish.

1.2 Scope

This Senior Pay Policy Statement will cover the following areas:

- The principles underpinning the Council's pay policy for the whole of the workforce
- The Council's policy on the level and elements of remuneration for each Chief Officer
- The Council's policy on the remuneration of its lowest-paid employees, along with a definition of 'lowest-paid employees'
- The Council's policy on the relationship between the remuneration of its Chief Officers and other officers
- The Council's policy on other specific aspects of Chief Officers' remuneration
- Information about terms and conditions of service for Chief Officers, particularly those that represent a cost to the Council
- The Council's policy on making discretionary payments on early termination of employment
- The Council's approach to remuneration at all levels to balance the need to secure and retain high-quality employees and avoiding excessive cost to the taxpayer
- The factors that are taken into account in deciding on what point of a scale a recruit is appointed, and by whom any decision is made
- An indication of the percentage rate at which the employer's pension contributions is set
- Information about re-employment of employees in receipt of a local government pension

1.3 Context

Chesterfield Borough Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to delivering public services, whilst at the same time not being unnecessarily generous and excessive.

It is essential that local authorities are able to determine their own pay structures in order to address local priorities and to compete in the local labour market. It is recognised that senior management roles in local government are complex and diverse with managers working in a highly politicised environment where often national and local pressures conflict.

If the council is to maintain its high performance, then it must be able to retain and attract high calibre leaders to deliver the complex agenda.

1.4 Definitions

The term Chief Officer covers the following Senior Leadership roles at Chesterfield Borough Council

- Chief Executive
- Executive Director x 2

At a meeting of the Joint Employment & General and Cabinet Committee on 20th October 2020, a new Corporate Management structure was approved creating the following new roles:

- Service Director Finance
- Service Director Digital, HR and Customer Services
- Service Director Economic Growth
- Service Director Leisure, Culture & Community Services
- Service Director Housing
- Service Director Corporate

These new posts were employed at the third-tier level and were employed on Chief Officer terms and conditions. Implementation of the new structure took place during 2020, except for the post of Service Director Finance which at the time of writing is still vacant, with plans to recruit in early April 2021.

The statutory duties of Head of Paid Service is incorporated into the post of Chief Executive, and the new Service Director Finance carries out the responsibilities of the Section 151 officer. The duties of the Monitoring Officer are incorporated into the post of Regulatory and Local Government Law Manager.

2. Background to Pay and Grading

2.1 Whole Workforce

To secure equal pay within the organisation, the NJC job evaluation scheme was applied to all posts covered by the NJC for Local Government Employees (excluding Chief Officers).

A new grading structure was implemented in 2003 for the whole workforce (excluding Chief Officers and Craft Workers) with negotiations then continuing with the relevant Trade Unions to complete the Single Status exercise.

An equal pay audit was undertaken on all evaluated posts to:

- Analyse the pay arrangements for all the Council employees
- Identify any differences in levels of pay between men and women
- Review the reasons for, and possible causes of, difference in pay, in particular whether these can be attributed to direct or indirect sex discrimination, and
- Identify how to close gaps in pay that cannot be attributed to reasons/causes other than sex discrimination.

The final Pay and Conditions were later agreed in the form of a Local Collective Agreement in November 2007. The actual salary at each point is determined by the National Joint Council (NJC) Pay Award, the last one being awarded as at 1 April 2018 for two years following a national review of the pay spine.

The national review resulted in a two year pay award for 2018-2020 which saw the bottom 14 scale points increased by up to 9% to make significant progress on the government aim of paying the National Living Wage of £9.00 per hour by 2020. Additionally, the review proposed increased spine points at the lower end of the pay scales to ensure that consistent pay progression could be achieved.

Following that review, the council successfully negotiated a revision to the collective agreement with local Trade Unions to implement the addition of extra scale points to the NJC scale matched to local grades.

2.2 Living Wage

The new legislative requirement to pay the National Living Wage of £7.20 came into force from 1 April 2016. However, the council was committed to paying the Living Wage determined by the Living Wage Foundation and this was implemented from 1 April 2016 at the rate of £8.25 per hour for staff at spine points 12 and below and increased in line with the rate set by the Living Wage foundation each April until April 2019. From April 2019 the living wage

element was removed as the NJC award raised the bottom pay to the level of the National Living Wage, however following the conclusion of the national pay award in 2020 the council again reinstated the Voluntary Living Wage rate of £9.30 for all affected staff and is considering the financial implications of raising this from April 2021.

2.3 Corporate Management Team

During 2020 a review of the Corporate Leadership Team (CLT) was carried out and a revised structure agreed in October 2020 See Appendix 1.

This restructure resulted in the deletion of the following posts: -

- Assistant Director Health & Wellbeing
- Assistant Director Policy & Communication
- Assistant Director Customers, Commissioning & Change
- Assistant Director Economic Growth
- Assistant Director Commercial Services
- Assistant Director Housing
- Director of Finance & Resources

With the unprecedented challenges facing the council it was essential for the new Senior Leadership Team to have the skills and capabilities to deliver the changes required and given that the last review was in 2014, it was felt timely to review during 2020.

The aim of the review was to put in place a Corporate Leadership Team that could lead the successful delivery of the Council plan, in line with the Council's values and behaviours and meet the ongoing challenges that regularly arise. The key areas, which were addressed as part of the review were: -

- Increasing strategic capacity to shape and lead change across services.
- Ensuring the Council had the right levels of capacity, skills and alignment across services and management tiers to deliver the Council Plan priorities and associated plans.
- Providing the strategic capacity to strengthen the corporate approach to leading business prioritisation, planning, budget and performance management
- Strengthening and adding clarity to the governance, assurance, and compliance arrangements across the council
- Improving engagement and communications with people and teams across the Council.
- Further reducing silo working and embedding the 'One Council' culture.

Following the implementation of the Corporate Leadership Team (CLT) structure in early December 2020, the council is now reviewing the posts at

the tiers four and five to align these to the new portfolios. This activity is expected to conclude by June 2021 with the majority of new/amended posts established from September 2021.

3. Senior Management Salaries

3.1 Senior Leadership Team - Benchmarking

In deciding on appropriate salaries for the new Corporate Leadership Team in 2020, a benchmarking exercise was carried out into emerging management structures across district/borough councils in England. The research found that there was a move away from annual incremental progression through an agreed salary scale, to senior officers now being appointed on spot salaries.

The benchmarking and evaluation report recommended that the Chief Executive salary be uplifted (as this had not been reviewed for many years) and recommended a salary minimum of £112,500 to a maximum of £120,000.

Given the current financial burdens not only on the council but the wider economy, the current Chief Executive chose not to accept the increased salary level proposed and remains on the existing salary range (with annual pay rise being added to this lower level).

A revised pay agreement was agreed with Chief Executives in 2018 covering the two-year period 1 April 2018 to 31 March 2020. This agreement awarded a 2% cost of living rise and was implemented from 1 April 2018. A pay award of 2.75% was awarded for 2020/21 and at the time of writing the NJC pay award for 2021 is still under consultation but a 2% increase has been assumed.

The salaries for the current Senior Leadership posts effective from 1 April 2021 are shown in the table below (subject to 2% pay rise being implemented).

| Incremental points | Chief Executive | Executive Director |
|---------------------------|------------------------|---------------------------|
| 1 | £106,935.78 | £96,436.92 |
| 2 | £109,842.78 | |
| 3 | £112,747.74 | |
| 4 | £113,386.26 | |
| 5 | £116,235.12 | |

3.2 Package over £100,000

Where the salary package of any post exceeds £100,000, full council will be given the opportunity to approve the level of remuneration. The salary

package is defined as base salary, any routinely paid allowances, bonus fees and other benefits in kind which are due under the contract.

3.3 New Corporate Leadership Team

The new Corporate Leadership Team was implemented from December 1st, 2020 and comprised of six manager posts with new job roles. These all include an identical set of corporate responsibilities, together with a set of service specific responsibilities.

There was also a change to the Senior Leadership Team which saw the Director of Finance and Resources role being deleted.

The new CLT roles were evaluated by a senior adviser to the Local Government Association, using the LGA Chief Officer method of job evaluation. The recommended salary bands took account of comparable roles in other local authority organisations.

To provide consistency with the approach taken to other roles within the Senior Leadership Team, all the new Service Director roles were appointed on a spot salary.

Salaries at April 1st 2021 (assuming 2% pay increase agreed nationally)

| Post | Salary |
|--|---------|
| Service Director Housing | £79,050 |
| Service Director Digital, HR & Customer Services | £79,050 |
| Service Director Economic Growth | £79,050 |
| Service Director Leisure, Culture & Community Services | £79,050 |
| Service Director Corporate | £79,050 |
| Service Director Finance | £79,050 |

These pay scales will be uplifted in line with the national pay award on an annual basis.

4. Terms and Conditions of Service

The Chief Executive is employed under the terms and conditions of service of the Joint Negotiating Committee for Chief Executives of Local Authorities, and the Executive Directors and Corporate Leadership Team under the terms and conditions of service of the Joint Negotiating Committee for Chief Officers of Local Authorities.

There are currently no additional local agreements relating to the employment of Chief Officers that represent a charge on the public purse, except for election duties (see following paragraph).

5. Additional Payments

5.1 Election Duties

The Chief Executive receives fee payments pursuant to his appointment as Returning Officer at elections. The fees paid in respect of parish, district and county council elections vary according to the size of the electorate and number of postal voters and are calculated in accordance with a fee structure determined by Derbyshire County Council. Fee payments for national and European elections are set by central government and are, in effect, not paid by the council, as the fees are reclaimed.

5.2 Acting Up Payments

Acting up payments are made where an employee may undertake the full duties and responsibilities of a higher graded post. For employees at Scale 8 and above (which includes Chief Officers) a continuous qualifying period of four weeks will apply before payment can be made. Further details are set out in paragraph 8 of the Local Collective Agreement.

5.3 Honoraria

An honorarium is payable in circumstances where an employee carries out additional duties which are at a higher level than those in their substantive post, but there is no entitlement to a higher salary. Further details are set out in Paragraph 9 of the Local Pay Agreement.

5.4 Telephone Rental

A line rental may be paid to any Chief Officer who is expected to be contactable at home. The same payment is made to all eligible employees, regardless of grade.

A mobile telephone is provided to employees at the discretion of the Service Manager where it is considered appropriate for the delivery of the service. The cost of the monthly rental is paid as well as business related calls.

5.5 Car Mileage and Expenses

All employees, including Chief Officers, can claim for mileage and expenses occurred for business reasons only. A review of car mileage payments was carried out in 2012/13 and a decision made by Cabinet in July 2013 to implement the HMRC rates for mileage claims. These revised payments have been applied to all employees claiming mileage since March 2014. Essential user allowance is no longer paid. Expenses are paid in accordance with the Council's Subsistence Policy.

5.6 Other financial benefits

Post holders employed under the terms and conditions relating to Chief Executives and Chief Officers are not in receipt of any financial benefits that are not also available to other employees.

They are exempt from receiving the following benefits which other employees receive:

- Unsocial hours payments
- Overtime Payments

The Chief Executive and Chief Officers do not receive any additional payments relating to performance related pay, bonuses or ex-gratia benefits.

6. Incremental Progression

The policy of the council in respect of incremental progression is the same regardless of the level of the post and is set out at paragraph 1 of the Local Collective Agreement. On taking up employment, individuals will normally start at the bottom spinal column point of the appropriate grade; however, there is discretion to appoint at a higher point depending on skills, experience and any market factors which could impact on the ability to otherwise recruit to the post.

In the case of a Chief Officer appointment, this decision would be made by the Chief Executive. The Appointments Panel would make this decision for any Chief Executive appointment (in accordance with the council's constitution).

7. Lowest Paid Employees

Following the implementation of Single Status and the NJC Job Evaluation Scheme, local grades were implemented. The lowest paid employees are determined by those whose job evaluation score was between 250-279, which placed them on Scale 1 at SCP 4-6. From 1 October 2015, the NJC for Local government Employees agreed that the bottom Spinal Column Point would be removed as this would be lower than the National Minimum Wage. Following negotiations on the pay award for 2019 and realignment of the local pay grades, the lowest grade currently starts at the new scale point 1 which is £9.24 an hour and subject to a 2% pay award in April 2021 being agreed will be £9.42.

Subject to formal approval this will be increased to the Living Wage Foundation rate of £9.50 as announced in November 2020.

8. Relationship between salaries

The ratio of the Council's top earner to that of its median paid employee is 5.32. This ratio has been based on year to date taxable earnings for the financial year 1 April 2020 to 31 December 2020.

9.Pensions

9.1 Contributions

Employees of the Council (including Chief Officers) pay a contribution to the Local Government Pension Scheme relative to their annual full-time equivalent pensionable pay (including pensionable allowances) (rates below as of April 2020):

| Band | Range (£) | Contribution Rate |
|------|----------------------|-------------------|
| 1 | Up to £14,600 | 5.5% |
| 2 | £14,601 to £22,800 | 5.8% |
| 3 | £22,801 to £37,100 | 6.5% |
| 4 | £37,101 to £46,900 | 6.8% |
| 5 | £46,901 to £65,600 | 8.5% |
| 6 | £65,601 to £93,000 | 9.9% |
| 7 | £93,001 to £109,500 | 10.5% |
| 8 | £109,501 to £164,200 | 11.4% |
| 9 | £164,201 or more | 12.5% |

An assessment is undertaken on an annual basis to determine the contribution rate.

Following changes under the LGPS regulations in 2014, all employees now have an option to pay half contributions and build up half of the normal pension. This is known as the 50/50 section of the scheme and is designed to be a short-term option for when times are financially difficult.

Following the triennial re-evaluation of the pension scheme the Employer's contribution for Chesterfield will rise to 15.2% of pensionable pay from April 2020.

9.2 Discretions

There are a number of discretions available under the Local Government Pension Scheme applicable to all employees. The aim of the Chesterfield Borough Council Policy on discretions is to ensure:

- fairness and equity in funding and contribution levels are adequate to meet future demands
- elected members are made aware of the financial consequences of decisions
- the age, skills and experience profile of the organisation is balanced

The discretions agreed for all employees are set out in the council's discretions policy.

9.3 Re-employment of employees in receipt of a pension

The council has a statutory duty to appoint on merit and will always seek to appoint the best candidate for a position based on skills, knowledge, experience and abilities.

Under the terms of the Local Government Pension scheme, an employee who has retired from local government service and is in receipt of a pension may reapply for local government employment. However, where this happens, the pension may be subject to abatement, i.e. if the pension added to the new salary is higher than the original salary then the amount of pension will be reduced accordingly.

There are currently no re-employed pensioners in senior management positions and no previously employed Chief Officer has returned under a contract for services.

Where a former employee has left on the grounds of redundancy, the Council will apply the provisions of the Redundancy Modifications Order regarding recovery of the redundancy payment, if relevant.

10. Payments on Termination of Employment

Payments on termination of employment will be made under the LGPS or in accordance with the discretions set out above. Other payments may be made where the council has specific legal advice to the effect that a payment may be necessary to eliminate risk of claims against the Council.

Any severance payment currently over £100,000 must be agreed by full council.

The Restriction of Public Sector Exit Payments Regulations 2020 (Exit Cap Regulations) came into force on 4 November 2020. These regulations limit the value of public sector employee exit packages to a cap of £95,000.

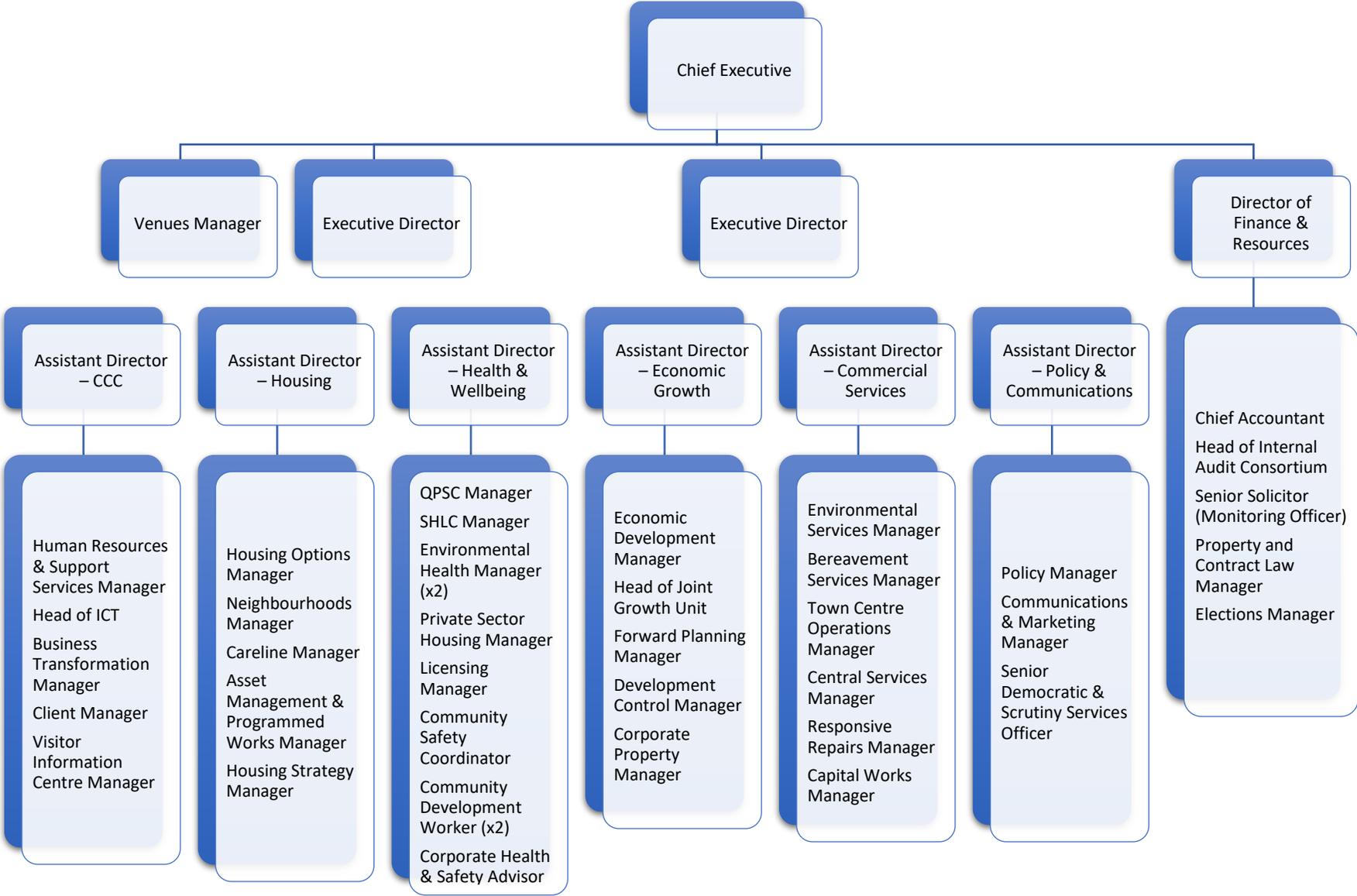
The Local Government Pension Scheme has a duty to ensure exit payments remain within the cap and interim policies have been introduced whilst ongoing legal challenges are finalised. The Council will adhere to these regulations.

11. Publication of Information

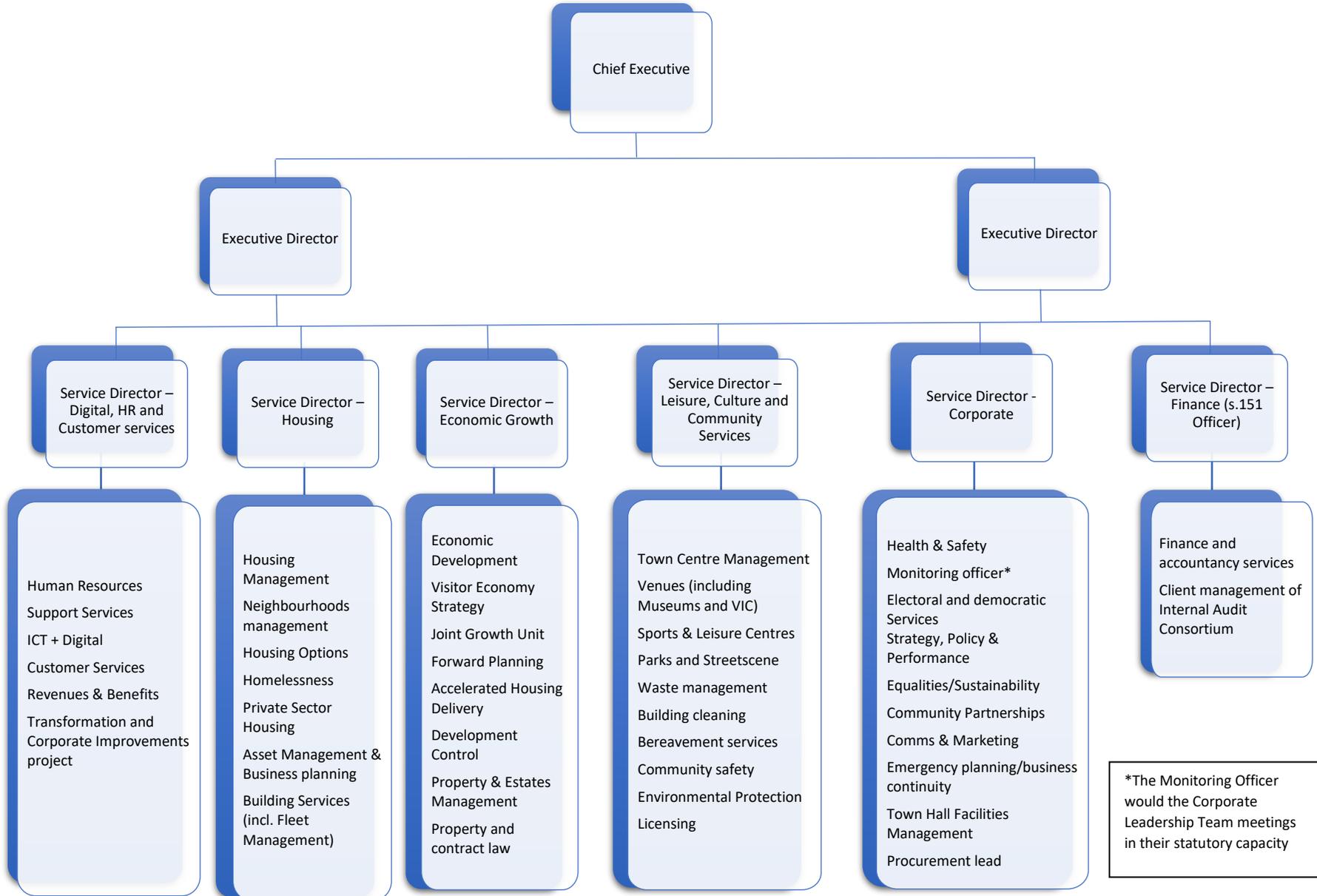
Information relating to the salaries of senior management is already published on the council's website. This policy statement, which has been approved by Full Council, will also be made available and placed on the website from March 2021

Current Corporate Management Team Structure (October 2020)

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Proposed Corporate Leadership Team Structure (1 November 2020)



Chesterfield Borough Council

Equality Impact Assessment - Preliminary Assessment Form

The preliminary impact assessment is a quick and easy screening process. It should identify those policies, projects, services, functions or strategies which require a full EIA by looking at negative, positive or no impact on any of the equality groups.

Service Area: HR

Section: HR

Lead Officer: Kate Harley

Title of the policy, project, service, function or strategy the preliminary EIA is being produced for: **Senior Pay Policy Statement**

Is the policy, project, service, function or strategy:

Existing

Changed

Q1 - What is the aim of your policy or new service?

To set out the Council's policy in relation to the pay and remuneration for Chief Officers in accordance with Section 38 (1) of the Localism Act 2011 and the Local Government Transparency Code. The aim of developing and publishing this policy is to provide transparency to the remuneration packages for Chief Officers and explain the rationale for the pay and grading of Chief Officers. The term Chief Officers refers to the Chief Executive, Executive Directors and Director of Finance and Resources.

Q2 - Who is the policy or service going to benefit?

The policy is not going to benefit any specific group, however, ensuring transparency to the remuneration packages for Chief Officers should benefit employees and the wider public.

Q3 - Thinking about each group below, does, or could the policy, project, service, function or strategy have an impact on protected characteristics below? You may also need to think about sub groups within each characteristic e.g. older women, younger men, disabled women etc.

Please tick the appropriate columns for each group.

| Group or Protected Characteristics | Potentially positive impact | Potentially negative impact | No impact |
|---|------------------------------------|------------------------------------|------------------|
| Age – including older people and younger people. | | | X |
| Disabled people – physical, mental and sensory including learning disabled people and people living with HIV/Aids and cancer. | | | X |
| Gender – men, women and transgender. | | | X |
| Marital status including civil partnership. | | | X |
| Pregnant women and people on maternity/paternity. Also consider breastfeeding mothers. | | | X |
| Sexual Orientation – Heterosexual, Lesbian, gay men and bi-sexual people. | | | X |
| Ethnic Groups | | | X |
| Religions and Beliefs including those with no religion and/or beliefs. | | | X |
| Other groups e.g. those experiencing deprivation and/or health inequalities. | | | X |

If you have answered that the policy, project, service, function or strategy could potentially have a negative impact on any of the above characteristics then a full EIA will be required.

Q4 - Should a full EIA be completed for this policy, project, service, function or strategy?

Yes
No

Q5 - Reasons for this decision:

Whilst this policy sets out the principles which underpin the council's pay policy for the whole of the workforce, the key purpose is to publicise how the council reaches its decision on the pay of Chief Officers and any other benefits. It is a requirement of the Localism Act 2011 that the pay policy statement is approved by full council and published by 31 March 2021.

Please e-mail this form to the Policy Service before moving this work forward so that we can confirm that either a full EIA is not needed or offer you further advice and support should a full EIA be necessary.

For publication

Civic Arrangements 2021/22 (GV000)

| | |
|---------------------------|--|
| Meeting: | Cabinet Council |
| Date: | 23 February, 2021 24 February, 2021 |
| Cabinet portfolio: | Governance |
| Directorate: | Corporate |

1.0 Purpose of the report

- 1.1 To confirm arrangements for the civic year 2020/21 in respect of the following:
- a) Election of Mayor of the Borough
 - b) Election of Deputy Mayor of the Borough
 - c) Annual Council Meeting
- 1.2 To provide members with an update on the arrangements for the associated civic events, namely the Annual Civic Service and Parade and Mayoral Dinner.

2.0 Recommendations

- 2.1 That it be recommended to Council that Councillor Glenys Falconer be invited to become Mayor of the Borough for 2021/22.
- 2.2 That it be recommended to Council that Councillor Tony Rogers be invited to become Deputy Mayor of the Borough for 2021/22.
- 2.3 That it be noted that the Annual Council meeting will be held on Wednesday 12 May 2021.

2.4 That it be noted that plans for the Annual Civic Service, Parade and Mayoral Dinner are to be confirmed and that arrangements will be made in line with the latest Covid19 guidance.

3.0 Reasons for recommendations

3.1 To enable the Council to confirm civic arrangements for 2021/22.

4.0 Report details

4.1 Each year the Council is asked to confirm its civic arrangements for the forthcoming municipal year, namely the appointment of Deputy Mayor, the date of the Annual Council meeting to elect the Mayor and Deputy Mayor and the associated civic events.□

4.2 During 2020/21, many of the civic events were disrupted due to the Covid19 pandemic. The restrictions implemented by the Government in March 2020 resulted in the postponement of the Annual Council Meeting (ACM) to October, 2020, as provided for in the regulations made pursuant to the Coronavirus Act 2020 making it possible for local authorities to postpone their annual meetings.

4.3 Full Council approved a report on 15 July, 2020 which proposed changes to the civic arrangements for the period July 2020 to May 2022. To mitigate the negative impact that the restrictions due to Covid19 would have on the 2020/21 Mayoral term, an emergency transition period was agreed for 2020/21 whereby the former Mayor, Councillor Gordon Simmons, and the current Mayor, Councillor Glenys Falconer, each served as Mayor for 6 months. Following which, Councillor Glenys Falconer would be invited to serve as Mayor for the whole of 2021/22.

4.4 At the ACM on 21 October 2020, Councillor Glenys Falconer was elected as Mayor of the Borough and Councillor Tony Rogers was elected as Deputy Mayor of the Borough for the remainder of the 2020/21 civic year.

4.5 The Local Government Act (LGA) 1972 requires Local Authorities to hold an annual meeting each year between the months of March to May; the appointment of the Mayor should be the first business transacted at the annual meeting. Therefore, the Annual Council Meeting will take place on Wednesday 12 May, 2021 and Councillor

Glenys Falconer will be invited to continue serving as Mayor of the Borough for 2021/22. In addition, Councillor Tony Rogers will be invited to continue serving as Deputy Mayor of the Borough for 2021/22.

4.6 Annual Civic Service, Parade and Mayoral Dinner

It is tradition for the arrangements for the Annual Civic Service, Parade and Mayoral dinner to be set out in this report. These events will not be able to take place in their usual format in May, 2021 due to the Covid19 pandemic. The safety of our elected members, council staff and residents must take a priority, therefore these events will only go ahead once it is safe to do so and in compliance with the latest Government guidance.

4.7 It is likely that these events will take place later in the Mayoral Term and the Civic Office will work in consultation with the Mayor and Consort, Parish Church and other key stakeholders when making the necessary arrangements.

5.0 Alternative options

5.1 The appointment of the Mayor at the annual meeting of the Council is a statutory requirement of the LGA 1972 which the Council must comply with therefore there is no alternative option.

6.0 Implications for consideration – Council Plan

6.1 There are no implications for the Council Plan.

7.0 Implications for consideration – Financial and value for money

7.1 There are no financial or value for money implications.

8.0 Implications for consideration – Legal

8.1 The report paves the way for the election of the Mayor of the Borough for 2021/22 at the Annual Council Meeting in May, 2021 in accordance with the requirements of the LGA 1972.

9.0 Implications for consideration – Human resources

9.1 There are no implications on human resources.

10.0 Implications for consideration – Risk management

| Description of the Risk | Impact | Likelihood | Mitigating Action | Impact | Likelihood |
|--|--------|------------|---|--------|------------|
| The current Mayoral term will be longer than usual and engagements may need to be adapted depending on current Covid19 guidance. | M | M | The Mayoral Protocol has recently been reviewed to reflect the changes that have been made during the emergency period and to emphasise the support that is available. The Civic Office have experience in enabling engagements to go ahead in different formats (e.g. virtually) and hold regular meetings with the Mayor to manage the Mayoral diary. | L | L |

11.0 Implications for consideration – community wellbeing

11.1 The Mayor has a unique role in supporting and raising awareness of local groups and organisations within the borough and representing the borough at significant events. During the pandemic, the role of the Mayor has adapted; engagements have taken place virtually and the Mayor has recorded videos to help lift the spirits of the people of Chesterfield including messages at Christmas and Remembrance when public events were not possible. Future plans for Mayoral activity include working with the museum to record virtual tours for residents to access online.

12.0 Implications for consideration – Economy and skills

12.1 There are no implications for economy and skills.

13.0 Implications for consideration – Climate Change

13.1 There are no implications for climate change.

14.0 Implications for consideration – Equality and diversity

13.1 There are no implications for equality and diversity.

Decision information

| | |
|----------------------------|-----------|
| Key decision number | Non-key |
| Wards affected | All wards |

Document information

| |
|--|
| Report author |
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For publication

Housing Revenue Account (HRA) – Budget 2021/22 to 2025/26

| | |
|---------------------------|--|
| Meeting: | Cabinet Council |
| Date: | 23 rd February 2021 24 th February 2021 |
| Cabinet portfolio: | Cabinet Member for Housing |
| Directorate: | Finance Housing |

1.0 Purpose of report

- 1.1 To consider the probable outturn for the current financial year.
- 1.2 To consider the draft budget for 2021/22.

2.0 Recommendations

Cabinet recommends to Council:

- 2.1 That the probable outturn for the current financial year be noted.
- 2.2 That the draft estimates for 2021/22 and future years be approved.
- 2.3 That the development of a detailed programme and funding strategy for Organisational Development be noted.

3.0 Reasons for recommendations

- 3.1 To keep Members informed about the council's current financial standing for the Housing Revenue Account and the budget estimates for 2021/22.

4.0 Report Details

- 4.1 Background

- 4.1.1 The Council is required to keep a separate account for its activities as a housing landlord. This is called the Housing Revenue Account (HRA). The HRA is closely governed by the Local Government and Housing Act 1989 and by Determinations made under this Act by MHCLG. This account is ring-fenced and does not receive any subsidy from the Government, or from Council Tax, and nor is it allowed to subsidise the General Fund.
- 4.1.2 As a result of the introduction of self-financing in April 2012 the council is required to produce a 30 year HRA Business Plan that is financially viable, that delivers reasonable standards for tenants and maintains at least the minimum Decent Homes Standard.
- 4.1.3 Self-financing has, in the main, improved the financial position of the HRA. We can determine our own financial future and can also borrow to finance improvements. Initially the level of borrowing was limited by the Government (the £156 million debt ceiling for Chesterfield). However, the borrowing cap was removed by the Government in October 2018 to encourage councils to build new homes. Any extra borrowing must be affordable within the HRA 30 Year Business Plan.
- 4.1.4 However, despite the self-financing settlement agreement, in March 2016 the “Welfare Reform and Work Act 2016” introduced rent policy within legislation for the first time. The main policy required the Council to reduce housing rents by 1% annually for a 4 year period commencing on 4th April 2016. The final reduction was in April 2019.
- 4.1.5 For 2021/22 and for the following 3 financial years (until March 2025), social housing rents will increase by CPI plus 1%, as set out in the Government’s National Social Rent Policy which came into effect from 1st April 2020.
- 4.1.6 On 12th January 2021, Cabinet considered the rent and service charge levels for 2021/22 and agreed a rent increase of 1.5% (based on the latest Government policy highlighted above) and various service charge increases. These changes have been built into the 2021/22 budget forecast.
- 4.1.7 Rent increases are necessary to ensure that the objectives as set out in the Council Plan can be achieved. These objectives include building new Council homes, ensuring that 100% of Council homes will meet Decent Homes Standard and carrying out major improvements to Council homes such as new kitchens, bathrooms, heating systems and windows.

4.2 Information Included

4.2.1 The following information is attached:

- Annexe 1 - Statutory HRA Operating Account (Summarised)

4.2.2 The following budget assumptions, as approved by Cabinet on 10th November as part of the Council's financial strategy, have been used to produce the draft Housing Revenue Account budgets.

- Rates 0.6% increase in 2021/22, and then 2.0% thereafter.
- Consumer Price Index 1.0% in 2021/22 and then 2% thereafter.
- Energy inflation as advised by the Facilities Maintenance Manager.
- Rental income is increased annually by CPI plus 1% from April 2021.

The budget assumptions agreed at Cabinet in November included provision for pay awards of 2.5% across all years. As a result of recent announcements relating to a public sector pay freeze, these assumptions have been revised downwards and the budget has been prepared assuming a 1% pay award for 2021/22 and 2% for all future years.

4.2.3 Due to Covid-19 there is a high level of uncertainty around the estimated programme of repairs for the 2021/22 financial year. As a result, the repairs budget for 21/22 has been calculated based on the original 20/21 repairs budget plus CPI of 1%. The repairs programme will be reviewed regularly during the course of the financial year and any amendments will be built into the revised budgets.

4.3 Financial Position at Year End 2020/21

4.3.1 On the basis of existing policy and the assumptions already outlined, HRA balances for this year are estimated as follows;

HRA Balances

| | Original Estimate | Revised Estimate |
|---|-------------------|------------------|
| | £000 | £000 |
| Balance at 1.4.20 - Surplus | (18,534) | (24,734) |
| Decrease/(Increase) in HRA balance for year | 10,343 | 15,448 |
| Estimated Balance 31.3.21 | (8,191) | (9,286) |

- 4.3.2 The probable outturn includes the following approved additions to the 2020/21 estimate:

Carry Forward from 2019/20

| | Amount (£) |
|---|------------|
| HRA Contribution to site surveys etc at Linacre | 27,760 |
| Total | 27,760 |

- 4.3.3 The original 2020/21 budget forecast a reduction in the HRA balance of £10,343,590. The revised 2020/21 budget shows a reduction in the HRA balance of £15,447,910, a difference of £5,104,320. The main reasons for the variation are an increase in revenue funding for the capital programme (£4,046,860) due to an increased capital programme and a reduction in available capital receipts, and an increase in the bad debts provision (£605,000).
- 4.3.4 As approved as part of the Council's financial strategy (Cabinet, 10th November 2020), in September 2020 OSD moved to a cost recovery model where the HRA meets in full the costs of providing the service rather than payments being made in accordance with the current schedule of rates. Although there has been a reduction in the number of repairs made during the year to date, any repairs budget savings have been offset by the additional costs being incurred in working in a Covid19 secure way.

4.4 Financial Strategy 2021/22

- 4.4.1 The financial strategy for the HRA is to deliver a balanced and sustainable budget which is self-financing in the longer term and which reflects both the requirements of tenants and the strategic vision and priorities of the council.
- 4.4.2 The HRA cannot run at an overall deficit and risks will continue to be identified and managed effectively. Cabinet approved a series of strategy and policy changes in May 2016 to mitigate the impact of the 1% rent reduction for a 4-year period commencing in April 2016. These changes significantly improved the financial viability of the HRA. They included reductions to the responsive repairs budget, a reduced and rephased capital programme, moving rent collection to a 52 week basis to mirror the payment of Universal Credit to claimants and taking action to reduce income lost through bad debts (rent arrears) and having properties stood empty (voids).

4.4.3 It is important to note that the budget projections shown in this report assume that the loss of rental income through bad debts (rent arrears written off) and void (empty) properties continues to be minimised through robust management procedures. Should these losses increase above the assumptions contained in the budget there is the real risk that HRA balances will be lower than forecast.

4.4.4 The HRA Summary Operating Account at Annexe 1 shows that the HRA balance is anticipated to fall to £3,405,359 in 2021/22 due to the impact of increased capital spend. Full details are contained in the HRA capital programme budget report elsewhere on the agenda. Balances then begin to increase slightly year-on-year and are £3,768,939 by 2025/26.

4.5 Initial Budget Forecast 2021/22

4.5.1 The table below summarises the financial position for 2021/22.

HRA Balances

| | Original Estimate |
|---|-------------------|
| | £000 |
| Balance at 1.4.21 - Surplus | (9,285) |
| Decrease/(Increase) in HRA balance for year | 5,880 |
| Estimated Balance 31.3.22 | (3,405) |

The original 2020/21 budget forecast a reduction in the HRA balance of £10,343,590. The original 2021/22 budget shows a decrease in the HRA balance of £5,880,270, a difference of £4,463,320. The majority of the variation relates to a reduction in direct revenue support for the capital programme (£5,221,750) due to an anticipated increase in capital receipts.

4.6 Organisational Development Framework & Future Savings

4.6.1 As an ambitious council there is a need to continue to strive to make improvements in the way that the council is managed, services are operated and value for money achieved, within the overall budget envelope available to the Council.

4.6.2 An organisational development (OD) approach and framework has been adopted with the aim of achieving '*A joined-up approach to aligning*

resources, working practices and performance with our strategic ambitions; shaping capability and culture to enable resilient delivery of our priorities’.

This approach will provide a framework in which to operate and collaborate, as One Council, to continue to improve performance and drive value for money for the communities in Chesterfield. Work is progressing to set out the OD strategy in more detail with a programme of activity to support significant transformation requirements, which are by nature Council wide and corporately led.

- 4.6.3 As part of the approval of the new corporate leadership structure in October 2020, it was recognised that in order to achieve the objectives of that restructure, revisions to service portfolios would require restructuring of the tiers below. The service directors will be considering capacity, capability and service alignment, and this work will form a key project within the OD programme.
- 4.6.4 It is proposed that an invest to save approach is used to enable the council to fund the development and support of the OD framework. This funding would support upfront investment in resources to deliver the OD programme, including any changes to the organisational structure required to support this approach; the OD programme development would then lead to the identification of future savings to fund any recurring costs, as well as seeking to repay the initial investment over time.
- 4.6.5 The detailed programme and funding strategy are currently in development. The aim is to set out the OD strategy and programme in a report to Joint Cabinet and Employment and General Committee and then to full Council in April.

5 Alternative options

- 5.1 There are no alternative options to consider.

6 Implications for consideration – Council Plan

- 6.1 To provide quality housing and improve housing conditions across the borough.

7 Implications for consideration – Financial and value for money

- 7.1 Financial and value for money implications are detailed in sections 4 to 8.

8 Implications for consideration – Legal

8.1 This budget is set under the Local Government and Housing Act 1989 and by Determinations made under this Act by MHCLG.

9 Implications for consideration – Human resources

9.1 There are no human resource implications to consider in this report.

10 Implications for consideration – Risk management

10.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases. The key budget risks for the HRA are detailed below:

- The impact of Covid19 on bad debts.
- The impact of Universal Credit on bad debts.
- Ability to deliver the capital programme and maintain decency.
- That retained 1-4-1 RTB receipts may have to be repaid to the Treasury if the new build programme within the HRA is not completed as planned.
- Any future limits on rent increases.
- Maintain a minimum working balance of £3.3 million.
- Future economic changes (e.g. interest and inflation rates plus the impact of Brexit)

11 Implications for consideration – community wellbeing

11.1 There are no community wellbeing implications to consider in this report.

12 Implications for consideration – Economy and skills

12.1 There are no economy and skills implications to consider in this report.

13 Implications for consideration – Climate Change

13.1 Individual climate change impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

14 Implications for consideration – Equality and diversity

- 14.1 Individual equality and diversity impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

Decision information

| | |
|----------------------------|-------------|
| Key decision number | 1008 |
| Wards affected | All |

Document information

| | |
|--|---|
| Report author | Contact number/email |
| Karen Ludditt | 01246 936276 Karen.ludditt@chesterfield.gov.uk |
| Background documents | |
| These are unpublished works which have been relied on to a material extent when the report was prepared. | |
| <i>This must be made available to the public for up to 4 years.</i> | |
| Annexes to the report | |
| Annexe 1 | Statutory HRA Operating Account |

HOUSING REVENUE ACCOUNT BUDGETS 2020/21 TO 2025/26

STATUTORY HRA OPERATING ACCOUNT

SUMMARY

| 2019/20 Actual £ | | 2020/21 Original £ | 2020/21 Probable £ | 2021/22 Original £ | 2022/23 Original £ | 2023/24 Original £ | 2024/25 Original £ | 2025/26 Original £ |
|------------------------|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | INCOME | | | | | | | |
| (35,457,233) | Net Rent | (35,503,390) | (35,532,970) | (36,106,910) | (36,789,350) | (38,023,090) | (39,974,450) | (40,025,860) |
| (132,865) | Service Charges | (119,580) | (122,420) | (124,420) | (126,920) | (129,420) | (131,920) | (134,520) |
| (863,169) | Non-Dwelling Rents | (923,310) | (844,710) | (913,280) | (922,650) | (932,350) | (942,370) | (952,710) |
| (523,671) | Contributions towards Expenditure | (550,840) | (640,520) | (545,490) | (559,030) | (570,650) | (582,780) | (594,180) |
| (303,337) | Supporting People Grant | (326,510) | (326,510) | (326,510) | 0 | 0 | 0 | 0 |
| (37,280,275) | Total Income | (37,423,630) | (37,467,130) | (38,016,610) | (38,397,950) | (39,655,510) | (41,631,520) | (41,707,270) |
| | EXPENDITURE | | | | | | | |
| | Management and Maintenance : | | | | | | | |
| 5,986,038 | Supervision and Management -General | 6,816,810 | 6,561,170 | 7,208,200 | 7,253,140 | 7,342,300 | 7,465,800 | 7,584,160 |
| 2,067,276 | Supervision and Management -Special | 2,145,040 | 2,221,120 | 2,090,980 | 2,158,330 | 2,217,920 | 2,274,650 | 2,325,700 |
| 400,636 | Rent, rates, taxes and other charges | 238,880 | 283,680 | 222,440 | 210,440 | 214,750 | 219,150 | 223,420 |
| 8,397,053 | Repairs and Maintenance | 8,497,000 | 9,057,970 | 8,581,970 | 8,753,590 | 8,928,630 | 9,107,220 | 9,289,370 |
| 9,129,847 | Depreciation, Impairment & Reval. of Fixed Assets | 9,204,030 | 9,134,780 | 9,193,300 | 9,193,100 | 9,192,500 | 9,192,500 | 9,192,500 |
| 37,466 | Debt Management Expenses | 42,540 | 36,930 | 46,770 | 43,740 | 44,730 | 45,810 | 46,770 |
| 226,656 | Increase Bad Debts Provision | 1,092,000 | 1,697,000 | 1,724,150 | 1,758,650 | 1,793,650 | 1,829,650 | 1,866,650 |
| 26,244,972 | Total Expenditure | 28,036,300 | 28,992,650 | 29,067,810 | 29,370,990 | 29,734,480 | 30,134,780 | 30,528,570 |
| (11,035,303) | NET COST OF SERVICES per Authority Income & Expenditure Account | (9,387,330) | (8,474,480) | (8,948,800) | (9,026,960) | (9,921,030) | (11,496,740) | (11,178,700) |
| 40,750 | HRA share of Corporate & Democratic Core | 45,570 | 41,850 | 49,940 | 51,790 | 53,180 | 54,480 | 55,540 |
| (10,994,553) | NET COST OF HRA SERVICES | (9,341,760) | (8,432,630) | (8,898,860) | (8,975,170) | (9,867,850) | (11,442,260) | (11,123,160) |
| | (Gain) or loss on sale of HRA fixed assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,789,905 | HRA share of interest payable etc | 4,643,260 | 4,621,340 | 4,538,880 | 4,456,520 | 4,338,150 | 4,291,140 | 4,105,150 |
| (145,234) | Interest on Working Balance | (101,250) | 0 | (8,450) | (7,730) | (16,090) | (18,350) | (54,140) |
| 0 | Mortgage Interest | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | Share of DLO/DSO Surpluses | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (6,349,882) | (SURPLUS)/DEFICIT in Year on HRA Services | (4,799,750) | (3,811,290) | (4,368,430) | (4,526,380) | (5,545,790) | (7,169,470) | (7,072,150) |
| | STATEMENT of MOVEMENT on the HRA BALANCE | | | | | | | |
| (6,349,882) | Surplus or Deficit on the HRA Income & Expenditure Account | (4,799,750) | (3,811,290) | (4,368,430) | (4,526,380) | (5,545,790) | (7,169,470) | (7,072,150) |
| (4,570) | Transfer to/(from) Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6,798,068 | Capital Expenditure Funded from HRA | 10,962,300 | 15,009,160 | 5,740,550 | 0 | 987,260 | 2,690,960 | 2,583,730 |
| 1,955,371 | Provision for Debt Repayment | 1,926,040 | 1,926,040 | 1,897,150 | 1,868,690 | 1,840,660 | 1,813,050 | 1,785,860 |
| 2,104,347 | Transfer to/(from) Major Repairs Reserve | 2,255,000 | 2,324,000 | 2,611,000 | 2,610,000 | 2,610,000 | 2,580,000 | 2,580,000 |
| 4,503,334 | (Increase)/decrease in HRA balance for the year | 10,343,590 | 15,447,910 | 5,880,270 | (47,690) | (107,870) | (85,460) | (122,560) |
| (29,236,873) | HRA Balance Bfwd 1st April | (18,534,353) | (24,733,539) | (9,285,629) | (3,405,359) | (3,453,049) | (3,560,919) | (3,646,379) |
| (24,733,539) | HRA Balance Cfwd at 31st March | (8,190,763) | (9,285,629) | (3,405,359) | (3,453,049) | (3,560,919) | (3,646,379) | (3,768,939) |

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For publication

Housing Capital Programme: New Programme for 2021/22 through to 2025/26 (HC000)

| | |
|---------------------------|--------------------------------------|
| Meeting: | Council Cabinet |
| Date: | 23 February 2021 24 February 2021 |
| Cabinet portfolio: | Housing |
| Directorate: | Housing |
| For publication | |

1.0 **Purpose of report**

1.1 To seek approval for the public sector housing capital programmes for 2020/21 and 2021/22 and to provide an indicative programme for 2022/23 to 2025/26.

2.0 **Recommendations**

2.1 That Cabinet recommends that:

- a) The Housing (Public Sector) revised Capital Programme for 2020/21 is approved.
- b) The Housing (Public Sector) Capital Programme for 2021/22 is approved and its procurement, as necessary, be authorised.
- c) The Housing (Public Sector) Capital programmes for 2022/23 to 2025/26 are provisionally approved.
- d) The in-house delivery of the Programme be approved.
- e) The Service Director – Housing and/or Acting Chief Finance Officer be authorised to vire between programmes and budgets to manage the Capital Programme as set out in the report.

3.0 **Revised Capital Programme 2020/21**

3.1 The 2020/21 programme has been revised to recognise changes during the year. The principle ones are delayed starts on two major schemes, due to the Covid pandemic, (Brockwell New Build and Newland Dale Estate Improvements). These have been compensated by an increase to the Grangewood Estate Improvement Scheme and to the Property Acquisitions budget.

3.2 The delayed works have been incorporated into the 2021/22 programme.

4.0 **Financing the 2021/22 Programme and Beyond**

4.1 The overall financial strategy continues to focus on the maintenance of the Decent Homes Standard, improving the non-traditional housing stock, delivering improvements to the estate environment and increasing the development programme of new council housing. There will be a continued increasing focus on affordable warmth and energy efficiency.

4.2 Cabinet will be asked to approve revenue support for the 2021/22 Housing Capital Programme which is £5,740,550 identified in the HRA revenue budget report, which is on this agenda.

4.3 The Council has sold 34 homes through the Right to Buy as of 13th January 2021. At this time last year 57 homes had been sold. The HRA Business Plan for the coming years assumes sales of 50 in 2021/22, 40 in 2022/23, 30 in 2023/24, 25 in 2024/25 and 25 in 2025/26. Additional receipts from Right to Buys exceeding those in the self-financing assumptions (21) can be retained in Chesterfield for the provision of new affordable housing. This money must be spent within 3 years and will require a funding contribution of 70% from the HRA resources. The receipts accumulated to date have been spent on delivery of the new build council house programme and property acquisitions.

4.4 The HRA Business Plan, is in development and will be presented to a future Cabinet meeting. The preparation of the business plan demonstrated that there will have sufficient funding available to meet this 70% funding contribution on the assumption that all of the mitigating actions to improve the financial viability, are realised. If these retained receipts are not used within 3 years, then they must be returned to MCHLG with 4% plus base rate interest. Therefore, in order to ensure that the receipts are retained in Chesterfield for the provision of new affordable housing, the following actions have and will continue to be undertaken:

- Continue with the planned new build programme within the Housing Capital Programme
- The five-year programme of new build sites is included in the Housing Capital programme for 2021/22-2025/26.
- Work with other local Registered Providers in exchange for a proportion of the stock on site and nomination rights.
- Continue the strategic acquisition programme

4.5 The forecast total level of funding available for investment in the stock is enough to maintain the stock at 100% Decency based on the 2017 stock condition survey in the next five financial years (2021/22 to 2025/26). A new Stock Condition Survey will be carried out in 2021/22.

5.0 **The 2021/22 and Future Programmes**

5.1 The introduction of Self Financing in the HRA introduced the potential to borrow to finance investment in the stock up to and beyond the Decent Homes Standard.

5.2 The proposed 2021/22 programme and in each of the following four years continues to broadly reflect the capital programme used in the HRA Business Plan in previous years and addresses needs arising due to the ageing stock as identified in the Stock Condition Survey. Details are shown in Appendix 1.

5.3 Currently 100% of the housing stock meets the Decent Homes Standard at the 2 December 2020 and we fully anticipate this will continue to be 100% at the 31 March 2021.

5.4 The focus of the programme remains on the modernisation of properties to maintain the Decent Homes Standard with the balance of activity over the next twelve months concentrating on building elements such as roofs, windows and improvements to external estate environments.

5.5 The 2017 Stock Condition Survey carried out by Savills, identified that the condition of the housing stock has improved since the previous survey in 2014. The investment in the stock has been directed into the right areas with significant investment being made in relation to typical decent homes works, such as kitchens, bathrooms, electrical installations, heating and external doors and as such less expenditure is required.

5.6 The HRA revenue budget report shows that additional borrowing will be required to finance the capital programme for the 5-year period 2021/22 to 2025/26. The costs associated with this additional borrowing have

been included within the revenue budget. There is a risk that balances may be lower than forecast if, for example, housing rent bad debts (write offs) increase above the levels assumed, this would lead to an increased borrowing requirement.

- 5.7 The Housing Capital Programme has been set in accordance with the profile set out in the stock condition survey. By ensuring that work is planned and procured in accordance with this survey, the unit prices identified within the survey, should be achievable and not pose any substantial risk of increase in process due to rising building cost inflation. This will also ensure that sufficient capacity within the workforce, both internal and external contractors, is available and maintained.
- 5.8 Many of the programme for 2021/22 have already been procured in 2020/21 to ensure timely delivery.
- 5.8.1 The Central Heating Programme will continue in order to remove the risk of large-scale heating failures as a result of the age of the boilers and the non-availability of the required parts.
- 5.8.2 The roof replacement programme will continue to be one of the largest areas of works to ensure that properties maintain the Decent Homes Standard. The roofing programme will run in conjunction with chimneys, soffits and fascia's and rainwater goods, to minimise the need to scaffold.
- 5.8.3 The replacement programme for aging UPVC windows and External Wall Insulation will continue.
- 5.8.4 Programmes have been included for external work to blocks of flats, in conjunction with estate environmental improvements, garage site improvements and fences, gates, footpaths and drives for general needs properties. The Blocks Refurbishment Programme is attached in Appendix 3.
- 5.9 Members previously approved a programme of environmental improvements at Barrow Hill, London Boroughs Estate and continued provision has been made for the second phase of this work which commenced in September 2020.
- 5.10 New build housing programmes working with external partners will continue at Brockwell Court (21 homes). Additional new sites have been identified and developments planned at Markham Court (1 unit), Middlecroft (12 units) and Westwood Avenue (17 units).

- 5.11 All new housing projects are being designed and built to standards that exceed the minimum standards as set out in Part L Conservation of Fuel and Power of the current building regulations through installation of energy efficient boilers and increased levels of insulation in the floors, walls and ceilings. During construction all materials are locally sourced from sustainable materials. For future use, sustainable features such as cycle stores are introduced, electric car charging points and rainwater recycling through collection points in the garden. Water usage is calculated and features such as perforated taps and low flow baths introduced to reduce consumption.
- 5.12 The investment proposed in the Housing Capital Programme will make a significant contribution to ensure the Council's Housing stock is improved to increase its SAP ratings and ensure all homes are efficient and provide affordable warmth for our tenants. In delivering programmes of work for example the block refurbishment programmes specific consideration will be given to energy efficiency and the components used in window replacements, heating replacement systems will be regularly reviewed to ensure improved SAP ratings and make positive reductions on tenants utility bills.
- 5.13 The successful programme of strategic housing acquisitions remains to allow the purchase of properties which meets housing need and increases the housing stock.
- 5.14 The refurbishment of one general needs and two further sheltered housing schemes to ensure that older person's accommodation remains accessible and meets the future needs of our aging population will continue.
- 5.15 The fire risk improvement works to blocks identified in the Compliance Review undertaken by Savills in December 2019 will continue.

6.0 **Investment Principles**

- 6.1 The work programmes for 2021/22 until 2025/26 continue to be prioritised depending on the level of investment needed according to the stock condition survey and the amount of recent expenditure on repairs and maintenance in those areas. The area with the highest level of need and expenditure will receive work in the first year, reducing to year 5, with the work being packaged into four distinct types, with routine decent homes internal work e.g. kitchens, bathrooms, heating, rewires continuing on a year by year basis depending on whether that work is required to

ensure the property continues to meet the decent home standard. The other packages include:

- Externals – Works to the exterior of a property e.g. windows, doors, roofs, pointing and external wall insulation
- Blocks – Exterior work as described above to blocks and communal areas of flats
- Environmental – Fencing, gates, footpaths

7.0 In House Share of Programme

7.1 Appendix 1 shows the portion of the Capital programme that is its proposed will be delivered in house to ensure continued operational effectiveness. Consideration has been given to the level of in house resources allowing for use of external contractors to support the delivery of the Capital Programme to address the backlog of works from 20/21 as a consequence of the Covid pandemic.

7.2 The five-year programme will allow planning for future works and make changes to the workforce and work programmes to ensure the capacity and skills are in place to deliver maintenance and investment in the Council homes.

7.3 The Council is required to demonstrate value for money for all areas of expenditure including for the Housing Capital Programme. The ways in which value for money will be demonstrated include:

- Cost and quality benchmarking through Housemark and APSE.
- Sharing work packages with external contractors if they provide overall Value for Money (VFM) to the Authority.
- Market testing work when and where appropriate through corporately agreed procurement arrangements.
- Agree an approved corporate approach to how we best test Value for Money and Best Value in 2021/22.

8.0 Supporting Local Contractors

8.1 The sustained value of the Capital programme means that some of the work packages will be available to local contractors, subject to their winning the work in competition.

8.2 Housing Services continue to take a key role in the council's corporate arrangements for the procurement of contracts and their management. A clause will be included in contracts to ensure a proportion of local labour.

9.0 Financial Implications

- 9.1 The recommended capital programme for the next 5 years is based on the most recent stock condition survey carried out in 2017. The stock condition survey has been fed into the HRA Business Plan to ensure that it is affordable.
- 9.2 In order to ensure that the Business Plan remains up to date and is based on an up to date understanding of the investment needs of the Housing Stock, a revised stock condition survey will continue to be carried out on a three yearly cycle, with the next survey becoming due in 2021/22 due to the delays from the Covid pandemic. The costs associated with this survey will be met by the Housing Revenue Account.

10.0 Risk Management

| Description of the Risk | Impact | Likelihood | Mitigating Action | Impact | Likelihood |
|--|--------|------------|---|--------|------------|
| Failure to maintain Decent Homes Standard targets/invest in stock in a timely manner | Low | Low | The programme has been set based on the most recent 2017 stock condition survey which was derived in order to ensure that the Decent Homes Standard is met. Resources will be targeted to areas at risk of Decent Homes Standard failure. | Low | Low |
| Worsening Tenant Satisfaction due to re-phased capital programme | Medium | Medium | Ensure that tenants and members are involved in any future reviews of services. Publicise the 5 year programme of works to tenants so they can see when homes in their community will | Low | Low |

| | | | | | |
|--|------|------|--|--------|-----|
| | | | benefit from improvement work. | | |
| Declining Stock Condition | Low | Low | A new stock condition survey will continue to be carried out on a 3 yearly basis to inform the HRA Business Plan and to ensure future investment needs are met. This will include a further detailed survey of the non-traditional housing stock in 2020. | Low | Low |
| Managing slippage on programmes which may result in an underspend on the overall Capital Programme and work being carried forward into future years. | High | High | A 5 year programme of works will allow sufficient time for growth in the workforce to have the capacity to undertake the programmes of work. The 5 year programme will also allow for sufficient planning time to undertake design work, prepare specifications and seek any permission's, undertake any consultations and necessary procurements prior to works starting as soon as possible in any financial years. | Medium | Low |

| | | | | | |
|-----------------------------|--------|--------|---|--------|------|
| | | | Regular contract progress meetings with OSD and external contracts to identify any slippage at the earliest stage and to put in place mitigating actions to prevent any further slippage. | | |
| Health Impacts on occupants | Medium | Medium | Ensure Capital Investment continues in the non-traditional housing stock, which exhibit the most issues linked with poor health e.g. cold and damp conditions. | Low | Low |
| Right To Buy | High | High | RTB assumptions are made within the HRA Business Plan to reflect this loss of stock. Details are shown in paragraph 4.3 of this report. | Medium | High |

11.0 Equalities Impact Assessment (EIA)

11.1 A full Equality Impact Assessment is attached at Appendix 2.

12.0 Recommendations

12.1 That Cabinet recommend that:

- a) The Housing (Public Sector) revised Capital Programme for 2020/21 is approved.
- b) The Housing (Public Sector) Capital Programme for 2021/22 is approved and its procurement, as necessary, be authorised.

- c) The Housing (Public Sector) Capital Programmes for 2022/23 to 2025/26 are provisionally approved.
- d) The in-house share of the Programme be approved.
- e) The Service Director – Housing and/or Acting Chief Finance Officer be authorised to vire between programme heads and budgets to manage the Capital Programme as set out in the report.

13.0 **Reasons for recommendations**

- 13.1 The Council will be able to maintain its 'Decent Homes Standard' targets in line with the Council's Vision and Corporate Plan.
- 13.2 The condition of the Public Sector housing stock and its environment will be maintained and improved.
- 13.3 To contribute to the aims of the Borough Housing Strategy and to deliver the HRA Business Plan.

| Glossary of Terms | |
|--------------------------|-------------------------|
| HRA | Housing Revenue Account |
| VFM | Value for Money |

Decision information

| | |
|----------------------------|---|
| Key decision number | 1007 |
| Wards affected | ALL |
| Links | To improve the quality of life for local people and to deliver value for money services |

Document information

| Report author | Contact number/email |
|---|------------------------------------|
| Vanessa Watson Asset Management & Programmed Works Manager | Vanessa.watson@chesterfield.gov.uk |
| Appendices to the report | |
| Appendix 1 | Capital Programme |
| Appendix 2 | Equality impact assessment |
| Appendix 3 | Blocks Refurbishment Programme |

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HOUSING CAPITAL PROGRAMME - 2020/ 21 + 4 Year plan

| PROPOSED INVESTMENT PLAN: | 2020/21 Revised | 2021/22 Provisional | OSD SHARE | 2022/23 Provisional | 2023/24 Provisional | 2024/25 Provisional | 2025/26 Provisional |
|---|------------------------|----------------------------|------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Future Major Repairs; | | | | | | | |
| Kitchens | 885,000 | 1,000,000 | 600,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Bathrooms + WC | Inc. | 700,000 | 400,000 | 700,000 | 700,000 | 700,000 | 700,000 |
| Central Heating | 290,400 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| Rewiring , smoke detector and CO detector | 162,500 | 300,000 | 300,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Electrical testing | 0 | 200,000 | 200,000 | | | | |
| Blocks Refurbishments inc. environmental works | 1,662,020 | 3,100,000 | 0 | 1,500,000 | 2,000,000 | 1,500,000 | 1,500,000 |
| Blocks Cyclical Programme | 0 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Specialist Lift Replacements | 0 | 58,140 | 0 | 0 | 0 | 0 | 0 |
| Communal Lighting Replacement to blocks | 25,000 | 2,200,000 | 0 | 500,000 | 100,000 | 50,000 | 50,000 |
| Internal Soil Stacks | 100,000 | 100,000 | 100,000 | 0 | 0 | 0 | 0 |
| Stairlift Replacement | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Door Entry Cameras / systems | 25,000 | 15,000 | 0 | 0 | 0 | 0 | 0 |
| Sheltered Scheme Decants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sheltered Refurbishment | 5,121,880 | 0 | 0 | 2,520,000 | 0 | 0 | 0 |
| Externals; | | | | | | | |
| Roof Renewals inc loft insulation, S&F's, hanging tiles and metal roofs | 1,700,000 | 1,800,000 | 900,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Loft Insulation Top Up's | 49,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| DPC/Damp Works and Pointing General | 400,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Fences + gates, footpaths + drives inc. new off street parking | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 |
| Soffits & Fascias | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Windows and Doors | 250,000 | 1,400,000 | 700,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 |
| Future Major Works Total | 11,780,800 | 13,183,140 | 5,500,000 | 11,930,000 | 9,510,000 | 8,960,000 | 8,960,000 |
| Contingent Major Repairs; | | | | | | | |
| Asbestos Removal Works | 25,000 | 200,000 | 0 | 100,000 | 100,000 | 100,000 | 100,000 |
| Fire Risk Works/Bin Stores | 1,100,000 | 2,200,000 | 200,000 | 500,000 | 500,000 | 100,000 | 100,000 |
| Fire Doors - Blocks | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Risk Assessments | 20,000 | 50,000 | 0 | 50,000 | 30,000 | 30,000 | 30,000 |
| Asbestos Management / R&D Surveys | 100,000 | 100,000 | 0 | 100,000 | 100,000 | 100,000 | 100,000 |
| Contingent Major Repairs Total | 1,495,000 | 2,550,000 | 200,000 | 750,000 | 730,000 | 330,000 | 330,000 |

| | | | | | | | |
|----------------------------------|-------------------|-------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| Property Acquisitions | 3,000,000 | 1,000,000 | 0 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Stock condition survey | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 |
| Compliance | 0 | 100,000 | 0 | 100,000 | 100,000 | 100,000 | 100,000 |
| Northgate Upgrade | 128,500 | 43,000 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous Spend Total | 3,228,500 | 1,243,000 | 0 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| TOTAL | 28,787,000 | 23,216,140 | 6,400,000 | 19,510,000 | 17,590,000 | 17,140,000 | 17,140,000 |

| FINANCED BY | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue Financing | 15,009,160 | 5,740,550 | 0 | 987,260 | 2,690,960 | 2,583,730 |
| Borrowing | 0 | 975,760 | 5,766,360 | 3,296,040 | 1,350,450 | 2,194,600 |
| RTB 1-4-1 Receipts | 1,421,010 | 2,553,160 | 110,280 | | | |
| Useable Capital Receipts | 898,050 | 2,142,370 | 1,830,260 | 1,504,200 | 1,326,090 | 589,170 |
| Grants and Contributions | 0 | 0 | 0 | 0 | 0 | 0 |
| Major Repairs Reserve | 11,458,780 | 11,804,300 | 11,803,100 | 11,802,500 | 11,772,500 | 11,772,500 |
| TOTAL RESOURCES AVAILABLE | 28,787,000 | 23,216,140 | 19,510,000 | 17,590,000 | 17,140,000 | 17,140,000 |
| Potential overspend / borrowing | | 0 | 0 | 0 | 0 | 0 |
| HRA BP Model Capital 20/1/21 | 28,787,000 | 23,216,140 | 19,510,000 | 17,590,000 | 17,140,000 | 17,140,000 |

HRA Business Plan | Chesterfield BC

Major Repairs & Development Financing

| | | Capital Expenditure | | | | | Total Capital Expendi- ture £'000 | Financing | | | | | | | | | | Total Financi- ng £'000 | Check £'000 |
|------|---------|-----------------------------------|------------------------------------|--|--------------------------------|-----------------------------------|---|----------------------------|------------------------------------|------------------------------|--|-------------------------------------|-----------------------------------|---------------------------------------|--------------|---------------|-------------------------------------|----------------------------------|----------------|
| Year | Year | Major Works & Imps £'000 | Other Capital Spend £'000 | New Build Develop- ment Costs £'000 | Demoliti- on Costs £'000 | Other Fixed Assets £'000 | | External Grant £'000 | Homes England Grant £'000 | RTB 141 Receipts £'000 | Addition- al Debt Cap Borrowin- g £'000 | Arranged Borrowin- g £'000 | Other RTB Receipts £'000 | Other Capital Receipts £'000 | MRR £'000 | RCCO £'000 | Revolver Borrowin- g £'000 | | |
| 1 | 2020/21 | 19,691 | 229 | 8,867 | 0 | 0 | 28,787 | 0 | 0 | 1,421 | 0 | 0 | 898 | 0 | 11,459 | 15,009 | 0 | 28,787 | 0 |
| 2 | 2021/22 | 17,383 | 143 | 5,690 | 0 | 0 | 23,216 | 0 | 0 | 2,553 | 0 | 0 | 1,400 | 743 | 11,804 | 5,741 | 976 | 23,216 | 0 |
| 3 | 2022/23 | 13,830 | 0 | 5,680 | 0 | 0 | 19,510 | 0 | 0 | 110 | 0 | 0 | 1,088 | 743 | 11,803 | 0 | 5,766 | 19,510 | 0 |
| 4 | 2023/24 | 14,390 | 0 | 3,200 | 0 | 0 | 17,590 | 0 | 0 | 0 | 0 | 0 | 762 | 743 | 11,803 | 987 | 3,296 | 17,590 | 0 |
| 5 | 2024/25 | 13,940 | 0 | 3,200 | 0 | 0 | 17,140 | 0 | 0 | 0 | 0 | 0 | 584 | 743 | 11,773 | 2,691 | 1,350 | 17,140 | 0 |
| 6 | 2025/26 | 13,940 | 0 | 3,200 | 0 | 0 | 17,140 | 0 | 0 | 0 | 0 | 0 | 589 | 0 | 11,773 | 2,584 | 2,195 | 17,140 | 0 |
| 7 | 2026/27 | 14,556 | 113 | 0 | 0 | 0 | 14,669 | 0 | 0 | 0 | 0 | 0 | 598 | 0 | 11,773 | 2,298 | 0 | 14,669 | 0 |
| 8 | 2027/28 | 14,790 | 0 | 0 | 0 | 0 | 14,790 | 0 | 0 | 0 | 0 | 0 | 609 | 0 | 11,773 | 2,409 | 0 | 14,790 | 0 |
| 9 | 2028/29 | 11,965 | 0 | 0 | 0 | 0 | 11,965 | 0 | 0 | 0 | 0 | 0 | 620 | 0 | 11,345 | 0 | 0 | 11,965 | 0 |
| 10 | 2029/30 | 27,703 | 0 | 0 | 0 | 0 | 27,703 | 0 | 0 | 0 | 0 | 0 | 631 | 0 | 12,200 | 9,758 | 5,114 | 27,703 | 0 |
| 11 | 2030/31 | 26,762 | 0 | 0 | 0 | 0 | 26,762 | 0 | 0 | 0 | 0 | 0 | 642 | 0 | 11,773 | 5,320 | 9,027 | 26,762 | 0 |
| 12 | 2031/32 | 11,903 | 124 | 0 | 0 | 0 | 12,028 | 0 | 0 | 0 | 0 | 0 | 654 | 0 | 11,374 | 0 | 0 | 12,028 | 0 |
| 13 | 2032/33 | 15,458 | 0 | 0 | 0 | 0 | 15,458 | 0 | 0 | 0 | 0 | 0 | 666 | 0 | 12,171 | 2,620 | 0 | 15,458 | 0 |
| 14 | 2033/34 | 7,962 | 0 | 0 | 0 | 0 | 7,962 | 0 | 0 | 0 | 0 | 0 | 678 | 0 | 7,284 | 0 | 0 | 7,962 | 0 |
| 15 | 2034/35 | 14,362 | 0 | 0 | 0 | 0 | 14,362 | 0 | 0 | 0 | 0 | 0 | 690 | 0 | 13,671 | 0 | 0 | 14,362 | 0 |
| 16 | 2035/36 | 20,786 | 0 | 0 | 0 | 0 | 20,786 | 0 | 0 | 0 | 0 | 0 | 703 | 0 | 14,362 | 5,722 | 0 | 20,786 | 0 |
| 17 | 2036/37 | 10,451 | 137 | 0 | 0 | 0 | 10,588 | 0 | 0 | 0 | 0 | 0 | 672 | 0 | 9,917 | 0 | 0 | 10,588 | 0 |
| 18 | 2037/38 | 13,489 | 0 | 0 | 0 | 0 | 13,489 | 0 | 0 | 0 | 0 | 0 | 684 | 0 | 12,805 | 0 | 0 | 13,489 | 0 |
| 19 | 2038/39 | 10,524 | 0 | 0 | 0 | 0 | 10,524 | 0 | 0 | 0 | 0 | 0 | 696 | 0 | 9,827 | 0 | 0 | 10,524 | 0 |
| 20 | 2039/40 | 19,109 | 0 | 0 | 0 | 0 | 19,109 | 0 | 0 | 0 | 0 | 0 | 709 | 0 | 14,541 | 3,859 | 0 | 19,109 | 0 |
| 21 | 2040/41 | 31,275 | 0 | 0 | 0 | 0 | 31,275 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 19,502 | 0 | 31,275 | 0 |
| 22 | 2041/42 | 15,810 | 152 | 0 | 0 | 0 | 15,962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 4,189 | 0 | 15,962 | 0 |
| 23 | 2042/43 | 27,920 | 0 | 0 | 0 | 0 | 27,920 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 16,148 | 0 | 27,920 | 0 |
| 24 | 2043/44 | 18,578 | 0 | 0 | 0 | 0 | 18,578 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 6,805 | 0 | 18,578 | 0 |
| 25 | 2044/45 | 31,636 | 0 | 0 | 0 | 0 | 31,636 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 19,863 | 0 | 31,636 | 0 |
| 26 | 2045/46 | 26,892 | 0 | 0 | 0 | 0 | 26,892 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 15,120 | 0 | 26,892 | 0 |
| 27 | 2046/47 | 17,990 | 167 | 0 | 0 | 0 | 18,158 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 6,385 | 0 | 18,158 | 0 |
| 28 | 2047/48 | 18,416 | 0 | 0 | 0 | 0 | 18,416 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 6,644 | 0 | 18,416 | 0 |
| 29 | 2048/49 | 18,853 | 0 | 0 | 0 | 0 | 18,853 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 7,080 | 0 | 18,853 | 0 |
| 30 | 2049/50 | 19,300 | 0 | 0 | 0 | 0 | 19,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 7,527 | 0 | 19,300 | 0 |
| 31 | 2050/51 | 19,758 | 0 | 0 | 0 | 0 | 19,758 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 7,986 | 0 | 19,758 | 0 |
| 32 | 2051/52 | 20,228 | 185 | 0 | 0 | 0 | 20,413 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 8,640 | 0 | 20,413 | 0 |
| 33 | 2052/53 | 20,710 | 0 | 0 | 0 | 0 | 20,710 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 8,937 | 0 | 20,710 | 0 |
| 34 | 2053/54 | 21,203 | 0 | 0 | 0 | 0 | 21,203 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 9,430 | 0 | 21,203 | 0 |
| 35 | 2054/55 | 21,709 | 0 | 0 | 0 | 0 | 21,709 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 9,936 | 0 | 21,709 | 0 |
| 36 | 2055/56 | 22,227 | 0 | 0 | 0 | 0 | 22,227 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 10,455 | 0 | 22,227 | 0 |
| 37 | 2056/57 | 22,758 | 204 | 0 | 0 | 0 | 22,962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 11,190 | 0 | 22,962 | 0 |
| 38 | 2057/58 | 23,303 | 0 | 0 | 0 | 0 | 23,303 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 11,530 | 0 | 23,303 | 0 |
| 39 | 2058/59 | 23,861 | 0 | 0 | 0 | 0 | 23,861 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 12,088 | 0 | 23,861 | 0 |
| 40 | 2059/60 | 24,433 | 0 | 0 | 0 | 0 | 24,433 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,773 | 12,660 | 0 | 24,433 | 0 |

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

| | | |
|---|-------------------------------------|--|
| <i>Title of the policy, project, service, function or strategy:</i> | | Housing Capital Programme for 2021/22 through to 2025/26 |
| <i>Service Area:</i> | Housing | |
| <i>Section:</i> | Business, Planning & Strategy | |
| <i>Lead Officer:</i> | Liz Cook | |
| <i>Date of assessment:</i> | 12/20 | |
| <i>Is the policy, project, service, function or strategy:</i> | | |
| <i>Existing</i> | <input type="checkbox"/> | |
| <i>Changed</i> | <input type="checkbox"/> | |
| <i>New / Proposed</i> | <input checked="" type="checkbox"/> | |

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Section 1 – Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?

A brief description of the aims of the policy – use a bullet point list if appropriate

The Housing Capital Programme finances the major repair and improvements to the Council housing stock. Capital Improvement works include kitchen and bathroom replacements, central heating upgrades, roof/chimney replacements, rewiring, window/door replacements, disabled adaptations, health and safety related works.

2. Who is intended to benefit from the policy and how?

Eg. specific sections of the community, employees

The Capital Programme is for the benefit of all Council tenants and in certain instances leaseholders of ex council flats.

3. What outcomes do you want to achieve?

A brief summary of the anticipated outcomes as explained in the accompanying Cabinet/Council report.– use a bullet point list if

appropriate

For all tenants to have the opportunity of a Decent Home, which is accessible and suitable for their needs.

4. What barriers exist for both the Council and the groups/people with protected characteristics to enable these outcomes to be achieved?

Eg. conflicting interests, budget limitations etc.

Some tenants have specific cultural requirements e.g. Male workers where only a female Muslim is present, carrying out improvements during specific religious festivals (Ramadam), however work can be planned to meet the requirements of the tenant.

5. Any other relevant background information

Eg. related and/or pre-existing projects and EIAs, cumulative impact, scope etc.

Section 2 – Collecting your information

6. What existing data sources do you have to assess the impact of the policy, project, service, function or strategy?

Eg. information about the workforce affected by the profile, report from prior engagement activity, for example, Are You Being Served.

The ongoing Tenant Participation programme and in particular the consultation activities which take place with tenants before capital improvement works begin, help us to develop programmes of work tailored to the individual needs of tenants with protected characteristics. We also have data available from previous capital improvement works which can give us an indication of future needs.

Section 3 – Additional engagement activities

7. Please list any additional engagement activities undertaken when developing the proposal and completing this EIA. Have those who are anticipated to be affected by the policy been consulted with?

| Date | Activity | Main findings |
|------|----------|--|
| | | <i>Brief description of key themes and outcomes of related engagement activity</i> |

| | | |
|---------|--------------------------------|--|
| | | <i>eg. concerns raised and/or how the activity helped to develop the proposal.</i> |
| Ongoing | Tenant Participation Programme | Range of individual requirements identified with tenants. |

Section 4 – What is the impact?

| 8. Summary of anticipated impacts. <i>Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.</i> | | | |
|--|-------------------------------------|--------------------------|----------------------------|
| | Positive impact | Negative impact | No disproportionate impact |
| Age | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Disability and long term conditions | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gender and gender reassignment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Marriage and civil partnership | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Pregnant women and people on parental leave | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sexual orientation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ethnicity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Religion and belief | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| 9. Details of anticipated positive impacts. | | | | | | | | |
|--|---|--|---------------------------------|-----------------------------------|------------------------------------|---|------------------------------------|-----------------------------------|
| a) | <i>Please provide details of any positive impacts identified in the summary table above and tick the group/s the impact applies to. Delete or add rows below as required.</i> | | | | | | | |
| | Capital improvements work can include adaptations related to age and disability. | | | | | | | |
| | <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Disability | <input type="checkbox"/> Gender | <input type="checkbox"/> Marriage | <input type="checkbox"/> Pregnancy | <input type="checkbox"/> Sexual orientation | <input type="checkbox"/> Ethnicity | <input type="checkbox"/> Religion |
| b) | | | | | | | | |
| | <input type="checkbox"/> Age | <input type="checkbox"/> Disability | <input type="checkbox"/> Gender | <input type="checkbox"/> Marriage | <input type="checkbox"/> Pregnancy | <input type="checkbox"/> Sexual orientation | <input type="checkbox"/> Ethnicity | <input type="checkbox"/> Religion |
| c) | | | | | | | | |

| | | | | | | | |
|------------------------------|-------------------------------------|---------------------------------|-----------------------------------|------------------------------------|---|------------------------------------|-----------------------------------|
| | | | | | | | |
| <input type="checkbox"/> Age | <input type="checkbox"/> Disability | <input type="checkbox"/> Gender | <input type="checkbox"/> Marriage | <input type="checkbox"/> Pregnancy | <input type="checkbox"/> Sexual orientation | <input type="checkbox"/> Ethnicity | <input type="checkbox"/> Religion |

10. Details of anticipated negative impacts.

| | | | | | | | |
|----|--|---|--|--|--|--|--|
| a) | Negative impact: | <p><i>Please provide details of any negative impacts identified in the summary table above and tick the group/s the impact applies to below. Delete or add rows below as required.</i></p> <p>A negative impact could arise where tenants have specific cultural requirements e.g. Male workers where only a female Muslim is present, carrying out improvements during specific religious festivals (Ramadan).</p> | | | | | |
| | Mitigating action: | <p><i>If action has been identified to mitigate against the negative impact, please provide details</i></p> <p>Actions are already in place to mitigate these negative impacts, our Customer Liaison Officers work with the tenants to support them through the improvement work and as the work is planned it can be scheduled in to meet the requirements of the tenant.</p> | | | | | |
| | <input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender <input type="checkbox"/> Marriage <input type="checkbox"/> Pregnancy <input type="checkbox"/> Sexual orientation <input type="checkbox"/> X Ethnicity <input type="checkbox"/> Religion | | | | | | |
| b) | Negative impact: | As above in Ethnic Groups. | | | | | |
| | Mitigating action: | As above in Ethnic Groups. | | | | | |
| | <input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender <input type="checkbox"/> Marriage <input type="checkbox"/> Pregnancy <input type="checkbox"/> Sexual orientation <input type="checkbox"/> Ethnicity <input type="checkbox"/> X Religion | | | | | | |
| c) | Negative impact: | | | | | | |
| | Mitigating action: | | | | | | |
| | <input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender <input type="checkbox"/> Marriage <input type="checkbox"/> Pregnancy <input type="checkbox"/> Sexual orientation <input type="checkbox"/> Ethnicity <input type="checkbox"/> Religion | | | | | | |

11. Have all negative impacts identified in the table above been mitigated against with appropriate action?

| | | | |
|---|-----------------------------|------------------------------|-----------------------------------|
| <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A | <i>If no, please explain why:</i> |
|---|-----------------------------|------------------------------|-----------------------------------|

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Section 5 – Recommendations and monitoring

12. How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?

A brief description of how the proposal has been developed to take into consideration protected groups, outcomes of consultation etc.

The EIA highlighted the importance for strong Tenant participation at an early stage in improvement planning and additional permanent resources for this purpose are part of the report.

13. How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

Include review date etc if applicable

The Housing Capital Improvement Programme is monitored annually.

Section 6 – Knowledge management and publication

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

| | | |
|---|--------------------------|----------|
| Reviewed by Head of Service/Service Manager | Name: | |
| | Date: | DD/MM/YY |
| Reviewed by Policy Service | Name: | |
| | Date: | DD/MM/YY |
| Final version of the EIA sent to Policy Service | <input type="checkbox"/> | |
| Decision information sent to Policy Service | <input type="checkbox"/> | |

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Appendix 3 Blocks Refurbishment Programme

2020/21

| | | |
|----------------|---------|-----------------|
| Ashcroft Court | 1 block | Old Whittington |
| Seaton Court | 1 block | Dunston |

2021/22

| | | Ward |
|--|-----------|-----------------|
| Newland Dale | 11 blocks | St.Helens |
| Dixon /Brearley Court | 2 blocks | Old Whittington |
| Tansley and Birchover Court | 2 blocks | Brockwell |
| Phase 1 South Coast Flats | 6 blocks | Dunston |
| Loundsley Green | 5 blocks | Newbold |
| Willow Garth Road Newbold | 5 blocks | Dunston |
| Holme Hall area action plan put together Phase over 2 to 3 years | | |

2023/24 – 2024/25- 2025/26

| | | |
|--|-----------|--------------|
| Willow Garth Road Newbold | 5 blocks | Dunston |
| Phase 2 South Coast Flats | 6 blocks | Dunston |
| Gratton Court area Woodthorpe | 8 blocks | Lowgates and |
| Staveley Devonshire Close Woodthorpe | 14 blocks | Lowgates and |
| Phase 3 South Coast Flats | 6 blocks | Dunston |
| Darley Close | 8 blocks | Middlecroft |
| Bonsall Court /Willersley Court, etc | 13 blocks | Dunston |
| Green Farm Close | 14 blocks | Newbold |
| Wordsworth Road area Moor area | 11 blocks | Newbold |
| Loundsley Green Flats Phase 1 | 6 blocks | Newbold |
| Loundsley Green Flats Phase 2 | 6 blocks | Newbold |
| Grangewood top half in 2 phases. | 31 blocks | Rother |
| Flamsteed area 5 storey blocks plus 3 storey | 15 blocks | St.Helens |
| Holme Hall | 48 blocks | Newbold |

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