



Please ask for Charlotte Kearsey
Direct Line: 01246 345236
Email: committee.services@chesterfield.gov.uk

The Chair and Members of Joint
Cabinet and Employment & General
Committee

1 April 2021

Dear Councillor,

Please attend a meeting of the JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE to be held on TUESDAY, 13 APRIL 2021 at 10.00 am, 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. Declaration of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 6)
4. Private Sector Housing Project Plan (Pages 7 - 66)
5. Organisational Development Strategy and Programme (Pages 67 - 114)
6. Resources for Staveley Town Deal (Pages 115 - 162)

Yours sincerely,

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

Local Government and Regulatory Law Manager and Monitoring Officer

JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 12th January, 2021

Present:-

Councillor P Gilby (Chair)

Councillors Blank Davenport Ludlow Serjeant Simmons Mannion-Brunt Sarvent	Councillors Brittain Holmes J Innes T Murphy K Falconer D Collins P Innes
---	---

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

62 APOLOGIES FOR ABSENCE

No apologies for absence were received.

63 MINUTES

RESOLVED –

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 20 October, 2020 be approved as a correct record and signed by the Chair.

64 EXCLUSION OF PUBLIC

RESOLVED –

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on

the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 3 and 4 of Part 1 of Schedule 12A of the Act.

65 OPERATIONAL ARRANGEMENTS FOR THE ENTERPRISE CENTRES

The Economic Development Manager and Service Director - Economic Growth submitted a report seeking approval to put in place the necessary management and staffing arrangements to enable the successful operation of the new Northern Gateway Enterprise Centre alongside the council's two existing Innovation Centres at Tapton and Dunston.

The report sought to put in place a new management and staffing structure which would emulate the successful model currently in place at Tapton and Dunston Innovation Centres. The current and proposed management and staffing structures were attached to the officer's report at Appendix 1 and the job descriptions for the proposed roles were attached at Appendix 2.

The report identified the financial implications of moving to the new structure, set out a number of alternative options and referenced consideration of other implications.

***RESOLVED –**

1. That the proposed staffing structure for the Innovation Centre(s) and Northern Gateway Enterprise Centre be approved.
2. That the new role of Centre Co-ordinator be established to replace the current role of Administrative Officer.
3. That the new role of Enterprise Chesterfield Manager be established to replace the current role of Innovation Centres Manager.
4. That the role the Innovation and Enterprise Centres' play in supporting Chesterfield's economic recovery be noted.

REASON FOR DECISIONS

To ensure that the Innovation and Enterprise Centres can operate efficiently, providing a quality service to tenants, both existing and new,

and that they can continue to play a valuable role in supporting the local economy as it seeks to recover from the Covid-19 pandemic.

66 PROCUREMENT - FUTURE ARRANGEMENTS

The Service Director - Digital, HR and Customer Services submitted a report seeking approval for the establishment of new in-house arrangements for the future procurement of council supplies and services.

In 2015, Chesterfield Borough Council opted to enter into a shared service arrangement with Chesterfield Royal Hospital NHS Foundation Trust to deliver the council's procurement activity over £25,000 in value.

Over the period of the shared service, key performance indicators had not been regularly achieved, and as other councils had chosen to end their contractual arrangement with and move away from the shared service, local authority knowledge, skills and capacity had been further eroded.

Recent internal audit reports had also raised concerns about the procurement service, and the need for improvements had also been recognised in the Council's annual governance statement.

An options paper had been prepared to explore the optimum procurement service delivery model for the council going forward, and it had been concluded that the procurement service should be brought back in house during early 2021.

The report set out the proposed staffing arrangements for the new in house Procurement Service. The report identified the financial implications of moving to the new arrangements, set out the alternative options and referenced consideration of other implications.

***RESOLVED –**

1. That the procurement service be returned to in house delivery during 2021.
2. That the proposed structure for the in-house procurement service, designed to strengthen the Council's capacity and expertise in procurement and successfully deliver the Council's procurement strategy for the period 2020 – 2023 be approved.

3. That budget growth of £266,000, split between the Housing Revenue Account and the General Fund, to support funding of the strengthened procurement service be approved and the costs offset 3 by the procurement savings generated over the next two financial years.
4. That the Service Director – Digital, HR and Customer Services, in consultation with the Cabinet Member for Business Transformation and Customers and Cabinet Member for Governance, be granted delegated authority to implement the proposed changes.

REASON FOR DECISIONS

To enable Chesterfield Borough Council to transform its procurement service and in turn, strengthen the performance and governance arrangements within this service area. The recommended approach delivers on a public sector first delivery model and ensures that the Council is able to drive out social value and procurement savings.

For publication

Private Sector Housing Project Plan

Meeting:	Joint Cabinet and Employment and General Committee
Date:	15 th March 2021
Cabinet portfolio:	Housing
Directorate:	Housing
For publication	

1.0 Purpose of the report

- 1.1 To consider and approve the proposed private sector housing action plan with a view to achieving a holistic framework for private housing going forward.
- 1.2 To consider and approve the Private Sector Housing Renewal Policy (2021-2024).
- 1.3 To consider and approve the addition of two new posts within the Private Sector Housing Team to support the private sector housing action plan.

2.0 Recommendations

- 2.1 That Cabinet approves the proposed action plan and suggestions including the addition of 2 new posts within the Private Sector Housing Team.
- 2.2 That Cabinet approves the Private Sector Housing Renewal Policy (2021-2024).
- 2.3 That Cabinet approves delegated authority for the Service Director Housing, in order for them to agree minor policy adjustments in between review periods.

3.0 Reason for recommendations

- 3.1 The additional posts will allow the PSH team to help more vulnerable tenants living in poor quality accommodation within the borough.
- 3.2 Approval of the Housing Renewal Policy will allow the Council to offer financial assistance (other than DFG) to vulnerable homeowners, to allow them to continue to live in their own home in a safe and warm environment.

4.0 Report details

- 4.1 Approximately 75% of the housing stock within Chesterfield is either privately owned or rented.
- 4.2 The Council has a responsibility towards private housing stock both legislatively via the Housing Act 2004 and The Housing Grants Construction and Regeneration Act 1996, but also a moral responsibility to ensure the health and wellbeing of the residents of the borough.
- 4.3 Government have acknowledged that, vulnerable households are more likely to live in homes in poor condition and that poor housing conditions can contribute towards ill health and exacerbate existing health conditions, with the youngest and oldest in our communities at greatest risk. Furthermore, it is now acknowledged that children living in poor housing conditions are at greater risk of reduced educational attainment, resulting in more limited life chances. Therefore, enabling good quality, affordable accommodation, significantly reduces the burden on health and social care services and needn't be cost prohibitive.
- 4.4 The number of privately rented households across the country has increased during the period 2000 - 2019, from a total of just over two million households in 2000 to a total of 4.55 million households as of 2019. The quality of privately rented housing has also improved rapidly over the past decade with 82% of private renters satisfied with their accommodation and staying in their homes for an average of 4 years. Government wants to support good landlords who provide decent well-maintained homes and is keen to strike the right balance on regulation in order to avoid stifling investment in the sector. However, a small number of rogue or criminal landlords knowingly rent out unsafe and substandard accommodation. It is these landlords that Government and local authorities are determined to crack down on and disrupt their business model.

- 4.5 In 2019 Chesterfield Borough Council Stock took part in a joint project, completed by Derby City Council as part of a joint project between Derbyshire County Council, Derby City Council and all the District/Boroughs. The report found that in Chesterfield, 1 in 4 occupiers living in private housing, were living in a non-decent home and that approximately 8956 homes in the private sector failed to meet the decency standard. Reflecting national trends, the report found correlations against poor housing conditions and deprivation. The data in this report will enable the Council to prioritise efforts in those areas of the borough with the highest levels of need.
- 4.6 As a follow on from the successful Stock Condition Survey, Chesterfield Borough Council has now agreed to fund a collaborate Health Impact Assessment (HIA). The HIA will involve a greater level of data interrogation to make even stronger links between available health data and housing conditions.
- 4.7 The Council has an overarching Housing Strategy which aims to enhance Chesterfield's housing offer so that anyone wishing to live in Chesterfield can live in a quality home they can afford.

Existing measures

4.8 Private Sector Housing Enforcement

- 4.9 The Council has in place a Private Sector Housing Enforcement Policy, and the Private Sector Housing Enforcement Team are actively enforcing against private landlords whose accommodation falls below the required standard and have over recent years achieved a good record of successfully prosecuting rogue landlords. The most recent successful prosecution being January 2021. Whilst improving standards of privately rented accommodation is important, the team have very important links with the Councils Homeless Team and the work of the team has a direct impact on reducing the number of referrals to the homeless team. This relationship is we will actively strengthen and promote in future.
- 4.10 The Private Sector Housing Enforcement Team are presently under resourced in relation to the demands on the service. As a result, the team are only able to react to the most urgent disrepair cases that are reported to them. They are unable to undertake any proactive work (It should be noted that proactive work that in many instances uncovers the most vulnerable occupants living in the worst conditions who have not previously had the confidence to report issues to the Council). So whilst

the team are carrying out good work and taking action against rogue landlords, there is so much more with regards to tackling the poor behaviour of rogue landlords, fostering and contributing towards relationships with partner agencies that is required.

Current Financial Assistance Offer

- 4.11 Whilst the Private Sector Housing Enforcement policy is in place to ensure that all private sector stake holders are provided with a clear and transparent route map explaining the Councils approach to enforcement, we don't currently have a policy which sets out the Councils approach towards offering financial assistance to residents living in private sector accommodation, where enforcement isn't appropriate and to support residents who require assistance with repairs and disabled adaptations.

Empty Homes

- 4.12 The Council does have an empty homes policy which explains the Councils approach towards empty homes. However, this policy requires a refresh.
- 4.13 The Empty Homes Service currently does not, currently have any resource allocated to it. Whilst an important service, the bringing back into use of empty homes is not a statutory function. As such until recently all available resources have had to be directed towards helping vulnerable residents living in poor condition privately rented properties.
- 4.14 The Council would always prefer to bring an empty home back into use working with the property owner, but there will always be a small number of owners of empty homes that fail to cooperate, leaving properties in poor condition and causing distress to the local community. Future consideration needs to be given towards how the Council can use existing legislation to remove such properties from their existing ownership and bring back into use.

Proposals

- 4.15 The team have made significant progress over recent years and we now seek to build on this success and form a resilient team equipped to deal with the challenges outlined above. The following proposals outline how we will achieve this.

Privately Sector Housing Enforcement

- 4.16 At present the enforcement team has two enforcement officers. It is proposed to increase the capacity of the enforcement function by recruiting a senior Environmental Health Officer. The addition of this officer will offer support to the existing officers in the team and address the complex areas of enforcement work and enable the Private Sector Housing Manager to focus on partnerships, inward investment, and proactive service development.

Revised Financial Assistance Offer

- 4.17 Whilst the responsibility to maintain private property will always rest with the owner, it is recognised that the private sector housing stock is a major public asset and significant property deterioration can not only be detrimental to the occupant, but also to the area and the community.
- 4.18 Local Authorities could not fund and should not be expected to maintain and manage all private sector housing stock. However, there must be provision to assist the most vulnerable residents in our Borough to stay safe and well within their home environment regardless of tenure.
- 4.19 The Housing Grants Construction and Regeneration Act 1996, provides Local Authorities with a mechanism by which they can offer financial assistance to improve or adapt private housing stock and in 2002 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002, came into force. It introduced a wide range of discretionary powers to allow Councils to develop different forms of assistance to meet local need, based on the local housing conditions and the resources available to the local authority. However, if authorities offer financial assistance, they must have in place a policy detailing the assistance they are able to offer and any conditions attached to the assistance.
- 4.20 The Private Sector Housing Renewal Policy (2021-2024) (attached as Appendix A), has been written in response to Chesterfield Borough Council's recently obtained Stock Condition Survey and aims to utilise the provisions contained within The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 to target assistance where most appropriate.
- 4.21 The report sets out in a clear and transparent manner, the criteria by which eligibility to receive all financial assistance (including the mandatory DFG) is assessed and also sets out the mechanisms by which an applicant

can appeal should they disagree with the outcome of an application for financial assistance.

Empty Homes

- 4.22 It is proposed that the existing empty homes policy be refreshed to consider local issues and fully utilise all available options to bring back into use these important assets. This will be completed by April 2022.
- 4.23 For the Council to fully implement the Policy, it is proposed to recruit an Environmental Health Officer to work in the Private Sector Housing Team with specific responsibility towards bringing empty homes back into use.
- 4.24 It is also acknowledged that further consideration must be given to resourcing the acquisition of empty properties.

5.0 Alternative options

- 5.1 Not to approve the recommendation to adopt the Housing Renewal Policy. It should be noted that to be able to offer discretionary funding to vulnerable homeowners, The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002, requires that the Council must have adopted a Housing Renewal Policy. Not to accept the recommendations would mean the Council could only offer Mandatory DFG.
- 5.2 Not to approve the recommendation to appoint additional officers would mean that the Council continue to operate a lengthy wait time for tenants living in poor quality private housing.

6.0 Implications for consideration – Council Plan

- 6.1 The Private Sector Housing Renewal Policy outlines why it is essential to provide a package of measures to allow vulnerable members of our community, who occupy private housing, to continue to live safely and independently, but also how such measures can have a positive effect on communities within the borough.
- 6.2 The policy will be instrumental in delivering the following Council Plan objectives:
 - i. Improving quality of life for local people

- ii. Identify and reduce the number of poor quality, private sector houses

7.0 Implications for consideration – Financial and value for money

- 7.1 The preparation of the Private Sector Housing Renewal Strategy will have no direct financial implication for the Council.
- 7.2 Central Government provides funding for the delivery of mandatory Disabled Facilities Grants. Since 2015, this funding has been allocated via the Better Care Fund (BCF). Whilst BCF are specific in stating that finance must always be available for the delivery of Mandatory DFG, it does allow Local Authorities some discretion to allocate funding for the delivery of other Capital Projects that benefit Private Housing, prevent the admission to hospital or care setting and to aid the successful early discharge from a hospital or care setting. However, allocation of such funding is only possible where the authority has published a Housing Renewal Policy.
- 7.3 The package of measures described in the new Housing Renewal Policy will be funded entirely via the BCF budget and will not be to the detriment of the delivery of Mandatory DFG.
- 7.4 For each financial assistance measure Chesterfield Borough Council charge an admin fee to cover the officer time spent processing that particular measure of assistance. Such fees are passed onto the Councils General Fund.
- 7.5 It is proposed that the staffing costs of existing staff members who administer the current housing assistance programme will now be met from the BCF budget. The two new posts in the Housing Enforcement Team will be funded from these savings, as shown below.

	salary + oncosts cost per officer	combined salary cost	BCF commitment	general fund commitment
Current Team Structure Annual Costs				
PSHT Manager – Grade 11 – scp 38		£ 52,351.00	£ -	£ 52,351.00
Housing Regulation Officer - Grade 9 scp 30 - x2	£ 42,227.00	£ 84,454.00	0	£ 84,454.00
Private Sector Housing Officers – Grade 7 scp 23- x 2	£ 34,676.00	£ 69,352.00	£ 69,352.00	
Technical Officer – Grade 7 scp 19	£ 31,851.00	£ 31,851.00	0	£ 31,851.00
Research and Admin Assistant – Grade 4 scp 6	£ 24,622.00	£ 24,622.00	£ -	£ 24,622.00
Total annual costs		£ 262,630.00	£ 69,352.00	£ 193,278.00
Proposed Team Structure				
PSHT Manager – Grade 11 scp 38		£ 52,351.00	£ 26,175.50	£ 26,175.50
Senior EHO – Grade 10 scp 34	£ 47,362.00	£ 47,362.00	£ 11,840.50	£ 35,521.50
Housing Regulation Officer - Grade 9 scp 30- x2	£ 42,227.00	£ 84,454.00	0	£ 84,454.00
Private Sector Housing Officers – Grade 7 scp 23 x 2	£ 34,676.00	£ 69,352.00	£ 69,352.00	£ -
Empty Homes Officer – Grade 9 scp 30	£ 42,227.00	£ 42,227.00	0	£ 42,227.00
Technical Officer – Grade 7 scp 19	£ 31,851.00	£ 31,851.00	£ 28,665.90	£ 3,185.10
Research and Admin Assistant – Grade 4 scp 6	£ 24,622.00	£ 24,622.00	£ 24,622.00	£ -
Total costs		£ 352,219.00	£ 160,655.90	£ 191,563.10
Additional annual commitment BCF Budget	£ 91,303.90			
Additional annual commitment General Fund Budget	-£ 1,714.90			

8.0 Implications for consideration – Legal

- 8.1 The Private Sector Housing Renewal Policy is in line with powers delegated from government and are already embedded in Chesterfield Borough Councils Constitution.
- 8.2 The Council has a duty to administer Mandatory Disabled facilities and this activity is funded via Better Care Fund.
- 8.3 The Council must publish a Housing Renewal Policy if they wish to offer discretionary financial assistance, such as those described in the report.
- 8.4 All other measures of financial assistance are at the discretion of Chesterfield Borough Council subject to the adoption of the Private Sector Housing Renewal Policy.

9.0 Implications for consideration – Human resources

- 9.1 Creation of the Senior Environmental Health Officer Post and Environmental Health Officer Post within the Private Sector Housing Team.
- 9.2 The new posts will be Full Time Equivalent, Permanent status posts and will be externally advertised.

9.3 The officers will be managed by the Private Sector Housing Manager post.

9.4 The implementation of the new Housing Renewal Policy will be met within existing resources.

10.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
The quality of private accommodation may decline further.	L	H	The Private Sector Housing Renewal Policy is not intended to provide all of the funding required to maintain private housing going forward and it cannot prevent housing falling into further decline due to factors outside of its control. However, it can provide a safety net to those residents who are unable to secure financial assistance from reputable lenders.	L	L
Government withdraw BCF funding.	H	M	Whilst Government will continue to provide funding for the provision of mandatory DFG, it is possible that DFG's will have to be prioritised in order of risk.	H	M

			Should BCF funding be withdrawn, funding towards all discretionary projects will be withdrawn in order for the Council to fulfil its legal duty to provide mandatory DFG.		
--	--	--	---	--	--

11.0 Implications for consideration – community wellbeing

11.1 Approval of the recommendations can only have a positive impact on community wellbeing, as it aims to provide support to the most vulnerable people in our community.

12.0 Implications for consideration – Economy and skills

12.1 The PSH team both finance and enforce minimum standards within privately owned stock. This action will in turn generate employment and funding within the borough. This will be particularly evidenced with the Green Homes Grant funding, which at present has bought an additional £1million funding into the borough.

13.0 Implications for consideration – Climate Change

13.1 The ability to provide financial assistance to vulnerable homeowners to enable them to live in more thermally efficient homes will, help to reduce carbon footprint across the borough.

13.2 Additional staff within the housing enforcement role, will allow the Council to take enforcement action against those poor landlords that allow tenants to live in thermally inefficient homes, with EPC’s of E or below.

13.3 It should be noted that the occupants described in 13.1 and 13.2 are very often those who are also living in fuel poverty.

13.4 In 2020, the Private Sector Housing Team were successful in bidding for £1million Green Homes Grant – Local authority Delivery funding, which will be used for retrofitting thermally inefficient private properties in the

borough. The scheme is being delivered in partnership with the Housing Asset Management Team. The Council also have the option of bidding for a further £485K in Phase 2 of the GHG-LAD scheme. If the authority are successful in their Phase 2 bid, they will have bought approx. £1.5 million of Government funding into Chesterfield.

14.0 Implications for consideration – Equality and diversity

14.1 Initial equalities impact assessment has been carried out on Private Sector Housing Renewal Policy, and a full equalities impact assessment (EIA) is not considered to be needed. The preliminary EIA is attached in Appendix 2.

Decision information

Key decision number	1026
Wards affected	All Wards

Document information

Report author	
Sarah Watts Private Sector Housing Manager Tel: 01246 345144 Email: sarah.watts@chesterfield.gov.uk	
Appendices to the report	
Appendix 1	Private Sector Housing Renewal Policy
Appendix 2	Preliminary Equalities Impact Assessment

This page is intentionally left blank



CHESTERFIELD
BOROUGH COUNCIL

Housing Renewal
Policy
2021 – 2024

Forward

The Private Sector Housing Renewal Policy sets out the range of financial assistance that the Council have made available to improve living conditions for the most vulnerable residents living in the private housing within the borough.

One of the key aims of Chesterfield Borough Council's Council plan 2019-2023 was to Improve quality of life for local people by improving the quality of private sector housing. This policy focuses on this key aim by delivering improvements and disabled adaptations within private sector housing across the borough.

The Private Sector Housing Renewal Policy aims to:

- Increase the number of decent homes within the private housing sector, with particular emphasis on the improvement of homes occupied by elderly and vulnerable households.
- Support vulnerable householders to remove or reduce housing related defects that are detrimental to a health.
- Reduce the number of private sector households living in fuel poverty.
- Support the aims of Governments Better Care Fund to minimise avoidable hospital admissions and facilitate early discharge from hospital where possible.
- Increase the number of people who are able to live independently and safely at home.

At a time where there is such great pressure on all resource, it is important that we continue to target assistance to meet the needs of the most vulnerable residents. This Policy sets out a transparent framework detailing how the Council intend to achieve these aims.

Contents

	Page Number
Part 1 – Policy Delivery	4
1. Background	4
2. Legislative Framework	5
3. Strategic Overview	8
4. Aims and Objectives	11
5. Funding	11
6. Types of Assistance	12
7. Conditions of Financial Assistance	17
8. Policy Delivery	23
Part 2 – Types of Financial Assistance Available	25
1. Mandatory Disabled Facilities Grant	25
2. Discretionary Disabled Persons Relocation Assistance	29
3. Discretionary Disabled Facilities Loan	33
4. Discretionary Disabled Facilities Top Up Grant	36
5. Discretionary Minor Adaptations Grant	38
6. Home Repair Assistance	40
7. Prevention of Hospital Admission and Successful Hospital Discharge Assistance	44

Part 1 – Policy Delivery

1. Background

This document sets out Chesterfield Borough Council's approach to the provision of financial assistance. The Policy complements the range of measures employed by the Council, aimed at improving and maintaining healthy living conditions within existing private sector housing stock. It specifically seeks to help homeowners to improve, repair and adapt their properties. Other assistance is also available to help and support people with housing needs.

Chesterfield Borough Councils Stock Condition Report 2019 has now been completed by Derby City Council on behalf of the Council as part of a joint project between Derbyshire County Council, Derby City Council and all the District/Boroughs. The report was a desktop study to identify and assess the conditions of private homes in each District/Borough. This is a much more cost-effective and accurate process than more traditional methods that involve the physical inspection of a statistically significant proportion of the housing stock.

The report has provided the Council with information that enables the prioritisation of housing issues and where funding is available, how this funding might be targeted. The headlines of the report are as follows:

- Private housing constitutes 77.4% of all housing within the borough.
- Approximately 8956 private homes fail to meet the decency standard. This constitutes 1 in every 4 families.
- It would cost £28million to improve private homes to decency standard. Approximately £3128 per property.

This Policy provides the framework by which the Council will provide that assistance and applies in addition to the grants which can be made under alternative statutory powers such as the provision of mandatory Disabled Facilities Grants under the Housing Grants Construction and Regeneration Act 1996 (as amended).

The Policy replaces the previous policy adopted by Chesterfield Borough Council in 2012.

This Policy will outline available assistance and will encourage homeowners to maintain their own property. It will target public funds at the most vulnerable individuals living in the worst housing conditions. In addition, public funds will be utilised to meet the Council's objectives of "Providing quality housing and improving housing conditions across the borough including improving the quality of private sector housing".

The Council will provide information, advice and publicity about the forms of assistance. The information will be clear, concise, easy to understand and readily accessible.

The Policy has effect from April 2021. Fully completed valid applications made before this time will be processed under the terms of the previous 2012-15 edition of the Policy.

2. Legislative Framework

Housing Act 2004

Local Authorities are required under section 3 of the Housing Act 2004 to keep housing conditions in their area under review, with a view to identifying any action that may need to be taken under the relevant private sector housing legislation. The Act also established the framework for the inspection and assessment of properties under the Housing Health and Safety Rating System (HHSRS).

The Housing Grants, Construction and Regeneration Act 1996 (as amended)

The Housing Grants, Construction and Regeneration Act 1996 (as amended) sets out the legislative basis for Mandatory Disabled Facilities Grants. Funding is provided by Central Government through the Better Care Fund.

The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (The Order).

Article 3 of the order, gives local authorities the power to provide assistance in any form (either directly or indirectly) to any person for the purpose of improving living conditions in the local authority area. Local housing authorities have the power to make assistance subject to certain conditions, including making repayment or a contribution.

Article 4 of the Order prevents local housing authorities from exercising their article 3 power unless they have adopted a policy for the provision of assistance under that article and given publicity to the policy and act in accordance with it.

This policy reflects the provisions of The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

This Order had important implications for local housing authorities because it repealed much of the existing prescriptive legislation governing the provision of renewal grants to homeowners and replaced it with a new wide-ranging power to provide assistance for housing renewal.

The Government believes that everyone should have the opportunity of a decent home. Poor quality housing can have an impact on the health of the occupants and quality of life. The Government's view is that it is primarily the responsibility of private sector owners to maintain their own property but it recognises that some owners, particularly the elderly and most vulnerable, do not have the necessary resources to repair or improve their homes. Local authorities therefore have an important role to play in providing assistance in these cases.

The Order provides authorities with a much greater degree of flexibility in devising a policy to deal with poor condition housing, both in terms of the policy tools available to them, and in terms of their ability to work in partnership with others. It therefore provides a major opportunity for local authorities to contribute further towards the Government's overall strategies towards tackling poverty and social exclusion, health inequalities and neighbourhood decline.

Energy Efficiency

The Energy Act 2011 has been developed to improve home energy efficiency and target fuel poverty in the private sector.

The Act introduced the Energy Company Obligation (ECO). The latest phase of ECO is (EC03), which commenced in December 18. The programme was introduced to deliver energy efficiency measures across the UK in order to assist low income and vulnerable customers to comfortably heat their homes and to help reduce carbon emissions and assist those households in fuel poverty.

Under the current phase, local authorities have been able to determine eligible homes under the new 'flexible eligibility' scheme. In Chesterfield the scheme is administered on our behalf by Derbyshire County Council Healthy Homes Team. The government expects energy companies to contribute towards the scheme. The scheme is administered by Department for Business, Energy and Industrial Strategy (BEIS).

The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015

The government has recognised that tenants in the private rented sector have not had the same opportunities and assistance to make energy efficiency improvements as those in other tenures. It is expected that these figures will continue to fall with the introduction of the Minimum Energy Efficiency standards in private rented dwellings.

Since April 2018, landlords of domestic properties may not grant a new tenancy or renew an existing tenancy for a property rated with an Energy Performance Certificate (EPC) of F or G unless an exemption applies. The landlord must improve the rating to minimum of E or register an exemption before letting.

From April 2020, the minimum level of energy efficiency was extended to apply to all domestic private rented properties covered by the Regulations. If an exemption applies, landlords must register this on the Private Rented Sector Exemptions Register.

The Home Energy Conservation Act 1995 (HECA)

The Home Energy Conservation Act 1995 (HECA) requires the council to set out measures which will lead to a significant improvement in the energy efficiency of residential accommodation in the district. The Act does not provide mandatory targets but authorities are encouraged to set their own in line with national government targets

Progress reports must be submitted every two years to the Department for Business, Energy and Industrial Strategy (BEIS). The council acknowledges that energy efficiency improvements to the housing stock will not only reduce carbon emissions and improve the health and wellbeing of occupants but will also reduce winter deaths and costs to the NHS.

The Care Act 2014

The Care Act 2014 ensures that the focus of the provision of care and support starts with the individual and their needs, and their chosen goals or outcomes. Its underpinning precepts is that the central purpose of adult care and support is to support individuals achieve outcomes that matter to them in their life. Government guidance states *“Integrated services built around an individual’s needs are often best met within the home. The suitability of living accommodation is a core component of an individual’s wellbeing and when developing integrated services, local authorities should consider the central role of housing within integration.”*

Better Care Fund

In 2015/16, the Government changed the funding mechanism for DFGs by including the allocation for DFGs as part of the Better Care Fund (BCF). Each year the DFG element of the Better Care Fund budget is passported to Chesterfield Borough Council from the First Tier Authority Derbyshire County Council. Whilst delivery of Disabled Facilities Grant remains a mandatory duty, a fundamental principle of the BCF budget is to allow health, social care and housing to work together more closely and enable delivery of other housing related projects.

3. Strategic Overview

The Housing Renewal Strategy will set out appropriate and proportionate schemes of assistance available to those living in private housing stock, given the existing financial constraints faced by the local authority. It will also set out the conditions attached to the available assistance.

The key strategies and documents that influence the delivery of Private Sector Housing in Chesterfield are set out below. The Housing Renewal Policy 2021 – 26 aims to support the following key strategies through its delivery of the Private Sector Housing agenda within Chesterfield.

Council Plan 2019 -23

Chesterfield Borough Council's, Council Plan is guided by the simple but important vision: "To serve and support our communities including our residents, tenants, businesses, visitors, students and voluntary groups. Together we will continue to make our borough a great place to live, work, visit and invest".

One of the ways the Housing Renewal Policy compliments the Council plan is by supporting one of the Council Plan objectives of "Providing quality housing and improve housing conditions across the borough including improving the quality of private sector housing".

Chesterfield Borough Council Housing Strategy 2019 - 23

The aim of Chesterfields Housing Strategy is to enhance Chesterfield's housing offer so that people of all ages of life can find and live in a quality home they can afford' The strategy has the following objectives to help it achieve its vision.

- Delivery - ensuring that increased new housing provision meets the needs of current and future residents of Chesterfield to provide homes for every stage of life.
- Quality—to utilise internal and external resources to ensure that as many homes as possible in all tenures are of decent quality.
- People – Ensuring that the needs of all groups to be able to access and sustain housing appropriate for their needs in Chesterfield .

The Housing Renewal Policy supports Chesterfields Housing Strategy as it aims to improve the quality and availability of private sector housing stock across the borough.

Chesterfield Borough Council's Empty Property Strategy

Chesterfields empty homes strategy recognises that the case for returning empty homes to usable housing accommodation is compelling and that although returning long term empty properties to use, would not solve the boroughs housing problems, it would have a positive impact.

The Empty Homes Strategy has the following key aims which are supported by the Housing Renewal Policy.

- To continue to raise awareness of the Empty Homes issue.

- To identify and maximise funding streams and income opportunities for Chesterfield Borough Council.

Chesterfield Borough Council's Private Sector Housing Enforcement Policy

The Private Sector Housing Enforcement Policy ensures consistency of approach among Council Officers and for members of the public to know what to expect from the service. It also aims to provide clarity should the Council take enforcement action or legal proceedings.

Although essentially an enforcement service requiring private sector landlords to improve housing conditions, the Private Sector Housing Enforcement Teams enforcement tools are occasionally used to improve standards in privately owned properties as well.

The Private Sector Housing Enforcement Policy has the following key aims which are supported by the Housing Renewal Policy.

- Private housing is not left empty for an unreasonable amount of time, to ensure the amenity of the area is not affected, the property is safe and secure and not causing a statutory nuisance.
- Privately owned property and land does not present a statutory nuisance and does not directly or indirectly present an unacceptable risk to public health, safety or the environment; and
- The Private Sector Housing Team meets the Council's statutory duties for which it is responsible and to carry out the powers it has adopted.

Older persons housing accommodation and support strategy

Derbyshire's ageing population will result in the number of people aged 65 and over increasing by 58.5% by 2039. In the same period the number of people aged 90 and over will treble. Nationally and locally, life expectancy is increasing and this means that individuals are living for longer with more complex needs and need appropriate or specialist accommodation later in life. As a result, a new long-term approach to housing, accommodation and support to address the needs of older people is required

Derbyshire County Council's 'Older persons housing vision' document outlines the strategic vision for a range of housing and accommodation choices and support to meet the requirements of an ageing population. Derbyshire County Council is developing a specialist accommodation and support strategy for older people including those with a variety of specialist support needs.

Chesterfield Borough Councils Housing Renewal Policy will play an active role in supporting Derbyshire County Council to meet older persons housing needs.

Derbyshire Better Care Fund

The Better Care Fund (BCF) is a national programme that seeks to join-up health and care services in local areas, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.

The BCF aims to achieve this by making sure that health and social care services work together in partnership, resulting in effective and good quality services being provided by the NHS, local authorities and clinical commissioning groups (CCGs).

The Derbyshire BCF Plan continues to support the integration of health and care services for the benefit of the people of Derbyshire.

The delivery of the plan is overseen by the Derbyshire Health and Wellbeing Board and has been jointly developed Derbyshire County Council and the local CCGs. The plan also includes initiatives by district and borough councils to support more people to remain independent in their own homes.

The Housing Renewal Policy supports the narrative of the BCF plan as it aims to provide help and support to the residents of Chesterfield to live independently within their communities.

DRAFT

4. Aims and Objectives of Policy

Whilst the policy will contribute towards achieving the aims and objectives of the strategies listed above, the overarching aim of this policy is to improve living conditions in private sector housing stock throughout the borough.

This policy also aims to:

- Increase the number of decent homes within the private housing sector, with particular emphasis on the improvement of homes occupied by elderly and vulnerable households.
- Support vulnerable householders to remove or reduce housing related defects that are detrimental to a health.
- Reduce the number of private sector households living in fuel poverty.
- Support the aims of the BCF to minimise avoidable hospital admissions and facilitate early discharge from hospital where possible.
- Increase the number of people who are able to live independently and safely at home.

The following objectives will support these aims:

- The provision of financial assistance for clients who are otherwise excluded from accessing reputable forms of finance.
- The provision of Mandatory Disabled Facilities Grant scheme to enable a disabled occupant to safely remain in the home environment.
- Advice and guidance and signposting to include maintenance advice, energy efficiency advice, information about local agencies/charities who may be able to assist or offer specific independent advice and future housing options.

5. Funding

Since 2014/15 Governments Better Care Fund allocated to districts and boroughs via Derbyshire County Council has been the funding mechanism for delivery of Disabled Facilities Grants.

Whilst mandatory Disabled Facilities Grants will always have priority on the use of BCF funding, the Council has taken the opportunity to revise the Housing Renewal Policy to enable further innovative use of BCF funding in order to meet identified local need and offer discretionary assistance and new pilot schemes and enable the council to meet the aims and objectives set out above.

However, at times of high demand, waiting lists for such discretionary schemes may be instigated, or the schemes may be amended, suspended or removed entirely to ensure the Council can meet its statutory responsibilities.

6. Types of Assistance Available

Except where otherwise stated all types of assistance and service are given at the discretion of Chesterfield Borough Council and may be subject to conditions. The general provisions relating to applicable conditions are set out in the “Conditions of Financial Assistance” section.

Some types of assistance are not provided directly by Chesterfield Borough Council but through partner agencies and organisations.

The types of assistance and service available under the terms of this policy are summarised below.

Full details of each individual type of assistance are set out in Part 2 of this document “Types of Assistance Available”.

Advice, Guidance and Signposting

The Private Sector Housing Team deliver a service dedicated to offering advice, guidance, signposting and financial assistance to help people adapt their homes to meet the access and living needs of a disabled occupant.

This service is also available to assist homeowners to maintain their homes and achieve greater energy efficiency within the home environment.

Further details on this assistance is available direct from the Private Sector Housing Team.

Mandatory Disabled Facilities Grant

This grant is available to owner occupiers and tenants living in a privately let property or a property owned by a registered provider to help adapt their home to meet the needs of a disabled occupant.

The aim of a DFG is to enable a disabled person to safely remain within the home environment, enjoying the facilities and amenities in it. Typical work might include the provision of a stair-lift, the replacement of a bath with a level access shower or provision of ramps to main entrance doors.

Eligibility for grant is based on an assessment of the disabled person’s need carried out by an Occupational Therapist. DFGs are a mandatory entitlement which means that the Council cannot refuse an application which fulfils the eligibility criteria. They are, however, subject to a legal maximum grant limit and to a Test of Resources to determine the level of any financial contribution to be made by the applicant.

Discretionary Disabled Loan Assistance

This financial assistance may be available in conjunction with or without a DFG. It is in the form of a loan and can be used where the cost of eligible works exceeds the current legal maximum grant limit for a DFG. It may also be utilised where the disabled applicant is not able to pay their assessed contribution that they are required to pay in order to access the Disabled Facilities Grant.

Discretionary Disabled Persons Relocation Assistance

This financial assistance is in the form of a loan and may be available where it is not reasonable or practicable to adapt the home of a disabled person. The amount of assistance applicable will be subject to a maximum limit.

Discretionary Disabled Facilities Top Up Grant

In exceptional circumstances, the Council will consider applications to top-up the funding of a mandatory DFG application where the cost of the adaptation exceeds the maximum grant limit of £30,000, up to a maximum of £10,000.

Discretionary Minor Adaptations Grant

Where minor works are required and where a person who qualifies for a Mandatory Disabled Facilities Grant but the works are urgent and will cost more than £1000 but less than £2,000.

Home Repair Assistance

This financial assistance is in the form of a loan and is available to help low income, vulnerable home owners to carry out repairs and improvements to help them remain in their own homes in a safe and healthy environment.

Prevention of Hospital Admission and Successful Hospital Discharge Assistance

This assistance is administered on behalf of Chesterfield Borough Council, by the Healthy Homes Team at Derbyshire County Council.

This discretionary assistance is to support the aim of reducing the likelihood of hospital admission or the need for bed-based care. This fund will give prompt assistance to people who are at high likelihood of hospital admittance or are fit to be discharged from hospital, however there is a housing related reason that is preventing discharge back to their home.

Local Authorities Energy Partnership (LEAP)

The Local Authorities' Energy Partnership (LAEP) is a non-statutory partnership of all 20 councils across Nottinghamshire and Derbyshire (established in 1996) and continues to provide an excellent model of how councils can work together for mutual benefit.

Partnership activities are delivered via a membership service and a communications service which are funded through separate subscriptions. Councils benefit from support, information and communication services and collaborate on carbon reduction, affordable warmth and sustainable energy projects, sharing expertise and best practice.

Funds are held by Derbyshire County Council. A LAEP co-ordinator, is employed by the partnership to manage and initiate LAEP activities and that post is hosted by Derbyshire County Council.

Derbyshire County Council Healthy Home Programme

Derbyshire's councils aim to support householders struggling to achieve affordable warmth or who are vulnerable to the effects of living in a cold home.

The Council recognises that vulnerable householders need help to access grants to carry out improvements to their homes to help them stay warm and well at home.

The Derbyshire Healthy Home Programme works in collaboration with Derbyshire's district councils and partners to adopt a 'flexible' approach to assessing client eligibility for access to ECO grants. Derbyshire County Council hold a "Flexible Eligibility Statement of Intent" (SOI) which allows district councils and partners to refer clients to the Healthy Home programme for an eligibility assessment. It outlines the methodology the Council will use to identify these householders. Should the assessment result in a client meeting the eligibility criteria, then Derbyshire County Council will sign a declaration to confirm eligibility and submit the declaration to a number of energy companies or a managing agent to seek ECO funding towards the cost of installing heating or insulation.

ECO contributions will not always cover the entire cost of the improvements and the householder or District Council may be asked to make a contribution towards the cost of work.

www.derbyshire.gov.uk/site-elements/documents/pdf/social-health/health-and-wellbeing/your-health/flexible-eligibility-statement-of-intent.pdf

Early Intervention Officer – Mental Health

To support people living within the private sector or registered provider properties who suffer with mental ill health, the Council has invested in the provision of a dedicated Support Worker to prevent homelessness and avoid the need for costly hospital admissions. This service will support the policy aims of increasing the number of people able to live independently and safely at home and contribute towards improving the health, wellbeing and quality of life of the individual.

Empty Homes Service

Empty homes represent a waste of housing resource at a time of housing shortage; they can also attract crime and anti-social behaviour, contributing not only to urban decline and blight, but also to crime and the fear of crime.

Our Service can provide advice and support to property owners to help them bring their empty dwelling back into use. Similarly, the Service is available to help neighbours or communities where problematic empty properties are having detrimental impacts on people's lives. In addition to its advice and support role, we also has a range of legal powers that can be used to ensure empty homes are returned to use where an agreed solution cannot be found.

Empty Homes Strategy www.chesterfield.gov.uk/media/319520/empty-homes-strategy-2016-2020.pdf

DASH Services - Decent and Safe Homes project

Chesterfield Borough Council is a member of the DASH Services project that operates across the East Midlands and beyond.

DASH delivers a number of services, all of which are designed to both increase the supply of good quality accommodation within the private rented sector and to ensure the delivery of high quality private sector housing services.

DASH - Landlord Services

DASH offers a wide range of landlord support services including training, briefings, updates and guidance.

DASH - Landlord Accreditation Scheme

DASH Landlord Accreditation Scheme gives landlords access to an accreditation scheme that recognises the efforts of the better performing landlord and provides them with property survey expertise, information, training and events. By working across local authority boundaries DASH Landlord Accreditation Scheme provides considerable efficiency savings when compared to local schemes of this type.

DASH - Local Authority Support Services.

DASH offers a wide range of support services to Local Authorities across the East Midlands and beyond, including:

- training, briefings, updates and guidance;
- encouraging the sharing of resources;
- bringing consistency and standardisation of approach by private sector housing enforcement teams;
- acting, with considerable success, as a representative body on private sector housing issues at national level;
- delivering cost savings and efficiencies by operating across local authority boundaries.

Further details on all DASH products are available direct from DASH Services www.dashservices.org.uk/.

Private Sector Housing enforcement

The Housing Act 2004, places local authorities under a duty to deal with Category 1 hazards; that is those hazards which present the most serious risk of harm to the health of the occupier. Privately owned and, most particularly, private rented properties are of prime concern in this area due to the very high numbers of vulnerable occupiers who live in poor housing conditions in the private sector.

The team react to complaints about unhealthy and dangerous living conditions from tenants but in addition they also operate proactively where the team receive intelligence regarding properties in poor condition or properties owned by landlords known to have poor track records.

Although essentially an enforcement service requiring private sector landlords to improve housing conditions, the Private Sector Housing Enforcement Team are not focussed entirely on formal action; they also work with responsible landlords wherever possible, to help them improve standards in their properties:

- Advisory inspections and consultations can sometimes be undertaken
- A growing list of landlords receive information by email and have the opportunity to consult on Council strategies and policies which impact on their activities as a landlord
- The team work closely with DASH landlord accreditation scheme and encourage all landlords to join the scheme.
- Conferences/seminars are occasionally organised by the team to which all landlords with property in Derby are invited

Other assistance

Other types of assistance and/or other services may from time to time be made available and incorporated into this policy,

DRAFT

7. Conditions of Financial Assistance

The Property and the Works

The assistance shall generally only be available for a dwelling that has been constructed or converted more than ten years prior to the date of application. (Disabled Facilities Grants and Disabled Facilities Loans are excluded from this requirement),

The Applicant

- The applicant must be the homeowner, i.e. be the person named on the mortgage or deeds of the property at the time the assistance is received and in relation to assistance for the purposes of Disabled Facilities must sign either an;
 - "Owner-occupation Certificate". This document certifies that the applicant intends that he or a member of his family will live in the dwelling as his (or that member's) only or main residence until the assistance is repaid, or until the end of the condition period, or a;
 - "Certificate of Intended Letting". This document certifies that the applicant intends that the dwelling will be let or available for letting, for use as a residence (and not for a holiday home) to a person who is not a member of the owner's family for at least five years into the future.
- The applicant must be aged 18 years or over on the date of application;
- A loan or other form of financial assistance under this Policy will only be available to people who have a right to live in the United Kingdom, whether as a citizen of the UK or a person with indefinite or exemplary leave to remain. An applicant who has leave to remain in the Country subject to a condition that they do not have recourse to public funds will not be eligible for assistance under this policy.
- The Applicant must not be in arrears to the Council at the time of application. The nature of the arrears and progress being made by the Applicant to repay these will be taken into consideration. Arrears may include those that result from a failure to pay Council Tax, or charges incurred by the Council through the carrying out of works in default following enforcement action.
- Applications from a person who has an have adverse credit history which may include County Court Judgements, Individual Voluntary agreements (IVAs), Debt Relief Orders, Bankruptcy where that bankruptcy has not been discharged, Company Insolvency/ Liquidation, will not normally be accepted. Any such applications will be considered on a case by case basis (applicants for a Disabled Facilities Grant are excluded from this requirement).

The Application

An application must be in writing made on the application form provided for that purpose. The Council will only consider a valid application for assistance. A valid application is one where the following documents are submitted:

- A correctly completed application form and any supporting documentation
- In relation to assistance for the purposes of Disabled Facilities either a certificate of owner occupation, a certificate of intended letting, a tenant's certificate or an occupiers certificate
- Proof of title where applicable

- Authorisation from the owner of the property if a third party is acting agent in the application. This can be in the form of an authorisation letter, power of attorney or similar
- Any relevant reports as requested by the Schedule giving the particulars of the relevant works
- At least two sets of estimates.
- Estimates for assistance from the Applicants or members of their families are not acceptable. In cases where the work is carried out by the Applicant or a member of his/her family then assistance may be given for materials only.
- Details of preliminary or ancillary services or charges
- Other prescribed particulars
- The applicant shall be required to enter into a contract with the Council.
- The Council will determine an application within 6 months of receipt of a valid application. The applicant will be informed in writing of the approval or refusal of the application.

Fees and other ancillary services

In addition to the actual cost of carrying out works of improvement or repair, other necessary charges incurred in undertaking assistance works may also be eligible for assistance. These expenses include costs such as architects' or surveyors' fees; charges for planning permission and building regulation approval; costs relating to confirmation of ownership, legal fees and fees for agency services.

The inclusion of these fees will enable applicants to receive advice and assistance in matters relating to their application and the work to be carried out.

Particulars of the fees will be required in the application so that the reasonableness of the costs and whether they are properly incurred can be considered. The payment of assistance in respect of these fees will be dependent on the provision of a satisfactory receipt or invoice

Client Contribution

Applicants applying for a Disabled Facilities Grant, will be means tested in accordance with Section 30 of the Housing Grants, Construction and Regeneration Act 1996 and associated regulations and any contribution determined accordingly. Additionally it may be determined that the client is required to contribute towards works that are not eligible for financial assistance. In these instances, the Client Contribution will be required to be paid to Chesterfield Borough Council on production of an invoice, prior to work starting on site.

Calculation of the Assistance Amount

Taking into account the necessary works, fees and other ancillary services and any client contribution and maximum amounts of assistance available, the Council will determine the financial assistance offer.

Minimum and Maximum amount of Assistance

The minimum and maximum amount of assistance will be detailed within each specific grant or loan.

Decision and notification

The Council, will in writing notify the Applicant as soon as reasonably practicable and, in any event not later than six months after the date of a full application, whether the application is approved or refused. Before any assistance is provided to any person under this Policy, the Council will:

- provide to the person receiving the assistance a statement in writing of the conditions (if any) to which the assistance is subject to: and
- satisfy itself and ensure that the person has received appropriate advice and information about the extent and nature of the obligation (whether financial or otherwise) which he/she may be subject to as a consequence of the Council providing assistance to him/her under this Policy.

Where the Council decides to approve an application for assistance it will determine;

- which of the works are eligible for assistance. Such works will be referred to as eligible works.
- the amount of the expenses which in its opinion are properly to be incurred in the execution of the eligible works (the eligible expense) as well as any eligible costs incurred with respect to preliminary or ancillary services and charges.
- the amount of assistance the Council has decided to pay.

If the Council approves the application for assistance it will notify the Applicant in writing that the application is approved. The amount of assistance may be re-calculated if it is found that there is either an increase or decrease in the eligible works or in the amount allowed as eligible expense. This will usually only be permitted if such costs were unforeseen at the time of application.

If the Council refuses the application, it will notify the Applicant in writing that his/her application for assistance has been refused and advise the Applicant that they have a right of appeal against the determination.

The works that are eligible for assistance must be carried out in accordance with any specification imposed by the Council and completed to the satisfaction of the Council.

Carrying Out and Completing the Works

The eligible works should be completed within 12 months from the date of approval of the application. The Council may extend this period if they feel it is necessary, upon written request from the applicant;

Should works that were unforeseen at the time of the approval of the financial assistance be identified while the works are being undertaken, financial assistance towards the additional cost will be considered if the works are unavoidable and are considered to be eligible works.

Payment

Works will be inspected by the Council on completion. The council should be provided with an acceptable invoice, from the approved contractor. If the works are completed to the satisfaction of the Council, the assistance may be paid:

- In whole after completion of the eligible works, or

- In part by instalments as the works progress and the balance after completion of the works. Where the assistance is paid by instalments the aggregate of the instalments paid before the completion of the eligible works shall not at any time exceed nine tenths of the amount of the assistance.

Applicants Ceasing to be Entitled before the payment of Assistance

If an applicant ceases to be entitled to assistance before final payment, but after it has been approved, then the Council may cancel the approval and demand repayment of any instalments that have been paid.

In the case of an applicant dying before final payment of assistance, the Council may, at its discretion, pay assistance in respect of any ancillary charges and for any relevant works which have begun. The applicant will be given appropriate advice and time to consider any offer of assistance, and must be willing to accept the assistance offered subject to any conditions set by the Council, within the time set by the Council for accepting such an offer.

The Local Land Charge

Once an application for financial assistance is approved, all forms of financial assistance will be registered as a local land charge.

In relation to Disabled Facilities Grants, the local land charge will apply for a period of 10 years from the date at which the Council certifies that the eligible works have been carried out to their satisfaction ("the certified date").

Where the work has begun and not been completed and the Council has incurred costs including any interim payments or additional costs, the Council shall place a land charge on the property relating to all costs incurred.

For all forms of financial assistance other than for mandatory Disabled Facilities Grants, the charge will remain on the property until the financial assistance is repaid.

A charge is binding on the person (and the property) who is for the time being an owner of the premises concerned.

Where a condition is broken, the Council has all the usual remedies in law to secure repayment including enforcement of the charge.

Repayment of financial assistance

Disabled Facilities Grants

On completion of the grant a local land charge is placed on the property which is activated if the property is sold within 10 years of grant completion.

The local housing authority may demand the repayment by the recipient of such part of the grant that exceeds £5000 (but may not demand an amount in excess of £10,000) if the recipient disposes (whether by sale, assignment, transfer or otherwise) of the premises in respect of which the grant was given within 10 years of the certified date.

In making a decision to require repayment of grant, the council will take into account the following and be satisfied that it is reasonable considering the circumstances to require the repayment.

- the extent to which the recipient of the grant would suffer financial hardship were they to be required to repay all or any of the grant;
- whether the disposal of the premises is to enable the recipient of the grant to take up employment, or to change the location of his employment;
- whether the disposal is made for reasons connected with the physical or mental health or well-being of the recipient of the grant or of a disabled occupant of the premises; and
- whether the disposal is made to enable the recipient of the grant to live with, or near, any person who is disabled or infirm and in need of care, which the recipient of the grant is intending to provide, or who is intending to provide care of which the recipient of the grant is in need by reason of disability or infirmity.

Home Repair Assistance Loans and Disabled Facilities Loans

It is a condition that repayment is received in accordance with the terms of approval of the financial assistance. Specifically, that repayment is received when the property is sold, disposed of, assigned, transferred or otherwise, including the transfer to family members, or is no longer occupied by the client as principal residence (including if the property is rented out).

Family members include both immediate and extended family. Should family members or other persons be living in the property at the time of death of the Client, there will be no automatic right of succession. Should repayment of the loan require the property to be sold in this circumstance the Council can exercise discretion through formal decision making processes if appropriate.

A client can repay the loan at any point before a property is disposed of.

Should the Client wish to make a relevant disposal of the property before repayment of the loan is complete, the loan amount that is outstanding must be repaid to the Council upon the disposal of the property.

Breach of Conditions

After works are completed the property should be kept properly maintained. If this condition is not met during the period until the assistance is repaid, the Council may treat this as a breach of conditions

It is the responsibility of the applicant to demonstrate that the conditions of the financial assistance are being adhered to. If the Council requests any information in relation to the conditions in writing and the applicant fails to supply the information, then the Council may deem this as a breach of the financial assistance conditions.

The property must not be left empty for any appreciable length of time until the assistance is repaid. An extended period of vacancy may be construed as a breach of conditions and the council may seek to recover financial assistance monies from the applicant.

Should the application have been approved on the basis that the applicant was an owner occupier the property should remain the principal residence of the client until the financial assistance is repaid.

Restrictions on Assistance

The Council will not approve an application for assistance if the works involved have been carried out before the application has been approved.

DRAFT

8. POLICY DELIVERY

Policy implementation

This policy will be implemented and managed by the Private Sector Housing Team, based within the Health and Wellbeing Directorate of Chesterfield Borough Council.

We can be contacted by:

Telephone: 01246 345748

Email: HIA@chesterfield.gov.uk

Data Protection

All data will be held securely in accordance with the General Data Protection Regulations (EU) 2016 (GDPR).

In order to progress an application it may be necessary to share the information an applicant provides with relevant other Council departments and externally with Adult Social Care and other relevant health care professionals. Applicants will be informed of this data sharing at the time of applying in the form of a privacy notice.

The Council is under a duty to protect public funds and may use the information provided for the prevention and detection of fraud

Cases falling outside of the policy

For those applicants whose circumstances fall outside the normal scope of this policy but where they believe that there are exceptional circumstances, the applicant can put their case in writing to Private Sector Housing Manager who will review the circumstances of the case. Should the case be refused the applicant can exercise their right to complain as listed below.

Decision Appeal

Any decision made under the Policy may be reviewed at the request of the applicant. The review request should be addressed to the officer who made the decision being appealed against in writing, and within 28 days of the date of the decision.

The review will be conducted by the Assistant Director Health and Wellbeing Directorate (the "Review Officer").

The Review Officer will make such enquiries and request such evidence as he/she thinks necessary and will inform the appellant in writing of his/her decision within 28 working days of receiving such evidence.

Where he/she refuses an appeal, the Review Officer will inform the applicant of his/her rights under the appropriate Council's complaint procedure and the Local Authority Ombudsman procedure.

Comments or complaints about this policy

Chesterfield Borough Council encourages all customer feedback about its services

and any queries, complaints, compliments or suggestions about this policy are welcome.

These can be made to and marked for the attention of the Private Sector Housing Manager.

Email to: HIA@chesterfield.gov.uk

Write to: Private Sector Housing Manager, Town Hall, Rose Hill, Chesterfield S40 1LP.

Additionally you feel that any queries or concerns have not been dealt with to your satisfaction, details of the Councils Formal complaints policy can be found at:

<https://www.chesterfield.gov.uk/home/about-this-website/contact-us/comments-complaints-compliments.aspx>

Policy Review

This Policy was approved by Cabinet on April 2021 and came into force on April 2021.

The policy will remain in force until end 2024 at which it will be reviewed.

Minor changes which do not affect the broad scope of the policy, such as varying the eligibility criteria specified in the policy based on changes to funding amounts, benefit criteria, legislation and national guidance may from time to time be made by the Assistant Director Health and Wellbeing Directorate in consultation with the Portfolio Holder for Health and Wellbeing.

More significant changes to the Policy may be made by Cabinet, including (but not limited to) the addition of appendices to cover any new types of grant or loan that may be come available.

Performance

The performance of the policy will be monitored by the Private Sector Housing Manager and Assistant Director for Health and Wellbeing.

Part 2 – Types of Assistance Available

1. Mandatory Disabled Facilities Grant

Type of Assistance
Mandatory Disabled Facilities Grant
Purpose of Assistance
<p>Disabled facilities grants: purposes for which grant must or may be given.</p> <ul style="list-style-type: none">• facilitating access by the disabled occupant to and from<ul style="list-style-type: none">○ the dwelling, qualifying houseboat or caravan, or○ the building in which the dwelling or as the case may be flat is situated;• making<ul style="list-style-type: none">○ the dwelling, qualifying houseboat or caravan, or○ the building, <p>safe for the disabled occupant and other persons residing there by;</p> <ul style="list-style-type: none">○ facilitating access by the disabled occupant to a room used or usable as the principal family room;○ facilitating access by the disabled occupant to, or providing for the disabled occupant, a room used or usable for sleeping;○ facilitating access by the disabled occupant to, or providing for the disabled occupant, a room in which there is a lavatory, or facilitating the use by the disabled occupant of such a facility;○ facilitating access by the disabled occupant to, or providing for the disabled occupant, a room in which there is a bath or shower (or both), or facilitating the use by the disabled occupant of such a facility;○ facilitating access by the disabled occupant to, or providing for the disabled occupant, a room in which there is a washhand basin, or facilitating the use by the disabled occupant of such a facility;○ facilitating the preparation and cooking of food by the disabled occupant;○ improving any heating system in the dwelling, qualifying houseboat or caravan to meet the needs of the disabled occupant or, if there is no existing heating system there or any such system is unsuitable for use by the disabled occupant, providing a heating system suitable to meet his needs;○ facilitating the use by the disabled occupant of a source of power, light or heat by altering the position of one or more means of access to or control of that source or by providing additional means of control;○ facilitating access and movement by the disabled occupant around the dwelling, qualifying houseboat or caravan in order to enable him to care for a person who is normally resident there and is in need of such care; <p>The Disabled Facilities Grants (Maximum Amounts and Additional Purposes) (England) Order 2008, lists two further purposes specified by the Secretary of State</p> <ul style="list-style-type: none">○ facilitating access to and from a garden by a disabled occupant; or

- making access to a garden safe for a disabled occupant.

The Property

To qualify for assistance the property must be reasonably and practically capable of being adapted to meet the needs of the disabled person.

The Applicant

You can apply for a Disabled Facilities Grant (DFG) if you are:

- a private tenant (or lodger) of a property or a Housing Association tenant
- the owner of a property
- intend to become the owner of a property.

If the owner makes the application, they must complete a certificate stating that they intend to remain living there for 5 years. If the applicant isn't yet the owner, the local authority can't approve the grant until the sale has completed.

If the tenant makes the application, they must complete a certificate stating that intend to remain living there for 5 years

A tenant will need to have permission from their landlord for the adaptations to take place.

Eligibility

Adults

The amount of grant, other than those for disabled children, will depend on income and savings and assets.

If the disabled person is in receipt of any of the following, they will not have to contribute towards the works:

- Council Tax Support
- Income Support
- Income-based Employment and Support Allowance (not contribution-based ESA)
- Income-based Jobseeker's Allowance (not contribution-based JSA)
- Guarantee Pension Credit (not Savings Pension Credit alone)
- Housing Benefit
- Working Tax Credit and or Child Tax Credit. Provided that the annual income for the purposes of assessing entitlement to the tax credit is less than £15,050.
- Universal Credit. This includes any Universal Credit which is being introduced from 2013 onwards as a replacement for working age benefits and tax credits.

If the disabled person is not in receipt of one of the above listed benefits, a means test will be carried out. The means test will look at the income and capital (for example, savings and investments) and assets of the disabled person and their spouse or partner.

This means that the disabled persons share of the cost may range from nothing at all, to the full cost of the work.

Children up to the age of 19 where Child Benefit is in payment

Parents applying for a Disabled Facilities Grant for a disabled child or young person under the age of 19 and in receipt of Child Benefit will not be means tested

Means Test Exemptions applicable in 2021

The following means test exemptions are applicable at present:

- The Council has decided not to apply the means test to referrals relating to stairlifts
- The council has decided that where a client has means test resulting in a client contribution of £5000 or less, that the client will not be required to pay the contribution.

Details of Assistance

When Chesterfield Borough Council are in receipt of a referral from Derbyshire County Councils social care team and are happy that it meets the criteria listed above, it will be passed to the Disability Design Team at Derbyshire County Council, who act as our agents. They will obtain all necessary permissions, prepare any drawings, obtain prices from experienced contractors, and order and supervise the works.

If however, the applicant decides to appoint their own architects and contractors, they should contact the private sector housing team to discuss further.

The grant can't be approved if works have already started or are already complete, prior to issue of a grant approval.

The council may pay the grant in instalments as the work progresses or make one payment once all the work has been completed.

The grant will only be fully paid when the council is satisfied that the work has been satisfactorily completed in accordance with the grant approval and on receipt of an invoice, appropriate safety certificates, warranties and completion notices.

The completed works must also fully meet the needs of the disabled person, as specified by the occupational therapist.

The grant is either paid directly to Derbyshire County Council, or direct to the contractor, if the applicant has appointed their own contractor.

Minimum and maximum levels of disabled facilities grant

Minor works relating to aids and equipment that are under £1000 in value are administered by Derbyshire County Council. This work is not funded via disabled facilities grants.

The maximum mandatory disabled facilities grant (DFG) is £30,000 which is set by the government.

If the cost of the work exceeds £30,000, the applicant may have to source alternative funding for the costs that exceed £30,000.

Preliminary and Ancillary Charges

- The Council charge an administration fee of 5% of the total cost of the adaptation works.
- Other fees and services properly incurred, such as building surveys incurred in association with the proposed adaptation works, other fees incurred in association with the proposed adaptation works.

Conditions Attached to Financial Assistance

On completion of the grant a local land charge is placed on the property which is activated if the property is sold within 10 years of grant completion.

The local housing authority may demand the repayment by the recipient of such part of the grant that exceeds £5000 (but may not demand an amount in excess of £10,000) if the recipient disposes (whether by sale, assignment, transfer or otherwise) of the premises in respect of which the grant was given within 10 years of the certified date.

In making a decision to require repayment of grant, the council will take into account the following and be satisfied that it is reasonable considering the circumstances to require the repayment.

- the extent to which the recipient of the grant would suffer financial hardship were they to be required to repay all or any of the grant;
- whether the disposal of the premises is to enable the recipient of the grant to take up employment, or to change the location of his employment;
- whether the disposal is made for reasons connected with the physical or mental health or well-being of the recipient of the grant or of a disabled occupant of the premises; and
- whether the disposal is made to enable the recipient of the grant to live with, or near, any person who is disabled or infirm and in need of care, which the recipient of the grant is intending to provide, or who is intending to provide care of which the recipient of the grant is in need by reason of disability or infirmity

Contact Details

For further help and advice please contact us:

Telephone: 01246 345748

Email: hia@chesterfield.gov.uk

By post:

Private Sector Housing Team,
Chesterfield Borough Council,
Town Hall,
Rose Hill,
Chesterfield,
S40 1LP

2. Discretionary Disabled Persons Relocation Assistance

Type of Assistance
Discretionary Disabled Persons Relocation Assistance
Purpose of Assistance
Where a person who qualifies for a Mandatory Disabled Facilities Grant but where the property cannot practically be adapted, the Discretionary Disabled Persons Relocation Grant may be used to assist with the relocation costs and or purchasing costs of a more suitable property.
The Property
<p>The existing home of the disabled person must not be reasonably and practically capable of being adapted to meet the needs of the disabled person in that:</p> <ul style="list-style-type: none">• The adaptations are not possible• The adaptations will be unable to fully meet the assessed needs of the disabled person• The adaptations required to the existing home cannot be achieved within the maximum mandatory Disabled Facilities Grant limit of £30,000, or at a reasonable cost and• Where a more satisfactory outcome, both in cost and ability to meet the needs of the disabled person can be obtained by assisting with rehousing and if appropriate adaptation to the new property. <p>The property to which the disabled person wishes to relocate to must:</p> <ul style="list-style-type: none">• have been assessed as being suitable by an Occupational Therapist from Derbyshire County Council.• Be situated within the boundary of Chesterfield Borough Council.
The Applicant
To qualify for assistance an applicant must have an owner's interest in the existing property or be a leaseholder with a legal obligation to repair with a minimum of 5 years left unexpired or be a tenant living in privately rented property.
Eligibility
<p>The applicant must:</p> <ul style="list-style-type: none">• Be aged 18 or over on the date of application (If the person with a disability is a child, the Applicant must be the parent or legal guardian).• Be disabled or a member of their family who is living with them should be disabled. The adaptation must be for the benefit of a person who is 'disabled' within the criteria in section 100 of the Housing Grants, Construction and Regeneration Act 1996.• Be the owner of the existing dwelling or a tenant living in a privately rented property.• Satisfy a means test as prescribed by the Housing Renewal Grants Regulations 1996 (as amended). If the assessed contribution is calculated between £0 and £15,000, the Applicant will qualify for the Discretionary Disabled Relocation Assistance (the means test does not apply where the disabled person is a child).

- The existing property must have been assessed by a Derbyshire County Council Occupational Therapist as requiring adaptations that fall within the eligibility of the mandatory Disabled Facilities Grant, but that it is not reasonable or practicable to adapt the property.
- The proposed new accommodation must have been assessed as being suitable to adapt at a reasonable cost or already meeting the disabled person's needs by one of Derbyshire County Council's Occupational Therapists and the council must be in receipt of a referral which has been agreed by QA panel.

Details of Assistance

Discretionary Disabled Persons Relocation Assistance is discretionary and is provided subject to funding availability.

The maximum amount of Discretionary Disabled Persons Relocation Assistance is:

- £10,000 for those applications made by an applicant with an owners interest in the existing and proposed property.
- £1,000 for applications made by tenants of the existing and proposed properties (tenants of registered providers are not eligible for this assistance).

The maximum value of the assistance may be increased in exceptional circumstances and these cases will be considered for a final decision by the Private Sector Housing Manager.

Discretionary Disabled Persons Relocation Assistance can be used to fund:

- Removal costs
- Resettlement costs, such as reinstatement of utilities. Consideration may be given towards helping with the cost of carpets, curtains, replacement of certain appliances.
- Legal and other fees, including solicitors, surveys, estate agents, mortgage redemption
- Reasonable cost in bridging the gap between the old and new property. It cannot be used for what is considered to be "moving up the property ladder".

(a minimum of 2 quotes will be required for each of the above costs)

The Applicant will be required to complete and sign an application form stating they understand and agrees to any obligations that they are placing themselves under.

In addition, any other owner of the property will be required to complete a declaration that they give their consent to the works, that they understand the implications of giving such consent.

The assistance will only be approved once the purchase/rental process in relation to the property has been completed. However, a provisional approval may be given prior to this which will indicate only the amount of grant available.

Payment will be made directly to the applicant's solicitor upon exchange of contracts for all legal and estate agent fees. Payment will be made directly to the contractor(s) upon satisfactory completion of eligible works as inspected by the Council.

Please note, the Council will not take responsibility for making payments within agreed Payment Conditions or any incurred charges due to payments outside the agreed timescales.

Preliminary and Ancillary Charges

- The Council charge an administration fee of 5% of the total cost of the adaptation works.
- Other fees and services properly incurred, such as building surveys incurred in association with the proposed adaptation works, other fees incurred in association with the proposed adaptation works.

Conditions Attached to Financial Assistance

This assistance is limited to one application only, for the disabled person and/or members of their immediate family, within any 10 year period.

Where an award has been made under this section of the Policy and the applicant dies before the relocation has taken place, the Council may decide not to pay some or all of the relocation assistance.

In relation to an application made in relation to an owner occupied property or leasehold property. On completion of the grant a local land charge is placed on the property which is activated if the property is sold within 10 years of grant completion.

The local housing authority may demand repayment by the recipient for the full amount of grant awarded, if the recipient disposes (whether by sale, assignment, transfer or otherwise) of the premises in respect of which the grant was given within 10 years of the certified date.

In making a decision to require repayment of grant, the council will take into account the following and be satisfied that it is reasonable considering the circumstances to require the repayment.

- the extent to which the recipient of the grant would suffer financial hardship were they to be required to repay all or any of the grant;
- whether the disposal of the premises is to enable the recipient of the grant to take up employment, or to change the location of his employment;
- whether the disposal is made for reasons connected with the physical or mental health or well-being of the recipient of the grant or of a disabled occupant of the premises; and
- whether the disposal is made to enable the recipient of the grant to live with, or near, any person who is disabled or infirm and in need of care, which the recipient of the grant is intending to provide, or who is intending to provide

care of which the recipient of the grant is in need by reason of disability or infirmity.

For further help and advice please contact us:

Telephone: 01246 345748

Email: hia@chesterfield.gov.uk

By post:
Private Sector Housing Team,
Chesterfield Borough Council,
Town Hall,
Rose Hill,
Chesterfield,
S40 1LP

DRAFT

3. Discretionary Disabled Facilities Loan

Type of Assistance
Discretionary Disabled Facilities Loan
Purpose of Assistance
<p>Disabled Facilities Grants are used to fund major adaptations to a property to meet the assessed needs of a disabled occupant. The current maximum DFG is £30,000.</p> <p>Where an applicant is eligible for a disabled facilities grant, but that either:</p> <ul style="list-style-type: none"> • the cost of the adaptation exceeds the maximum grant of £30,000 or • the client has an assessed contribution as calculated under S30 Housing Grants Construction and Regeneration Act 1996 but is unable to fund the cost of the contribution and <p>where the applicant is unable to arrange their own finance from a reputable lender, they can apply to the local authority for a Disabled Facilities Loan.</p>
The Property
To qualify for the Disabled Facilities Loan the property must be reasonably and practically capable of being adapted to meet the needs of the disabled person.
The Applicant
To qualify for assistance an applicant must have an owner's interest in the existing property or be a leaseholder with a legal obligation to repair with a minimum of 5 years left unexpired.
Eligibility
<p>The applicant must:</p> <ul style="list-style-type: none"> • Be aged 18 or over on the date of application (If the person with a disability is a child the Applicant must be the parent or legal guardian). • Be the owner of the existing dwelling • Have been assessed by an occupational therapist who has recommended the adaptation to the home. • Have been awarded a Disabled Facilities Grant that does not cover the total cost of the work for which they are seeking top up funding or • Have been awarded a Disabled Facilities Grant but be unable to fund their assessed contribution as calculated under section 30 Housing Grants Construction and Regeneration Act 1996. (proof will be required).
Details of Assistance
<p>The Disabled Facilities Loan is discretionary and is provided subject to funding availability.</p> <p>The maximum amount of Discretionary Disabled Facilities Loan is £20,000.</p> <p>The assistance will contribute toward the cost of works required to adapt the property to meet the needs of the disabled person as assessed and recommended by an Occupational Therapist from the Derbyshire County Council and agreed by</p>

QA panel. The assistance will either contribute to the total cost of the works in excess of the Mandatory Disabled Facilities Grant or fund a client contribution where alternative funding cannot be sourced.

The Applicant will be required to sign a declaration that states they understand and agrees to any obligations that they are placing themselves under.

In addition, any other owner of the property will be required to complete a declaration that they give their consent to the works, that they understand the implications of giving such consent.

The loan will only be paid when the council is satisfied that the work has been satisfactorily completed in accordance with the loan approval and on receipt of an invoice, appropriate safety certificates, warranties and completion notices.

The completed works must also fully meet the needs of the disabled person, as specified by the occupational therapist.

The grant is either paid directly to Derbyshire County Council, or direct to the contractor, if you have appointed your own contractor.

Preliminary and Ancillary Charges

- The Council charge an administration fee of 10% of the total cost of the adaptation works.
- Other fees and services properly incurred, such as building surveys incurred in association with the proposed adaptation works, other fees incurred in association with the proposed adaptation works.

Conditions Attached to Financial Assistance

This assistance is limited to one application only, for the disabled person and/or members of their immediate family, within any 10year period.

Where an award has been made under this section of the Policy and the applicant dies before work to complete the adaptations is complete, The Council may decide not to pay some or all of the Disabled Facilities Loan.

The Council will, secure the conditions attached to this type of assistance by securing a local land charge against property.

The value of all loans secured on the property, including the proposed secured loan, must not exceed 80% of the property value at the time of offering the loan. All outstanding mortgage and loans secured against the property must be taken into account and the proposed loan must also be able to withstand a 10% increase should unforeseen works occur and any associated loan fees.

The maximum loan value may be increased in exceptional circumstances and these cases will be considered for a final decision by the Private Sector Housing Manager.

Loan Repayment Conditions

The loan is secured against the value of the property but no repayment of capital or interest is required to be made until there is an ultimate change of ownership.

The loan is repayable in the following circumstances:

- On the death of the homeowner/applicant and subsequent disposal of property.
- On disposal of property (sale/transfer/change of ownership).
- Early repayment by choice

In the event of property values decreasing the amount repayable is the minimum sum (in other words the original amount borrowed). At the discretion of officers cases where values have decreased can be brought to the Discretionary Panel for consideration.

Succession

There is no immediate right to succession. In exceptional circumstances, requests for the right to succession may be considered by the Discretionary Panel.

This list is not exhaustive and is subject to change. Full terms and conditions will be detailed in the loan agreement

Contact Details

For further help and advice please contact us:

Telephone: 01246 345748

Email: hia@chesterfield.gov.uk

By post:

Private Sector Housing Team,
Chesterfield Borough Council,
Town Hall,
Rose Hill,
Chesterfield,
S40 1LP

4. Discretionary Disabled Facilities Top Up Grant

Type of Assistance
Discretionary Disabled Facilities Top Up Grant
Purpose of Assistance
In exceptional circumstances, the Council will consider applications to top-up the funding of a mandatory DFG application where the cost of the adaptation exceeds the maximum grant limit of £30,000.
The Property
To qualify for assistance the property must be reasonably and practically capable of being adapted to meet the needs of the disabled person.
The Applicant
To qualify for assistance an applicant must have an owner's interest in the existing property or be a leaseholder with a legal obligation to repair with a minimum of 5 years left unexpired or be a tenant living in privately rented property.
Eligibility
<p>The applicant must have been awarded a mandatory Disabled Facilities Grant. the cost of the adaptation works must exceed the £30,000 Disabled Facilities Grant limit.</p> <p>Given that the applicant will already have already undergone the means testing process when applying for the DFG, there will be no additional means test required for the top-up.</p>
Details of Assistance
<p>Works funded by this grant must be eligible works which have been deemed necessary and appropriate to meet the disabled persons need, as defined by the Housing Grants, Construction and Regeneration Act 1996.</p> <p>The maximum funding available for Discretionary Disabled Facilities Top up grant is £10,000.</p> <p>A formal application for this assistance will not be required in addition to the DFG application.</p> <p>Payment will be made directly to the contractor(s) upon satisfactory completion of eligible works as inspected by the Council. In certain circumstances stage payments may be made towards the cost of large works.</p>
Preliminary and Ancillary Charges
No Preliminary or Ancillary charges are incurred in relation to this grant. All preliminary and ancillary charges are incurred during the processing of the mandatory DFG.
Conditions Attached to Financial Assistance
On completion of the grant a local land charge is placed on the property which is activated if the property is sold within 10 years of grant completion.

The local housing authority may demand the repayment by the recipient for the full amount of Discretionary Disabled Facilities Top Up Grant awarded, if the recipient disposes (whether by sale, assignment, transfer or otherwise) of the premises in respect of which the grant was given within 10 years of the certified date.

In making a decision to require repayment of grant, the council will take into account the following and be satisfied that it is reasonable considering the circumstances to require the repayment.

- the extent to which the recipient of the grant would suffer financial hardship were they to be required to repay all or any of the grant;
- whether the disposal of the premises is to enable the recipient of the grant to take up employment, or to change the location of his employment;
- whether the disposal is made for reasons connected with the physical or mental health or well-being of the recipient of the grant or of a disabled occupant of the premises; and
- whether the disposal is made to enable the recipient of the grant to live with, or near, any person who is disabled or infirm and in need of care, which the recipient of the grant is intending to provide, or who is intending to provide care of which the recipient of the grant is in need by reason of disability or infirmity

Contact Details

For further help and advice please contact us:

Telephone: 01246 345748

Email: hia@chesterfield.gov.uk

By post:

Private Sector Housing Team,
Chesterfield Borough Council,
Town Hall,
Rose Hill,
Chesterfield,
S40 1LP

5. Discretionary Minor Adaptations Grant

Type of Assistance
Discretionary Minor Adaptations Grant
Purpose of Assistance
Where minor works are required and where a person who qualifies for a Mandatory Disabled Facilities Grant but the works are urgent and will cost more than £1000 but less than £2,000.
The Property
To qualify for assistance the property must be reasonably and practically capable of being adapted to meet the needs of the disabled person.
The Applicant
To qualify for assistance an applicant must have an owner's interest in the existing property or be a leaseholder with a legal obligation to repair with a minimum of 5 years left unexpired or be a tenant living in privately rented property.
Eligibility
<p>The applicant must:</p> <ul style="list-style-type: none"> • Be aged 18 or over on the date of application (If the person with a disability is a child, the Applicant must be the parent or legal guardian). • Be disabled or a member of their family who is living with them should be disabled. The adaptation must be for the benefit of a person who is 'disabled' within the criteria in section 100 of the Housing Grants, Construction and Regeneration Act 1996. • Be the owner of the existing dwelling or a tenant living in a privately rented property. • Satisfy a means test as prescribed by the Housing Renewal Grants Regulations 1996 (as amended). If the assessed contribution is calculated between £0 and £15,000, the Applicant will qualify for the Discretionary Disabled Relocation Assistance (the means test does not apply where the disabled person is a child). • The existing property must have been assessed by a Derbyshire County Council Occupational Therapist as requiring adaptations that fall within the eligibility of the mandatory Disabled Facilities Grant,
Details of Assistance
<p>When Chesterfield Borough Council must be in receipt of a referral from Derbyshire County Councils social care team that meets the criteria listed above.</p> <p>The adaptation must be provided by Derbyshire County Councils mediquip contract. Derbyshire County Council will obtain all necessary permissions, prepare any drawings, obtain prices from experienced contractors, and order and supervise the works.</p> <p>Payment will be made directly to Derbyshire County Council on production of a satisfactory invoice.</p>

Preliminary and Ancillary Charges

- The Council charge an administration fee of 5% of the total cost of the adaptation works.
- Payment in relation to other preliminary or ancillary charges will not be made in relation to the grant.

Conditions Attached to Financial Assistance

There are no conditions attached to this assistance.

Local Land Charges will not be attached to such applications.

Contact Details

For further help and advice please contact us:

Telephone: 01246 345748

Email: hia@chesterfield.gov.uk

By post:

Private Sector Housing Team,
Chesterfield Borough Council,
Town Hall,
Rose Hill,
Chesterfield,
S40 1LP

6. Home Repair Assistance

Type of Assistance
Home Repair Assistance
Purpose of Assistance
<p>This product is for those homeowners unable to access loans from mainstream lenders at affordable rates of interest, where increasing monthly outgoings is not an option and where a large amount of works are required.</p> <p>The purpose of this assistance is to remove significant hazards and to ensure vulnerable or disabled households can live in homes that are safe and free from serious defects or hazards and are warm and secure. in people's homes. This assistance is only available to cases that fall outside of the "Prevention of Hospital Admission and Successful Hospital Discharge Assistance".</p> <p>The minimum loan is £1,000. The maximum loan is £15,000</p>
The Property
<p>The property must be non decent and require work to:</p> <ul style="list-style-type: none">• Remove Category 1 hazard• Improve thermal comfort• Replace aged/broken facilities (bathrooms/Kitchen).
The Applicant
<p>Home Repair Assistance is aimed at vulnerable home owners who:</p> <ul style="list-style-type: none">• Have a medical condition or other vulnerability that may be affected by their housing conditions; or• whose housing conditions are such that they may be detrimental to their health and wellbeing.• The property must be the applicant's sole and only residence and:<ul style="list-style-type: none">• Contain a household member who is 60 years of age or over; or• Contain a child under 5 or a pregnant woman; or• Contain a household member with a diagnosed health condition which is made worse by their living conditions. (The following conditions will be considered as part of the assessment - cardiovascular, respiratory, mental health, physical disability, addictions, terminal illness, suppressed immune system. life changing or life limiting conditions).
Eligibility
<p>Referrals will be received through multiple channels.</p> <p>The applicant will be required to complete an application form following an inspection from the Council to ensure works meet the requirements of the assistance.</p> <p>Proof of qualifying eligibility criteria will be required in order to process the application. To be eligible, an applicant must meet all of the following criteria:</p> <ul style="list-style-type: none">• Be over the age of 18 years.• Hold the registered title to a property as their main residential home.

- Be an owner or joint owners(both joint owners must agree and accept the loan terms and conditions). of a freehold or minimum 99 year leasehold (minimum leasehold period can be varied if considered appropriate by the Discretionary Panel).
- Have owned and occupied the property for at least one full year prior to the application for assistance.
- Not be the owner of another property that could be reasonably occupied or disposed of for the purpose of raising essential funds.

The value of all loans secured on the property, including the proposed secured equity share loan, may not exceed 80% of the property value at the time of offering the loan. All outstanding mortgage and loans secured against the property must be taken into account and the proposed loan must also be able to withstand a 10% increase should unforeseen works occur and any associated loan fees

- Must not have received one of these loans or an equivalent loan, within the last 5 years (from date of certified completion).
- Be in receipt of one of the following benefits.
 - Income Support
 - Income based Employment Support Allowance
 - Income Based Job Seekers Allowance
 - Council Tax Support (not single person discount)
 - Guaranteed Pension Credit
 - Working Tax Credit (Income less than £16,105)
 - Disabled Persons Tax Credit (Income less than £16,105)
 - Child Tax Credit (Income less than £16,105)
 - War Disablement Pension
 - Industrial Injuries Disablement Benefit
 - Universal Credit
 - Personal Independence Payment
 - Attendance Allowance
 - Disability Living Allowance

Details of Assistance

The loan will assist homeowners living in non-decent properties who require financial support to improve their existing home by undertaking repairs and/or improvements which will help to bring it up to the Decent Homes Standard or other purposes by exception.

The assistance aims to:

- Remove Category 1 hazards from the property
- Improve thermal comfort
- Replace aged/broken facilities (bathrooms/Kitchen).

All works must be deemed as reasonable and practicable having regard to the age and condition of the property.

Preliminary and Ancillary Charges

- The Council charge an administration fee of 10% of the total cost of the adaptation works.
- Other fees and services properly incurred, such as building surveys incurred in association with the proposed adaptation works, other fees incurred in association with the proposed adaptation works.

Conditions Attached to Financial Assistance

The Council will not accept more than two applications for assistance within a five-year period.

This assistance is limited to one application only, for the disabled person and/or members of their immediate family, within any 10year period.

Where an award has been made under this section of the Policy and the applicant dies before work to complete the adaptations is complete, The Council may decide not to pay some or all of the Disabled Facilities Loan.

The Council will, secure the conditions attached to this type of assistance by securing a local land charge against property. Consequently, all owners of the property will be required to consent to a charge being registered in favour of the Council against the property either in writing or by signing the legal charge.

The value of all loans secured on the property, including the proposed secured equity share loan, may not exceed 80% of the property value at the time of offering the loan. All outstanding mortgage and loans secured against the property must be taken into account and the proposed loan must also be able to withstand a 10% increase should unforeseen works occur and any associated loan fees.

An applicant can repay the grant in full or in stages at any time throughout the duration of the assistance.

The maximum loan value may be increased in exceptional circumstances and these cases will be considered for a final decision by the Private Sector Housing Manager.

Contact Details

For further help and advice please contact us:

Telephone: 01246 345748

Email: hia@chesterfield.gov.uk

By post:

Private Sector Housing Team,
Chesterfield Borough Council,
Town Hall,
Rose Hill,
Chesterfield,
S40 1LP

7. Prevention of Hospital Admission and Successful Hospital Discharge Assistance

Type of Assistance
Prevention of Hospital Admission and Successful Hospital Discharge Assistance
Purpose of Assistance
<p>This assistance is administered on behalf of Chesterfield Borough Council, by the Healthy Homes Team at Derbyshire County Council.</p> <p>This discretionary assistance is to support the aim of reducing the likelihood of hospital admission or the need for bed-based care. This fund will give prompt assistance to people who are at high likelihood of hospital admittance or are fit to be discharged from hospital, however there is a housing related reason that is preventing discharge back to their home.</p>
The Property
The property subject to the application must normally be the applicant's permanent residence.
The Applicant
<p>The applicant must be an owner occupier or at the Council's discretion living within the private rented sector or a tenant of a registered provider.</p> <p>Applicants must be in hospital or a health or social care funded placement or is likely to need emergency admission due to the housing or living conditions.</p> <p>In all cases an applicant must be deemed capable of living independently by the relevant healthcare professional making the referral.</p>
Eligibility
<p>This discretionary assistance is for people in hospital or a health or social care funded placement whose discharge is delayed due to the conditions of their home; or the assistance will prevent emergency admission into hospital, or a health or social care funded placement.</p> <p>This assistance is not subject to a means test or any qualifying criteria.</p>
Details of Assistance
<p>Works will be determined on a case by case basis which will facilitate the purpose of this fund.</p> <p>Eligible works can include those listed below however this is not exhaustive and any works that reduce the need for bed-based care will be considered.</p> <ul style="list-style-type: none"> • Urgent repairs to remove serious hazards • Heating repairs or improvements • Property clearance and one off deep cleans of hoarded goods. <p>Work excludes packages of care funded by social care or health.</p>

A referral is required by a relevant health or social care professional supporting the application.

In all cases applications for assistance will be administered as soon as reasonably practicable.

Preliminary and Ancillary Charges

No Preliminary or Ancillary charges are incurred in relation to this grant.

Conditions Attached to Financial Assistance

If the cost of the works exceeds the maximum financial assistance available, the Healthy Homes Team at Derbyshire County Council will liaise with the Private Sector Housing Manager.

The Council will not pay for works carried out without prior approval.

Contact Details

For further help and advice please contact us:

Telephone: 01246 345748

Email: hia@chesterfield.gov.uk

By post:
Private Sector Housing Team,
Chesterfield Borough Council,
Town Hall,
Rose Hill,
Chesterfield,
S40 1LP

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: Health and Wellbeing
 Section: Private Sector Housing
 Lead Officer: Assistant Director Health and Wellbeing

Title of the policy, project, service, function or strategy the preliminary EIA is being produced for:

Private Sector Housing Renewal Policy 2020 - 25

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

Existing
 Changed
 New/Proposed X

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

The document sets out Chesterfield Borough Council's approach to the provision of financial assistance. .

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

The policy applies to all private sector housing stakeholders, such as tenants, homeowners, landlords, registered providers and communities within which private sector housing may coexist.

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.	Policies specifically designed to protect most vulnerable in society including young and older people.	None	None
Disabled people – physical, mental and sensory including learning disabled people and people living with HIV/Aids and cancer.	Policies specifically designed to protect most vulnerable in society including disabled people.	None	None
Gender – men, women and transgender.	None	None	None
Marital status including civil partnership.	None	None	None
Pregnant women and people on maternity/paternity. Also consider breastfeeding mothers.	Policies specifically designed to protect most vulnerable in society.	None	None
Sexual Orientation – Heterosexual, Lesbian, gay men and bi-sexual people.	None	None	None
Ethnic Groups	None	None	None
Religions and Beliefs including those with no religion and/or beliefs.	None	None	None
Other groups e.g. those experiencing deprivation and/or health inequalities.	Groups experiencing deprivation/ health inequalities are more likely to live in the private sector and potentially in	None	None

	poorer quality accommodation.		
--	-------------------------------	--	--

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:

The Private Sector Housing Renewal Policy will not have a negative impact on any of the protected characteristics listed in question 3 above.

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.

This page is intentionally left blank

For publication

Organisational Development Strategy

Meeting:	Joint Cabinet and Employment & General Committee Council
Date:	13 April 2021 28 April 2021
Cabinet portfolio:	Council Leader and Business Transformation & Customers
Directorate:	Digital, HR & Customer Services
For publication	

1.0 Purpose of report

1.1 This report sets out proposals for establishing a strategic approach, framework, associated delivery plan and resources for Organisational Development at Chesterfield Borough Council.

2.0 Recommendations

Members of the Joint Cabinet and Employment & General Committee are asked to:

2.1 Recommend to Full Council for approval, the proposed Organisational Development Strategy at **Appendix A** of this report.

2.2 Approve the proposed Corporate Project Management Framework at **Appendix B** of this report.

2.3 Recommend to Full Council for approval, the allocation of funding from the Service Improvement Reserve to support the establishment of two fixed term posts, for a two-year period, to support the delivery of the Organisational Development Strategy and its associated Delivery Plan.

2.4 Subject to approval by Full Council of the required funding, approve the establishment of the two 2-year fixed term posts, the Job Descriptions and Personal Specifications for which are detailed at **Appendix C** of this report.

2.5 Mandate that a further report be brought to a future Joint Cabinet and Employment & General Committee meeting to approve the final, detailed Organisational Development Delivery Plan and any associated resourcing requirements.

3.0 Reasons for recommendations

3.1 The recommendations are made in order to achieve:

- Continued successful delivery of Council Plan priorities
- Effective prioritisation and use of resources
- Increased organisational capability and capacity
- Further growth of the Council's positive culture and 'can do' approach
- Delivery of efficiencies and financial savings
- Increased organisational resilience
- Increased maturity in planning and delivery activities
- Continuous improvement and innovation

4.0 Introduction & Background

4.1 Chesterfield Borough Council has a strong legacy of providing high performing, value for money services to our communities. We have delivered and continue to deliver successful investment into borough-wide development and regeneration initiatives, and our growth agenda is seen as key to improving the quality of life of local people. We have addressed the challenges of austerity by pushing forward, being innovative and investing wisely.

4.2 The emergence of the Coronavirus pandemic was unexpected and has presented Chesterfield residents and businesses, and the Council with a multiplicity of challenges, many of which have never been experienced before. The Council's response to the pandemic has been exemplary. However, the pandemic and its aftermath will continue to present significant challenges long into the future.

4.3 The Council has already developed new strategies and plans to support the borough's communities and economy to recover. An updated Council Plan and supporting delivery plan was also approved at Full Council on 24 February 2021. Our focus now needs to turn to the Council's longer-term capability, capacity, and culture to ensure successful delivery of these strategies and plans, and the Council Plan.

- 4.4 Prior to the outbreak of the Coronavirus pandemic, the Council began the process of modernisation, including making significant investment in technology improvements, planning for the re-integration of outsourced services, and better engaging with the workforce through the activities set out in its People Plan. These programmes of work have continued to be delivered and they have underpinned the Council's ability to respond successfully to the pandemic.
- 4.5 Many of the changes to workforce practices brought about by these programmes have been accelerated through the effects of the Coronavirus pandemic, including supporting the workforce to work in more agile and flexible ways, implementing improvements in service delivery through the reduction in paper-based/manual activities, more effective communications and streamlined governance arrangements. Efficiencies are already being achieved from these change programmes, some of which are still only part way through their implementation.
- 4.6 However, it is recognised that there is a need for further change activity to take place across the Council, taking account of existing and emerging new priorities and to enable continuous improvement and innovation within service areas. The Council has to ensure that it can deliver its strategies and plans, and future service provision within available budgets; the council's approach to business planning will also need further development to ensure we can plan, forecast and realign our resources in an increasingly collegiate and effective way.
- 4.7 To operate within our future financial envelope, the council will need to continue to harness the new technology opportunities available to us, take data driven decisions and re-design elements of our services. We will need to work alongside our employees to ensure that our structures are fit for the future and that our change activities and business plans are aligned so that we can continue to meet the needs of residents, businesses, visitors and our staff.
- 4.8 Taking an Organisational Development (OD) approach to developing and making these changes will ensure that we remain focused and disciplined when delivering Council priorities and that the positive culture and 'can do' approach of our workforce can be maintained and enhanced. Change should be delivered holistically and with increasing maturity across the organisation.

- 4.9 Applying this approach will provide increased capability and capacity through the strategic co-ordination of multiple change programmes and initiatives as a single, integrated OD Delivery Plan. This will enable the achievement of improved outputs and outcomes, including increased opportunities for economies of scale, improved scope and flexibility in the use of resources, reductions in duplication of effort, the ability to prioritise through a 'single view of the truth' and clarity regarding overall benefits realisation. It will also provide the opportunity for clearer and streamlined management of Council initiatives by providing an overview and access to key performance information via a single source.
- 4.10 In October 2020, Joint Cabinet and Employment and General Committee approved the first phase of a workforce review, which resulted in restructuring of the tier three leadership (Service Directors). This report highlighted that any further necessary restructuring of service portfolios would be delivered using an OD approach.
- 4.11 The October 2020 Committee report also advised that an interim Programme Manager would be dedicated to supporting the development and implementation of OD within Chesterfield Borough Council. Joint Cabinet and Employment and General Committee members are asked to note that the interim resource assigned to this role left the Council in January 2021, and since then there has been no dedicated resource assigned to this work.
- 4.12 The proposed OD Strategy for Chesterfield Borough Council has been developed, alongside a supporting framework for programme and project management, which will help to provide rigour and governance around future organisational development activities. Work is now currently underway to shape the detailed OD Delivery Plan, but additional resources are required to implement this work successfully.

5.0 Organisational Development (OD) Strategy

- 5.1 The proposed Organisational Development Strategy which is recommended for adoption by Council is attached at **Appendix A**.
- 5.2 Development of the OD Strategy has been subject to significant engagement and communication with stakeholders, in order to produce the final version. This has included:
- Joint workshops with Corporate Cabinet and the Corporate Leadership Team

- Meetings / briefings with Trade Union colleagues e.g. Employer / Trade Union Committee and OD specific union meetings
- Officer working groups in conjunction with the Corporate Leadership Team
- Briefings / workshops for all Councillors during March 2021.
- Briefings provided at Managers Seminars with Q&A.
- Presentations, podcast and supporting info. provided via the Council's Intranet (Aspire)

5.3 The OD Strategy recommends that the Council builds on its existing best practices by integrating existing change programmes and emerging future priorities into a detailed OD plan, which focuses on seven themes and outcomes:

- 1) **People & Culture:** Develop a skilled, resourceful and effective workforce, which is capable of delivering our future ambitions
- 2) **Finance & Commercial:** Increase financial performance and resilience throughout the Council and further develop a commercial culture, including working with partners, to maximise the performance of our assets
- 3) **Access to Services:** Provide improved access to services to our communities for the services they need, in the way they need, and via a single point of contact and resolution
- 4) **Digital & Data Capability:** Develop digital capability, which enables new ways of working, enhanced service performance and culture change; making management and use of data more effective, to inform decision making and insight
- 5) **Strategy, Policy & Governance:** Enhance and standardise evidence-based planning and decision making, with agile, transparent and effective governance structures
- 6) **Programme & Performance Management:** Deliver Council priorities more effectively through centrally coordinated programme and performance management, which is incorporated into a corporate framework and with dedicated management resource

7) **Engagement & Communication:** Co-design services and improvements with our stakeholders. Increase awareness of council services and improve our reputation by demonstrating delivery of Council outcomes and associated benefits to our communities.

5.4 These seven themes form the core scope of the OD framework and will provide the source of priorities and objectives for the OD Delivery Plan. Further work is required to define and scope these priorities and objectives and this activity will be progressed following recruitment of the resources which are detailed at paragraph 7.0 of this report. A further report will be presented to by members later in 2021 enabling approval of the detailed OD Delivery Plan.

6.0 Corporate Project Management Framework

6.1 The detailed OD Delivery Plan will incorporate a number of change and improvement projects and programmes. In order to ensure that these projects are appropriately developed and delivered, it is proposed to introduce a corporate project management process, including effective tools and clear governance arrangements.

6.2 At '**Appendix B**' of this report is a proposed 'Corporate Project Management Framework'. This has been developed as one of the initial priorities and objectives within the 'Programme & Performance Management' theme of OD.

6.3 The main benefits of the proposed corporate project management approach are to provide:

- ✓ Improved standards and co-ordination of project planning, decision making and management
- ✓ Increased strategic oversight, focus and prioritisation
- ✓ Strategic alignment across projects & programmes
- ✓ A single, joined up and consistent process
- ✓ Support the 'One Council' approach to achieving delivery of the Council Plan
- ✓ More collaborative use of resources to reduce costs
- ✓ Streamlined performance management approach to inform decision making and drive improvement
- ✓ Opportunity for new ideas to be evaluated and developed fairly, in line with consistent application of criteria and approach

7.0 Resource Requirements

7.1 The development and implementation of the OD Delivery Plan will clearly be a significant programme of work over the next 2-3 years. To date, this has been developed and supported by existing Council resources, which is unsustainable in the longer term. In order for this to be effectively taken forward, dedicated, skilled and experienced resources are required.

7.2 This report recommends that two fixed term posts be approved for a 2-year period to support the development and delivery of the OD Delivery Plan and other Council led projects and programmes. This would be a Head of Organisational Development (OD) and a Programme Management Office (PMO) Manager. Both posts would reside within the Digital, HR and Customer Services portfolio, which is aligned to the Cabinet Portfolio for Business Transformation & Customers.

7.3 Both fixed term resources would have a dual role over the 2-year period.

- Support the development and delivery of the OD Delivery Plan and other Council led projects and programmes
- Develop and establish the residual services for OD and the PMO in line with the proposed OD Strategy and Corporate Project Management Framework

During the 2-year fixed term period, the Head of OD would report into the Service Director for Digital, HR & Customer Services. The PMO Manager would report into the Head of OD.

7.4 The Job Descriptions and Personal Specifications for these proposed fixed term roles are included at '**Appendix C**' of this report.

7.5 Recruitment to these new roles will follow the Council's approved HR policies and procedures, which has included consultation with the Council's recognised Trade Unions. The roles will be advertised both internally and externally.

7.6 Both roles have been evaluated following the Council's job evaluation process and will incur a maximum cumulative cost of £240,000 for the two-year fixed term period.

7.7 It is anticipated that a review of progress and performance will be carried out after the first 6 months of the fixed term posts being in place.

8.0 Alternative options

8.1 Not to progress with the further development and delivery of the Organisational Development (OD) Strategy, Framework and associated OD Delivery Plan. This would not deliver the outcomes and improvements outlined within the OD Strategy and this report.

9.0 Implications for consideration – Council Plan

9.1 Adoption of the OD Strategy and implementation of the associated OD Delivery Plan will ensure more effective delivery and increased performance against Priority 3 of the Council Plan. It will also support more effective delivery of Priorities 1 & 2.

9.2 Implementation of the proposed 'Corporate Project Management Framework' will ensure improved delivery of Council Plan priorities, and enhanced outputs and outcomes for local residents and businesses.

10.0 Implications for consideration – Financial and value for money

10.1 This report makes a recommendation to approve two fixed term posts for a 2-year period.

10.2 The budget required to support the provision of the two fixed term posts is forecast at £240K in total for the two-year period.

10.3 It is recommended that this budget requirement be met from the 'Service Improvement Reserve'. There is currently £300K unallocated within this established reserve.

10.4 The funding request to support these two fixed term posts will be on an 'invest to save' basis. Costs incurred will be recovered as part of the Budget Savings Plan activities, which will be further developed and quantified as part of the OD Delivery Plan. Savings will be identified and delivered over the period of the OD Delivery Plan, following its approval at a future meeting of the Joint Cabinet and Employment & General Committee. These savings can then be used to replenish the Service Improvement Reserve.

10.5 Allocation of funding for both roles from the Service Improvement Reserve will be subject to approval by Full Council at the meeting on 28April 2021.

11.0 Implications for consideration – Legal

11.1 The key legal implications are linked to implementation of the fixed term posts and covered under the Council's HR policies and procedures.

12.0 Implications for consideration – Human resources

12.1 The OD Strategy and associated OD Delivery Plan activities will focus on developing a skilled, resourceful and effective workforce, which is capable of delivering our future ambitions. It will also continue to focus on the development of a positive and empowering culture across the Council.

12.2 It is intended that recruitment to both proposed roles will be carried out through internal and external advertising and will follow the Council's HR policies and procedures. Both roles will be subject to a performance review after the first 6 months.

12.3 Existing employees who already deliver change activities will be consulted on any proposed changes to project and programme structures.

13.0 Implications for consideration – Risk management

13.1 The following risks relating to implementing these proposals have been considered together with appropriate mitigations.

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Failure to develop a fit for purpose OD Delivery Plan	H	M	Implementation of the Corporate Project Management Framework (Appendix B) will ensure that the development of an OD Delivery Plan will follow an approach based on best practices and utilising all data and resources necessary to establish a priority focussed and deliverable plan.	M	L
Core services unable to identify contribution to the Organisational Development priorities	M	M	Service plans and Personal Development Plans are used to make the link between the	L	L

			contribution of teams and individual members of staff, and the Council Plan. Proposals for the OD Delivery Plan will be developed through the Corporate Project Management Office (PMO) in conjunction with service and personal development plans		
Failure to resource priorities in the OD Delivery Plan	M	M	The OD Delivery Plan will be developed and supported by robust Business Cases, which will clearly articulate all required resources to enable delivery of the target outcomes, outputs and benefits. Each element of the OD Delivery Plan will therefore require appropriate due diligence completing via the PMO before submission into the Council's decision-making governance for approval.	M	L

14.0 Implications for consideration – community wellbeing

- 14.1 The Council has applied a significant amount of learning due to the impact of Covid-19 and as a result has developed and is in the process of implementing a Community Recovery Plan. To maximise the wider health and wellbeing benefits of this plan and contribute fully to the Council Plan our focus needs to reflect the authority's ambition to grow the capability, capacity and culture of the organisation which the adoption of the OD strategy will allow.
- 14.2 The OD Strategy will enhance the authority's joined-up and collaborative approach to developing and improving the council's internal capability to provide effective community wellbeing enhancing services including

delivery at scale and at pace, improving the use and allocation of scarce resources and clarity in relation to prioritisation.

14.3 The OD Strategy will support enhanced collaboration across local government, health and the community and voluntary sector as it will enable the council to build on the effectiveness of shared spaces such as the Health and Wellbeing Partnership Board, a key partnership for the delivery and development of health and wellbeing initiatives and outcomes.

14.4 The proposed fixed term posts will enable the council to fully reflect the importance of supporting and promoting community wellbeing through the Council's strategies and plans, as well as in the way in which services are delivered

15.0 Implications for consideration - Economy and skills

15.1 Adoption of the OD Strategy, and the proposed fixed term posts will enable the council to fully reflect the importance of supporting and promoting development of the borough's economy and, in particular, skills and employability work through the Council's strategies and plans, as well as in the way in which services are delivered.

15.2 An OD Strategy will support the congruency of the council's ambitious economic growth plans with the rest of the organisation, particularly around improved project oversight and management of the work of the Joint Growth Unit, and individual programmes such as 'Revitalising the Heart of Chesterfield and the Staveley Town Deal.

16.0 Implications for consideration - Climate Change

16.1 The OD Strategy supports the delivery of the Council Plan, this includes the Climate Change Action Plan and our targets for a net carbon neutral council by 2030 and borough by 2050. The effective implementation of the project management office has the potential to greatly enhance our delivery in this area and maximise climate change benefits across our projects and programmes.

17.0 Implications for consideration - Equality and diversity

17.1 Preliminary equality and diversity analysis has been undertaken and no negative impacts have been identified for any protected

characteristics. The OD Strategy supports delivery of the Council Plan – this includes delivery of key equality and diversity commitments.

- 17.2 In the recruitment of the two fixed term posts, the council’s recruitment and selection processes will be followed; this includes application of the Disability Confident scheme, opportunities for job share and flexible working etc. and reasonable adjustments.

Decision information

Key decision number	1025
Wards affected	All

Document information

Report author	
Ade McCormick, Executive Director	
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	Organisational Development (OD) Strategy
Appendix B	Corporate Project Management Framework
Appendix C	Job Descriptions/Personal Specifications – Head of OD/PMO Manager (Fixed Term)

APPENDIX A



Organisational Development (OD)

Strategy

2021-23

(Version 1.0)

April 2021

Contents:

1. Introduction

2. The Council Plan Priorities

3. OD Framework: Themes & Outcomes

4. The OD Delivery Plan

5. Corporate Governance Model (CGM)

6. OD & Corporate Leadership

7. Delivering OD Change & Improvements

1. Introduction

Chesterfield Borough Council has a strong legacy of providing high performing, value for money services to our Communities. We have delivered successful investment into development initiatives in the Borough, and our growth agenda has been key to our Communities and Councils' success. During the years of Austerity, this legacy was clearly demonstrated by the Council pushing forward, being innovative and investing wisely.

During 2020, the Covid-19 Pandemic presented us with threats and challenges few have experienced before. Our Council answered the call to action quickly and effectively, responding to an uncertain and changing environment.

Our Council Plan maps out the current and future ambitions for our people and place. Our values underpin everything we are as One Council and our drive to continuously improve defines the very principles of our Organisational Development (OD) strategic approach.

Our Values: We are Customer focussed, take a 'can do' approach, act as one Council / one team and believe in honesty & respect.

There are many definitions of OD across the Public Sector alone, ranging from focussing predominantly on Learning & Development, to organisation wide capability development e.g. 'Do OD', which is successfully established within the NHS.

At Chesterfield Borough Council, OD is defined as:

“A joined-up approach to aligning Council resources, processes and performance with strategic ambitions, shaping capability and culture to enable delivery of Council Plan priorities”.

Our approach to OD will therefore be focussed on developing every aspect of organisational capability and capacity required to support the delivery of effective services, make Chesterfield a thriving Borough and improve the quality of life for local people. The Council has to achieve this in an increasingly efficient way in order to address projected budget pressures over the next four years.

This document outlines how OD will enable delivery of our Council Plan priorities through the delivery of seven organisational outcomes. OD will be delivered in line with our Corporate Governance Model and driven by senior leaders as part of our revised corporate arrangements.

OD will provide improved business planning and financial management, while providing effective processes, tools and governance to define, shape and deliver improvement and change.

2 The Council Plan Priorities

Our Council Plan has three priorities for the next four years:

1. Making Chesterfield a thriving borough:

- Chesterfield Borough – A great place to live, work and visit
- Vibrant town centres
- Build a stronger business base
- Develop an inclusive approach to growth.

2. Improving quality of life for local people:

- Provide quality housing and improve housing conditions across the borough
- Improve our environment and enhance community safety
- Help our communities to improve their health and wellbeing
- Reduce inequality and provide support to vulnerable people.

3. Providing value for money services:

- Become and stay financially self-sufficient
- Make our services easier to access and deliver savings through the use of technology
- Improve services and customer interaction by investing in our staff.

Our Organisational Development (OD) strategy is focussed on developing our Councils capability and performance to enable our Council Plan ambitions to be delivered. OD is therefore built around the development and delivery of **Priority 3**, as this is focussed on developing our organisational capability to enable Priority 1 and 2 ambitions to be successfully achieved.

3 OD Framework: Themes & Outcomes

The Council's OD framework is built around seven themes:

- 1) **People & Culture**
- 2) **Finance & Commercial**
- 3) **Access to Services**
- 4) **Digital Capability & Data Insight**
- 5) **Strategy, Policy & Governance**
- 6) **Programme & Performance Mgt.**
- 7) **Engagement & Communication.**

Each theme is defined by an outcome. The seven themes and associated outcomes are illustrated at **Fig. 1**.

The Council is already driving improvements across each of these themes. However; our OD framework will look to build on these areas of good practice, take a more integrated approach and develop solutions where there are gaps between what's required to deliver our priorities and where we currently are.

Each OD theme will have an associated strategy and/or plan to ensure ambitions are defined and deliverable. There are a number of these in existence already e.g.

People: The People Plan

There are also a number of major programmes in progress across the Council, delivering change and improvements against outcomes e.g.

Digital Capability & Data Insight: ICT Improvement Programme

Fig. 1



Through the Senior Leadership Team and Corporate Leadership Team, we will ensure that each of the seven OD outcomes is supported by an appropriately resourced plan to ensure delivery is realistic and achievable.

The OD Delivery Plan will be incorporated into our annual Business Planning process to ensure that all priorities and objectives from individual members of staff, through to Business Plans and the Council Plan are intrinsically linked.

4 The OD Delivery Plan

The Councils OD Delivery Plan will be built around existing strategies / plans associated with the seven themes but incorporating new areas requiring further development to ensure we continue to be fully capable of achieving Council Plan Priorities 1&2.

At **Appendix A** there is an illustration of what the developing plan will look like, with examples of existing strategy / plans aligned to each of the OD themes.

The OD Delivery Plan will show how each theme and associated strategy/plan will be delivered over the lifespan of the current Council Plan. It will identify the individual output targets for each quarter over the next three financial years.

Management and oversight of the programme will be led by the Corporate Leadership Team (CLT) in conjunction with the Council's Corporate Governance Model. (see section 5).

5 Corporate Governance Model

The OD Framework and Delivery Plan will be developed and delivered within the Council Corporate Governance Model (CGM). **Appendix B** illustrates the key elements and relationships within the CGM.

The purpose of the CGM is to be clear about decision making governance and create an iterative and intrinsic link between the Council Plan, services and people.

Key principles:

- Values led.
- Linking individual staff performance plans to Business Plans and Council Plan to ensure work activities are priority focussed and appropriately resourced.
- Incorporating both operational and project planning into Business Plans to ensure priorities are budgeted for within the MTFs and achievable.
- A robust Performance Management Framework providing assurance that all priorities are monitored and kept on track for delivery.
- Clear governance and decision-making structure to support organisational development and delivery.
- A governance model underpinned by appropriate assurance.
- Corporate Leadership Team overseeing development of plans and strategies to deliver defined outcomes for each Council plan priority area.

6 OD & Corporate Leadership

In order to define, shape and deliver our OD strategy going forward, the Council needs clearly defined and effective corporate leadership. Our Senior Leadership Team (SLT) and Corporate Leadership Team (CLT) work collaboratively to shape our corporate priorities and lead delivery of strategies, change programmes and critical service delivery.

In relation to the OD Strategy, the aim of the senior leaders, working through SLT and CLT will be:

- To lead the delivery of the Council's Organisational Development approach and priorities.
- To promote a positive culture throughout the organisation based on the Council Values and Behaviours,
- To lead a coordinated approach to strategy development and delivery of the Councils Vision and Priorities,
- To put in place and adhere to clear and robust governance and decision-making processes and procedures to help with timely decision making,
- To put in place and adhere to clear performance management approach to ensure we know how we are performing in delivering outcomes.

In order to take the Council's OD Strategy forward effectively, SLT and CLT members are working collaboratively to further develop a number of key areas, to ensure leadership is appropriately focussed and effective.

- Increasing strategic capacity to shape and lead change across services.
- Ensuring the Council has the right capacity, skills and alignment of these across services and management tiers
- The need to establish a more collegiate approach to business prioritisation, planning and budget management.
- Strengthening and adding clarity to decision making and governance
- Improving engagement and communications with people and teams across the Council.
- Further reducing silo working and building our 'One Council' culture.

7 Delivering OD Change & Improvements



In order to successfully deliver the OD Delivery Plan and other priorities of the Council Plan, we need to design and implement a number of change and improvement programmes. In order to ensure that these programmes are appropriately developed and delivered, the Council requires an effective corporate project / programme process, tools and governance

The Council has developed its 'Corporate Project Management (CPM) framework'. Details of the CFM are available in a separate Council document: Chesterfield Borough Council: Corporate Project Management Framework.

In relation to the OD Framework & Plan, the CPM provides:

- **Realistic planning (Inc. capacity)**
- **Clear focus and objectives**
- **Strategic alignment**
- **Managed process**
- **'One Council' approach**
- **Reduced costs**

Leadership & Governance

Corporate Leadership Team will be the corporate programme board, overseeing the overall performance of corporate projects, by exception. A Project Mgt. Group (PMG) will be formed, including appropriate stakeholders e.g. Finance, HR. The PMG will lead co-ordination of the 'development, delivery and review' of corporate business case development and monitor project delivery. The PMG will incorporate the development of commercial opportunities within its governance.

Skilled / experienced resources will be aligned to support PMG and corporate project delivery, as required. A Corporate project 'toolkit' will be made available to Officers to support the project / programme management process.

Project delivery, decision making and performance reporting on corporate projects will form part of the Performance Management Framework into the appropriate Officer / Member Boards and Committees. CLT and PMG will have a high-level monitoring and performance management role to provide assurance to the Council overall.

The Benefits

- Provides a 'single version of the truth' on Council development in line with OD Plan delivery.
- Robust leadership and management of our key change and improvement programmes—improved delivery of OD outcomes.
- Increased financial acumen.
- More effective use of resources.
- Better quality business data to inform decision making (insight)
- Improved focus on Commercial opportunities.
- New initiatives can be assessed with clearer sight of cause & effect implications
- Develops a greater culture of accountability and focus.

Appendix A – OD Delivery Plan.

OD Theme	Strategy / Plans	2021/22	2022/23	2023/24
		Outputs (Qtr.)	Outputs (Qtr.)	Outputs (Qtr.)
People	People Plan			
	Corporate Health & Safety Plan			
Finance & Commercial	Medium Term Financial Strategy.			
	Asset Management Strategy / Plan			
Access to Services	Customer Access Strategy			
	Digital Platform development plan.			
Digital Capability & Data Insight	ICT Improvement Prog.			
	Information Management Strategy			
Strategy, Policy & Governance	Corporate Risk Mgt. Strategy			
	Council Plan			
Programme & Performance Mgt.	Corporate Programme Management Framework			
	Performance Mgt. Framework			
Engagement & Communication	Employee Survey			
	Corporate Communications Plan			

Appendix B – Corporate Governance Model

<p>Culture</p> <p>1. No 1 priority – Health and Safety</p> <p>Values</p> <p>1. We are customer focused 2. We take a can do approach 3. We act as one council, one team 4. We believe in honesty and respect</p>		
<p>Governance and Decision Making</p> <p>Councillor Lead</p> <p>Council</p> <p>Cabinet</p> <p>Regulatory Committees</p> <p>Scrutiny Committees</p> <p>Finance and performance board (FPB)</p> <p>Corporate issues group (CIG)</p> <p>Officer Lead</p> <p>Senior Leadership Team (SLT)</p> <p>Corporate Leadership Team (CLT)</p> <p>Project Management Group (PMG)</p> <p>Directorate teams</p>	<p>Council Plan Vision</p> <p>Putting our communities first</p> <p>Three priorities</p> <p>1. Making Chesterfield a thriving borough 2. Improving the quality of life for local people 3. Providing value for money services</p>	<p>Performance Management Framework</p> <p>Milestones and measures – for annual delivery plan</p> <p>Reporting issues by exception or for information – which may then be reported into CMT.</p> <p>Projects and programmes - overall delivery milestones</p> <p>Management information – measures (sub-set for Council Plan)</p> <p>Individual performance reviews</p>
	<p>Council Plan Delivery</p> <p>Corporate Leadership Team (CLT)</p> <p>Thriving Borough Quality of life VFM services</p> <p>Overseeing development of plans and strategies to deliver defined outcomes for each Council plan priority area.</p> <p>Portfolio Business plans</p> <p>Operational working groups to deliver business as usual services Project and Programme working groups to deliver one-off activities</p> <p>Setting out work programmes for each service providing clarity on how individuals will contribute to delivering the Council Plan</p> <p>Individual performance plans</p>	
<p>Organisational Assurance and Compliance</p> <p>Health and Safety Safeguarding Equalities and diversity Financial management Legal and regulatory framework Audit and Risk management Resilience – Emergency planning and business continuity</p>		

APPENDIX B

Chesterfield Borough Council

Corporate Project Management Framework

(Version 1.0)

Contents:

1. Introduction

2. Criteria for Corporate Project Mgt.

3. Design Principles

4. Management & Governance

5. Corporate Project Mgt. Process

6. Toolkit

7. The Benefits

1. Introduction



In order to successfully deliver the priorities of the Council Plan, we need to design and implement a number of change and improvement projects. In order to ensure that these projects are appropriately developed and delivered, the Council requires an effective corporate project management process, including effective tools and governance arrangements.

Why do we need 'corporate' Project Mgt.?

Realistic planning

Too often, organisations overestimate how quickly they can achieve deliverables, underestimate the costs, or both—a recipe for failure.

Clear focus and objectives

A lack of clear goals is one of the most common reason for failure. Project management can help organisations home in on their priorities and define their objectives.

Strategic alignment

One of the most important reasons to use project management is to align delivery of Council priorities with business strategy.

Managed process

Project management is a proactive process that seeks to help the right people do the right tasks at the right time.

‘One Council’ approach

Working with defined projects within a combined programme of change enables corporate oversight, informed strategic leadership and therefore more focussed delivery of the Council Plan.

Reduced costs

Project management reduces the costs of developing the organisation by improving output efficiency, mitigating risks, and optimising resources.

2. Criteria for Corporate Project Mgt.

The criteria for which the Council’s corporate project / programme management approach will apply to projects and programmes is based on a consideration of whether the project is:

- A ‘finite’ investment of resources to deliver Council Plan (CP) priorities, which is not BAU operational delivery.
- Cross cutting i.e. involving multiple services / external partners.
- Requires budget and resources which are in addition to baseline.
- A **‘big ticket’** project i.e. a priority initiative, designed to deliver a CP priority, involving significant investment.
- Delivering of a key political priority for the Council e.g. Climate Change.
- A requirement of external organisations to qualify for grant funding.

3. Design Principles

- A simple and robust process to support transition of proposals into successful project delivery and targeted benefits.
- Defined leadership to ensure the approach is communicated and embedded across the Council.
- Ensure Councillors are appropriately engaged, consulted and informed.
- Clear criteria and governance for decision making and oversight.
- ‘user friendly’ tools for developing and delivering projects.
- Dedicated, skilled resources to guide and support.
- Training provision to up-skill staff.

4. Management & Governance

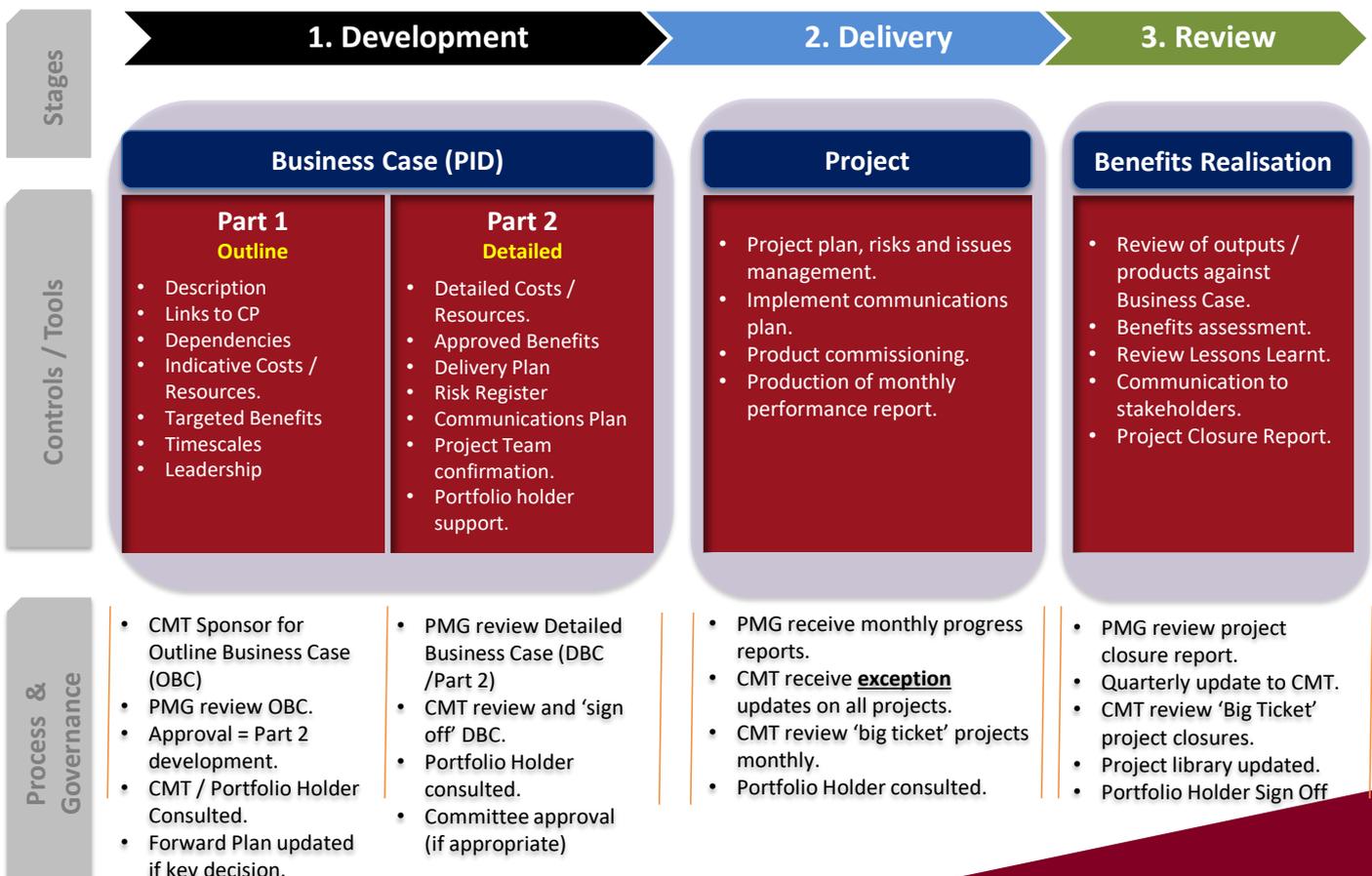
Corporate Leadership Team (CLT) will be the corporate programme board, overseeing the overall performance of corporate projects, by exception. A Project Mgt. Group (PMG) will be formed, including appropriate stakeholders e.g. Finance, HR. The PMG will lead co-ordination of the ‘development, delivery and review’ of corporate business case development and monitor project delivery. The PMG will incorporate the development of commercial opportunities through development of robust Business Cases within its governance, replacing the need for the Trading Board.

Skilled / experienced resources will be funded and aligned to support PMG and corporate project delivery, as required. A Corporate project 'toolkit' will be made available to Officers to support the project / programme management process.

Project delivery, decision making and performance reporting on corporate projects will form part of the Performance Management Framework into the appropriate Officer / Member Boards and Committees. CLT and PMG will have a high-level monitoring and performance management role to provide assurance to the Council overall.

The appropriate Portfolio Holder(s) will be consulted throughout each key stage in the project management process.

5. The Corporate Project Mgt. Process



6. Corporate Project Management Toolkit

A toolkit will be available to users, which will support and guide them through the Project / Programme Process & Governance. This will incorporate the following:

- Integrated '2-part' Business Case.
- Milestone level project plans.
- Governance, which accommodates different delivery approaches e.g. Agile.
- Performance mgt., which focusses on exception reporting.
- Project Register.

7. The Benefits

- Provides a 'single version of the truth' on Council development in line with Council Plan delivery.
- Robust leadership and management of our key change and improvement programmes– improved delivery of priority outcomes.
- Increased financial acumen.
- More effective use of resources.
- Better quality business data to inform decision making (insight)
- Improved focus on Commercial opportunities.
- New initiatives can be assessed with clearer sight of cause & effect implications
- Develops a greater culture of accountability and focus.

JOB DESCRIPTION

JOB TITLE:	Head of Organisational Development	JE NUMBER:
DIRECTORATE:	Digital, HR and Customer Services	BAND: Grade 14
RESPONSIBLE TO:	Service Director – Digital, HR and Customer Services	
RESPONSIBLE FOR:		
<ul style="list-style-type: none"> Budget 	<p>Working within the Council's overall performance and budget management frameworks, the postholder will be responsible for a service revenue budget of approximately £400,000 per annum.</p> <p>The post holder will be responsible for the delivery of organisational development delivery plans which have budgets of up to £10m in total.</p> <p>The post holder will be responsible for benefits realisation of approximately £2m corporately.</p>	
<ul style="list-style-type: none"> People 	<p>The post holder will have 6 direct reports, including Programme Managers and a Project Management Office Manager. The size of the OD Service will flex dependent on the number of programmes which are in delivery, with the postholder responsible for up to 20 people.</p> <p>The post holder will be responsible for organisational development service provision to a corporate workforce of approx. 1100 people.</p>	
<ul style="list-style-type: none"> Functions 	Transformation and Corporate Improvement and Project Management Office	
<p>MAIN PURPOSE OF POST:</p> <p><i>(describe the outcomes the postholder is responsible for delivering)</i></p>	<p>This role is a senior operational management post within Chesterfield Borough Council. The postholder will provide leadership and management to the Organisational Development Service, working collaboratively with colleagues to contribute to the safe, efficient and effective delivery of the Council's vision, priorities and services.</p> <p>The post holder will have responsibility for the day to day operational delivery of the Organisational Development service area, working with their service director by exception on key issues as they arise. They will be responsible for delivering high quality services within the budget and resources which are allocated.</p> <p>The post holder, supported by their Service Director, will establish plans for managing, deploying and co-ordinating resources in a well-planned and controlled manner, ensuring service requirements and resource levels are fully identified and corporate improvement is achieved.</p> <p>The post holder will be a champion for Chesterfield's values and behavioural competencies, embracing and promoting flexibility, co-operation, and change.</p>	

DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

1.	Develop and then embed organisational development strategies, processes and procedures which reflect the needs of the organisation and which support delivery of the Council Plan, the Council's strategic objectives and the corporate improvement / transformation agenda.
2.	Develop and successfully implement the Council's Organisational Development delivery plan. This will involve medium to long term strategic planning, ensuring operational and programme plans and resources are aligned with the Council Plan and national developments.
3.	Review all aspects of organisational change and development, providing professional advice and guidance on the organisational development implications for the Council.
4.	Facilitate the development, application and embedding of productivity improvement programmes across the organisation.
5.	Working alongside the Head of HR and Learning and Development, design and facilitate the implementation of change management programmes which support cultural and organisational change and performance improvement, in line with Chesterfield's values and behavioural competencies.
6.	Oversee the delivery of high quality and timely organisational development management information (MI) and report progress against agreed performance measures in the Organisational Development delivery plan.
7.	Working alongside the Head of HR and Learning and Development, implement a balanced scorecard for Organisational Development and Human Resources and Learning and Development functions, which demonstrates the value which is being added to the wider organisation.
8.	Provide clear, visible, and motivational leadership, creating a high-performance culture that drives continuous improvement. Maximise and deploy the resources of the whole OD team to deliver high levels of customer satisfaction.
9.	Be accountable for budget performance of the service area. Ensure that services are managed, monitored and adjusted to meet financial and business objectives, in line with Member priorities and the Council's financial regulations.
10.	Deliver effective and engaging two-way communication to employees, elected members, the public, partners and business communities, through the production of high-quality reports, briefings and presentations.
11.	Provide support to the service director, as required, in advising elected members, committees, services and other stakeholders on matters relating to their service areas
12.	Take a lead responsibility, as agreed, for specific corporate or directorate themes and activities.

APPENDIX C

13.	Champion continuous service improvement, including the professional development of teams and staff.
14.	Promote and maintain effective working relationships,
15.	Ensure internal and external audit recommendations are implemented or responded to where not practical or cost effective.

GENERAL – To be aware of and implement the following:

Equalities – The council’s Equality and Diversity Policy which sets out the council’s commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

Code of Conduct – All employees of Chesterfield Borough Council must comply with the Employees’ Code of Conduct.

Health & safety – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council’s Health and Safety policy.

Staff Development - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council’s performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

Data Protection – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

Safeguarding Children and Vulnerable Adults - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

SPECIAL FEATURES OF POST:				
Political Restriction	YES		NO	x
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES		NO	x
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES	X	NO	
You may be required to carry out those duties at your present workplace or at another council venue.	YES	X	NO	

APPENDIX C

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

PERSON SPECIFICATION

JOB TITLE:	Head of Organisational Development	JE NUMBER:	
DIRECTORATE:	Digital, HR and Customer Services	DATE:	

KNOWLEDGE / SKILLS / ABILITIES		Assessment Method
-		Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Essential		
•	Highly developed specialist knowledge in organisational development, gained in an Organisational Development function.	AF / I
•	Able to create a culture of learning and change so that a capable and high performing workforce is maintained.	AF / I
•	Able to lead, motivate and empower others to high performance and foster a positive working environment.	AF / I
•	Able to design and deliver successful change management programmes.	AF / I
•	Able to work effectively in a political environment and establish positive relationships with Trade Unions, councillors, senior managers, staff and external partners.	AF / I
Desirable		
•	Knowledge and understanding of political and social drivers that influence service delivery.	AF / I
•	Able to manage within an environment of scarce resources, to respond creatively and have strong budgetary management skills.	AF / I / P
EXPERIENCE		
Essential		
•	Proven experience in using OD techniques to achieve desired and behavioural change.	AF / I / P
•	Proven track record in programme design and the implementation of successful workforce interventions.	AF / I / P

APPENDIX C

•	Experience of large-scale organisational change	AF / I
•	Proven experience of working effectively with senior leadership teams and trade unions	AF / I
•	Evidence of successful leadership and financial management at a senior level	AF / I
Desirable		
•	Experience of partnership working and shared service delivery	AF / I
•	Experience of implementing digital technology improvements within an organisation	AF / I
QUALIFICATIONS		
Essential		
•	Recognised professional qualification (or equivalent working experience) and substantial continuing professional development in Organisational Development	AF / Q
•	Management qualification or equivalent on the job experience	AF / I
•	Membership of CIPD (Level 7 qualified)	AF / Q
Desirable		
•	Coaching / mentoring qualification	AF / Q
•	Evidence of continuing CPD	AF / I
OTHER REQUIREMENTS		
Essential		
•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview
COMPETENCY REQUIREMENT:		
Seeing the Big	Seeing the big picture is about having an in-depth	Interview

APPENDIX C

Picture	<p>understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.</p>	
Level: 3		
Changing and Improving	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.</p>	Interview
Level: 3		
Making Effective Decisions	<p>Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.</p> <p>For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.</p>	Interview
Level: 3		
Leading & Communicating	<p>At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.</p> <p>It's about championing difference and external experience and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.</p>	Interview
Level: 3		
Collaborating	<p>People skilled in this area are team players. At all levels,</p>	Interview

APPENDIX C

and Partnering	it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions. For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable	
Level: 3		
Developing self and others	Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change	Interview
Level: 3		
Delivering Value for Money	Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available	Interview
Level: 3		
Managing a Quality Service	Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery. For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services	Interview
Level: 3		

APPENDIX C

Delivering at Pace	Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly	Interview
Level: 3		

JOB DESCRIPTION

JOB TITLE:	Project Management Office Manager	JE NUMBER:
DIRECTORATE:	Digital, HR and Customer Services	BAND: 11
RESPONSIBLE TO:	Head of Organisational Development	
RESPONSIBLE FOR:		
<ul style="list-style-type: none"> • Budget 	Working within the Council's overall performance and budget management frameworks, the postholder will be responsible for a service revenue budget of approximately £200k per annum.	
<ul style="list-style-type: none"> • People 	The size of the Project Management Office will flex dependent on the number of programmes which are in delivery, with the postholder responsible for the matrix management of up to 20 people.	
<ul style="list-style-type: none"> • Functions 	Project Management Office (PMO).	
MAIN PURPOSE OF POST: <i>(describe the outcomes the postholder is responsible for delivering)</i>	<p>This role is an operational management post within Chesterfield Borough Council.</p> <p>The postholder will be responsible for implementing and embedding the corporate strategy, framework and governance for project and programme management across the organisation.</p> <p>Supported by the Head of Organisational Development, the postholder will work at the heart of the Organisational Development service to define, shape and co-ordinate delivery of our priorities and investments.</p>	

DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

16.	Ensure that the Council's project and programme management strategy, framework and governance is implemented across all corporate and business critical projects and programmes.
17.	Establish the PMO operating model and organisational structure and set standards and success measures for the PMO service.
18.	Acquire and maintain an in-depth knowledge of the Council's priorities and plans, and using this knowledge, identify and plan where project and programme management is needed to support our services and investments.
19.	Provide high quality, concise, current and engaging performance data and management information relating to project and programme development and delivery across the

APPENDIX C

	Council.
20.	Matrix manage a team of PMO support staff (project managers, project support officers and business analysts) and allocate these resources effectively to support the delivery of programmes, projects, and initiatives across the Council.
21.	Maintain the programme and project management processes and methodologies which are used across the Council, providing consistency and standardisation, and ensuring best practice is utilised.
22.	Oversee the management and maintenance of the PMO library of data / information, working with project and programme managers to ensure that project and programme scope is well defined, risks and mitigations are well documented and that tracking of time / budget and status is in place and well understood.
23.	As a trusted advisor, work alongside service leaders to help determine which projects should be undertaken, including what, why, when and how.
24.	Work with senior stakeholders across the business to support the management of projects.
25.	Lead, mentor and coach PMO support staff and, where required, provide coaching to staff from within service areas who are supporting the delivery of project and change initiatives.
26.	Be accountable for the financial performance of the service area. Ensure that the service is managed, monitored and adjusted to meet financial and business objectives, in line with Member priorities and the Council's financial regulations.
27.	Champion continuous service improvement.
28.	Promote and maintain effective working relationships across the Council.
29.	Ensure internal and external audit recommendations are implemented or responded to where not practical or cost effective.

GENERAL – To be aware of and implement the following:

Equalities – The council's Equality and Diversity Policy which sets out the council's commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

Code of Conduct – All employees of Chesterfield Borough Council must comply with the Employees' Code of Conduct.

Health & safety – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council's Health and Safety policy.

APPENDIX C

Staff Development - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council's performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

Data Protection – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

Safeguarding Children and Vulnerable Adults - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

SPECIAL FEATURES OF POST:

Political Restriction	YES		NO	x
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES		NO	x
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES	X	NO	
You may be required to carry out those duties at your present workplace or at another council venue.	YES	X	NO	

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

PERSON SPECIFICATION

JOB TITLE:	Project Management Office Manager	JE NUMBER:	
DIRECTORATE:	Digital, HR and Customer Services	DATE:	

KNOWLEDGE / SKILLS / ABILITIES		Assessment Method
-		Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Essential		
•	Knowledge of benefits and dependency mapping, risk management, resource planning and change management methods	AF / I
•	Strong influential skills across all levels of the business	AF / I / P
•	Excellent written and communication skills	AF / I / P
•	Able to mediate disagreements and negotiate agreeable outcomes	AF / I
Desirable		
•	Knowledge of local government	AF / I
EXPERIENCE		
Essential		
•	3 – 4 years relevant project management / pmo experience	AF / I
•	A proven track record in setting up and managing a Programme Management Office through the whole lifecycle in an organisation going through significant change	AF / I / P
•	Experience of managing projects across multiple disciplines	AF / I
•	Experience in implementing programme standards, including governance, planning, budgeting, forecasting and reporting across a large complex organisation	AF / I / P
•	Management experience	AF / I
•	Highly efficient in resource planning and task assignment	AF / I

APPENDIX C

•	Proven experience of working within formal methodologies whilst providing flexibility and agility to influence, negotiate and assure the evolving commercial needs of the business	AF / I
QUALIFICATIONS		
Essential		
•	Recognised professional qualification at practitioner level in project management methodologies	AF / Q
•	Recognised PMO qualification (eg BCS Professional Certification, Portfolio, Programme and Project Offices APMG P30 etc)	AF / I
•	Coaching / mentoring qualification	AF / Q
Desirable		
•	Recognised professional qualification in programme management	AF / Q
•	Evidence of continuing CPD	AF / I
OTHER REQUIREMENTS		
Essential		
•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview
COMPETENCY REQUIREMENT:		
Seeing the Big Picture	<p>Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to</p>	Interview
Level:		

APPENDIX C

	add value to the customer and support economic, sustainable growth.	
Changing and Improving	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.</p>	Interview
Level:		
Making Effective Decisions	<p>Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.</p> <p>For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.</p>	Interview
Level:		
Leading & Communicating	<p>At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.</p> <p>It's about championing difference and external experience and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.</p>	Interview
Level:		
Collaborating and Partnering	<p>People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.</p> <p>For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable</p>	Interview
Level:		

APPENDIX C

Developing self and others	Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change	Interview
Level:		
Delivering Value for Money	Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available	Interview
Level:		
Managing a Quality Service	Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery. For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services	Interview
Level:		
Delivering at Pace	Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. For leaders, it is about building a performance culture	Interview

APPENDIX C

Level:	where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly	
---------------	--	--

This page is intentionally left blank

For publication

Resource requirements for managing the Staveley Town Deal

Meeting:	Joint Cabinet and Employment and General Committee
Date:	13 April 2021
Cabinet portfolio:	Economic Growth
Directorate:	Economic Growth

1.0 Purpose of the report

1.1 The report sets out proposals for the resources deemed to be required for the effective management of the Staveley Town Deal, including the functions that Chesterfield Borough Council will need to provide as the Accountable Body for the Towns Fund.

2.0 Recommendations

2.1 That the proposals for establishing new posts to manage the Staveley Town Deal together with associated budgets as set out from section 4.12 are approved.

2.2 That the role to be played by the council as the Accountable Body for the Towns Fund as set out in section 4.3 is noted.

2.3 That an allocation towards the costs of programme management as set out in section 7 is approved and funded from the retained business rates from Markham Vale Enterprise Zone.

3.0 Reasons for recommendations

3.1 To ensure that adequate resources are put in place to successfully manage a significant multi-year capital programme.

4.0 Background

- 4.1 On 15th December 2020, a report to Cabinet provided the background to the Staveley Town Deal and noted that Chesterfield Borough Council would be the Accountable Body for the Towns Fund. The Town Investment Plan submitted for Staveley as part of the Town Deal process was endorsed at the Cabinet meeting. It requested £26.6m of funding over the next 5 years for projects to deliver regeneration and growth in Staveley. At Budget 2021 on March 3rd, government set out a Town Deal offer of £25.2m for Staveley. Heads of Terms accepting this offer were signed by the Chief Executive and the Chair of the Staveley Town Deal Board on 19th March 2021.
- 4.2 The Town Deal process places greater emphasis on local decision making and management than many recent comparable funding streams. One of the consequences of this is that functions that might otherwise sit within a government department or Local Enterprise Partnership are to be carried out by Chesterfield Borough Council. In common with the arrangements for other towns in the programme, it will be the borough, district or unitary council for the area that fulfills the role of the Accountable Body for the fund.
- 4.3 The role to be carried out by the Accountable Body is not prescribed in the guidance for the Towns Fund. However, taking account of the guidance and expectations set out for the programme, it is likely that the role will need to include the following as a minimum:
- Overall programme management, including supporting the Town Deal Board, its member organisations and individual project sponsors
 - Stakeholder engagement and communications throughout the programme
 - Putting in place a process for the development and assurance of full business cases for each project
 - Putting in place the capacity needed to support sponsors through the development of full business cases*
 - Carrying out assurance for each business case*
 - Contracting with each project sponsor once funding is confirmed and managing those contracts/agreements
 - Managing the funding and maintaining appropriate accounting treatment
 - Putting in place appropriate audit arrangements
 - Reporting on delivery and evaluating projects
 - Dealing with project change, slippage etc.

- Carrying out an equalities impact assessment, at least at programme level
- Ensuring sound governance throughout the above roles
- Ensuring compliance with regulations and guidance on managing public money

**potentially eligible for capacity funding (see below)*

- 4.4 No additional resources have been allocated to local government for carrying out the Accountable Body role for the 101 Town Deals being agreed across England. However, following a change in advice from government, it will be possible to use some of the overall allocation of Towns Fund for Staveley to support the management of the programme. Following the agreement of the Heads of Terms, the level of resource to be allocated to programme management from the overall funding award will need to be confirmed with government by late May 2021.
- 4.5 This means that the overall funding available to directly support the 11 projects set out within the Staveley Town Investment Plan will be reduced. However, it does enable appropriate resources to manage the programme to be put in place within the council.
- 4.6 During recent weeks, consideration has been given to the scale and nature of the resources that will be required. This has been informed by internal discussions within CBC as well as liaison with other councils that have Town Deals and are further advanced in the process than Staveley. Whilst it is not straightforward to predict the workloads for the council as it carries out the various functions listed above over the next 5 years, best estimates have been made to inform the proposals set out here.
- 4.7 Whilst there will be no new resources provided for managing the Town Deal programme, government has provided capacity funding for developing the proposals set out in the Staveley Town Investment Plan (TIP). It has also made available further capacity funding to support the development of business cases for projects within the TIP. A bid for this funding was submitted on 17th February and following a competitive process £70k was awarded on 29th March 2021. As set out in subsequent sections, the initial capacity funding has been used to provide a part time temporary post to manage the process as well as to contract specialist support to develop the TIP. The further capacity funding awarded will be used to support the development of business cases prior to drawing

down any Towns Fund. It will not be available to fund the ongoing management of the programme nor most of the tasks listed at 4.3 above.

Current staffing and capacity

- 4.8 Initial capacity funding to support areas to develop their Town Investment Plans was made available by government in October 2019. For Chesterfield, £140k was awarded and this has been used to fund the development of the Town Investment Plan and programme management of 5 accelerator projects which received in-year funding. This has been delivered by appointing external consultants and securing part time temporary resources within the council. Specifically, a part time Town Deal Manager post at Scale 12 was established and has been occupied on a 2 days per week basis since June 2020. A proportion of the Interim Director (Projects) role which commenced in late September 2020 has also been allocated to delivery of the Town Deal work. The current capacity funding will all have been utilised by the end of March 2021.
- 4.9 As well as these additional resources, the work to develop the Town Investment Plan has required contributions from a number of colleagues within the council. This has included economic development, planning, communications, legal, finance and community wellbeing.
- 4.10 In addition to the overall programme management and Accountable Body roles the council will need to fulfil, it is also the prospective sponsor for three projects within the Town Investment Plan. Development and delivery of these projects is due to be taken forward within existing resources, but this will further limit the available capacity within the teams noted above to support the wider Town Deal activity.
- 4.11 Given the points above, the current position (resources that are temporary in nature and provide only limited capacity) is not deemed to be sufficient for the task of managing a 5 year c. £25m capital programme.

Proposed resource approach

- 4.12 An analysis of the tasks that will be required and the resource implications is set out at appendix 1. This shows that whilst some elements of the programme can be managed through a combination of existing resources and support from partners, there is still a requirement for additional resources. Given the national attention that the Towns Fund has received,

including from the Public Accounts Committee, it is important that the council is able to fulfil the expectations of its role as the Accountable Body for the fund.

4.13 In order to provide the capacity required to manage the Town Deal, it is proposed that:

- A new full time post of Town Deal Programme Manager is established
- A new part time post of Community Engagement Officer (Staveley) is established
- A new full time post of Town Deal Assistant is established as an apprenticeship
- A budget is provided for further costs throughout the programme with emphasis on years 1 and 2 when additional legal and contracting costs are anticipated.

The posts would report into the Economic Development team under the Economic Development Manager. These resources would be in addition to those that will be temporarily put in place to support the development of full business cases over the coming months, which would be funded through the additional capacity funding noted above at 4.7.

4.14 All three posts, and in particular the apprenticeship opportunity, will be promoted heavily in the Staveley area in order to encourage local applicants and put into practice the ethos behind the Town Deal.

4.15 Job descriptions for these new posts are provided in appendix 2. An overview of the rationale for each of the roles is given here:

- Town Deal Programme Manager – this post will have the lead responsibility for the programme management of the Deal as well as providing assurance to the s. 151 officer and Chief Executive that the council is able to fulfil its Accountable Body role at all times. Given the number of projects expected to be delivered (11 are included within the Town Investment Plan with 8 different sponsor organisations) and the value of these, it is proposed the post is full time and has been graded at scale 12, reflecting the range and depth of skills and knowledge required.
- Community engagement officer – the need for appropriate engagement has been a clear requirement from government from the outset of the Town Deal process. One of the strengths of the Town Investment Plan was that it showed how its proposals reflected the

needs and aspirations of communities and key stakeholders in the Staveley area. This need for engagement will continue to be important in order that projects developed and delivered meet the needs of, and are supported by, the community. This work should also help, along with partners, to build capacity within the community to shape future stages of the Town Deal. A dedicated resource is therefore proposed with the appropriate skills to work with project sponsors, stakeholders and across Staveley communities. Whilst there is a need for this resource to enhance current capacity and underpin a successful programme, it is not deemed to need a full time post and therefore a 0.4 FTE post at scale 7 is proposed.

- Town Deal Assistant – a significant proportion of the time of the current temporary (0.4FTE) Town Deal Manager post is already spent on important administrative, monitoring and secretariat duties. The requirements for these activities, particularly project monitoring and preparing claims for payment, will increase as the programme moves into delivery. Liaising with 8 different project sponsor organisations will also increase the demands on the Town Deal Programme Manager. It is therefore proposed that a full time assistant post is established to support the Programme Manager in ensuring that the government and Accountable Body requirements for management of the programme can be met. In order to add value to the way that the programme management resources are used, it is proposed that the post will be established as a Business Administrator apprenticeship at scale 3. The postholder would spend 20% of his or her time in learning and development, leaving 80% available to assist the programme team which is considered to be sufficient for the work required. It is hoped that at least 2 apprentices would be able to complete the apprenticeship during the life of the Town Deal programme.
- Additional budget for operating costs and legal work – a peak in workload is expected during the first year and into the second year of the programme as projects move through from business case state into delivery. The council will be responsible for putting in place contracts and/or funding agreements with the project sponsor organisations in order to ensure that the Towns Fund awarded is appropriately spent by the sponsor organisations and mechanisms are in place to drive the delivery of agreed outputs. In order to provide the right legal and contractual framework, additional resources will be required. However, given this will only be for a limited time within the programme, it is proposed that a fund to use for external support as and when required will be more appropriate than establishing a

temporary post, particularly as it has proved difficult to recruit to posts in this area even when these are permanent roles.

- Further costs and contingency – there are likely to be additional costs incurred during the programme, for example costs for communications, publicity and community events. There is also the potential for the additional workload on a number of core council teams to give rise to pressures requiring additional resources for a time limited period. This could become a particular issue if one or more Town Deal projects required more intensive support from the council. A modest budget is therefore proposed to provide for these contingencies and some operating costs during the programme lifetime.

4.16 Given the Town Deal programme and its funding is time-limited, the above posts and budgets would come to an end after 5 years. At this point the council's redeployment and redundancy policy would apply to any postholders still in post at that time.

4.17 It is proposed that the budgets outlined above for additional costs, in particular legal costs during year 1-2, and operating costs such as communications and events, are sat with the Service Director Economic Growth as part of the budgets held by that postholder and subject to the same requirements and controls as normally apply to revenue budgets in that area.

Internal governance

4.18 Along with consideration of the resources required, work has also been undertaken to put arrangements in place within the council in order to ensure sound management of the programme and delivery of the Accountable Body responsibilities. A programme board has been established in shadow form and this will report regularly into the council's Corporate Management Team ahead of becoming incorporated within the new arrangements for project and programme management due to come into place later in the year. Reports on progress will also be brought to Cabinet every six months and to full Council once a year as part of reporting on capital expenditure. Through the internal programme board, regular reports will also be provided to the Staveley Town Deal Board, on which the council is represented by both the Leader and Chief Executive.

4.19 An assurance framework for the Town Deal programme is being developed which will set out the governance arrangements in more detail.

This will come to Cabinet for approval. It will include the respective roles for the council and the Staveley Town Deal Board. In doing so, it will reflect the guidance issued by government in December 2020 which states that:

The accountable body (as identified in the Town Investment Plan) will be accountable for implementing the Town Deal. The Town Deal Board should have an ongoing role and have sight of decisions as projects are developed in more detail or possible changes are made. The nature and degree of the Board's oversight should be agreed locally.

Locally, ultimate decision-making responsibility will lie with the accountable body, but the Town Deal Board Chair will be a signatory to the Summary Document and should make decisions in partnership and collaboration with the Town Deal Board.

5.0 Alternative options

- 5.1 As set out in appendix 1, consideration has been given to the options of absorbing the work required and/or making use of the resources available through partners. However, both of those are limited in terms of capacity, particularly given the level of growth related activity already being delivered by teams across the authority, and do not provide the level of resource required nor the dedicated focus that will be important to ensure the success of a £25m 5 year capital programme.
- 5.2 Other alternatives considered include outsourcing some or all of the work required to another body. Whilst this might be possible for some of the programme management, the role of Accountable Body is not one that can be outsourced. The resources required are also likely to be broadly similar wherever the work was hosted. Direct employment by the council is thought to be a more appropriate route than having resources at arms length, given the importance of the programme to the council.

6.0 Implications for consideration – Council Plan

- 6.1 As set out in the report to Cabinet on 15th December 2020, the Staveley Town Investment Plan aligns well with the current council plan. In particular the Town Deal priorities align strongly with the following objectives:
- 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
- Improve our environment and enhance community safety for all our communities and future generations
- Help our communities to improve their health and wellbeing
- Reduce inequality and provide support to vulnerable people

6.2 The Staveley Town Deal is also well aligned to the council's Growth Strategy (2019-23) with its three themes:

- Supporting business growth and investment
- A great place to live, visit and do business
- An inclusive approach to growth

The Deal will also make a positive contribution to the council's Covid recovery planning and its response to the Climate Change Emergency.

7.0 Implications for consideration – Financial and Value for Money

7.1 The costs associated with the posts proposed above are set out below.

Posts	Scale*	FTE	Salary FT (£k)**	Salary pro-rata (£k)	On-costs (£k)	Total (£k)
Programme manager	12	1	45.9	45.9	11.93	57.83
Community engagement officer	7	0.4	27.7	11.08	2.88	13.96
Town Deal assistant	3	1	18.9	18.9	4.91	23.81
Total						95.61

* subject to grading ** costed at top of grade

7.2 Taking the costs for the posts and including provision for legal costs plus a modest operating budget for the programme, the total costs over 5 years would be as follows:

Staff costs over 5 years	£478k	i.e. £95.61k x 5
--------------------------	-------	------------------

Legal costs in years 1-2	£40k	This is c. £4k per project, though it likely to vary significantly above and below this average
Operating budget	£40k	I.e. £8k p.a., to cover items such as communications, engagement, community events and provide further contingency for costs incurred by other service areas
Turnover/appointments below top of grade	-£20k	Allowance over 5 year period for non-occupancy of posts and likelihood not all appointments will be at top of scale
Total	£538k	

There may be an opportunity to fund some of the apprentice role using apprenticeship-related funding sources including the levy and this will be explored in order to reduce costs.

- 7.3 As noted above, the offer of £25.2m of Towns Fund for the Staveley Town Deal includes the ability to recover programme management costs. At the Staveley Town Deal Board meeting on 12th March, approval was given to the principle of allocating c. £400k of the £25.2m to programme management, representing 1.6% of the total award. Should approval be given to the establishment of the posts outlined above, a further report will be made to the Town Deal Board on 14th May setting out details of the costs and seeking endorsement for a final figure for resource funding to be sought from the Towns Fund. A return is then due to government in late May that will confirm the proposed revenue/capital split within the £25.2m, including the level of resource to be allocated to programme management.
- 7.4 The allocation of £400k from the Towns Fund towards the above costs would leave c £138k unfunded, which is £27.6k per year over the 5 year programme. In order to close this gap, it is proposed that the council funds the remaining £138k from the retained business rates from Markham Vale. Using this funding for a programme to promote growth in the Staveley area is in line with the agreed purposes for which those rates are retained. This would represent a direct financial contribution by the council to the programme management of the Towns Fund, in addition to

the significant in-kind costs that will be incurred through supporting the Town Deal programme.

7.5 Consideration has also been given to the timing of the posts and when they are likely to be needed. A profile of the costs across financial years is set out below, though this will need to be checked against the government profile as project information submitted to date shows spend through to 2025-26, which would not represent a full five years from when most projects are likely to commence following the development of business cases. Given the need to support the development of full business cases and to engage with partners through the current phase of work, it is proposed that the Programme Manager and Engagement Officer roles are filled as soon as possible. The Town Deal Assistant post will become more important once projects start to move through into delivery and can therefore be delayed with a potential start date of September 2021 (which would fit well with the timetable for apprenticeships).

Cost profile	21/22	22/23	23/24	24/25	25/26	26/27	Total
Staff costs	65.7	95.6	95.6	95.6	95.6	29.9	478
Other costs	23	33	8	8	8	0	80
Total	88.7	128.6	103.6	103.6	103.6	29.9	558
After vacancies /lower scale	0	-5	-5	-5	-5		538
CBC contribution	27.6	27.6	27.6	27.6	27.6		138
Towns Fund contribution	61.1	96	71	71	71	29.9	400

7.6 In addition to the costs for programme management, there are significant further financial implications arising from the Town Deal that should be noted in light of the council's role as the Accountable Body for the Towns Fund. The council will receive funding at the start of each year of the programme and will then need to make payments to each project sponsor organisation (there are a total of 8 different sponsor organisations, including the borough council) once appropriate conditions have been met. The expectation will be that annual payments made are defrayed within the financial year. Consideration will need to be given as to how to account for this within the council's capital programme and overall budget.

7.7 The internal programme board will also need to consider and make recommendations regarding how to deal with any requests from project sponsor organisations to aid cashflow for projects. Several sponsor

organisations are unlikely to have the ability to pay contractors for work in full ahead of retrospective claims being made to the council for funding. Close engagement and careful monitoring will be required in order to mitigate financial risks associated with a programme of this scale. It is intended to cover this and other key financial implications through developing an assurance framework for the Towns Fund which would come to Cabinet for approval.

- 7.8 There may be further costs arising from the council fulfilling the Accountable Body responsibilities. Since the programme funding is limited to 5 years, at the end of that period there could be redundancy costs that would fall to the council. Whilst every effort will be made for redeployment in line with policy, there are potential future financial liabilities that would need to be considered ahead of closing the programme. Since these are hard to quantify at this stage, they have not been included in the above calculations. The council may also incur additional audit costs, depending on the requirements that are set out by government for the Towns Fund. If external audit work in relation to the councils' management of the Towns Fund is deemed to be required, this would be an additional cost, potentially in the region of £10k. Again, this is not included in the above costs given the uncertainty around the requirements and the timing of when any costs would be incurred.

8.0 Implications for consideration - Legal

- 8.1 Given the council is the Accountable Body for the Towns Fund, there are a number of legal and related matters that will need to be considered. Of the 11 projects proposed within the Town Deal, 8 are led by organisations other than the borough council, with a range of public, private and third sector partners. Contracts or grant agreements will need to be agreed with each of these in order to release funding and ensure that conditions of funding are met. Those conditions will need to be monitored to ensure contractual requirements are fulfilled. Whilst a standard funding agreement and/or contract will be drafted based on existing agreements in use by other bodies, it is likely that variations will be needed for each project given the wide range of projects proposed.
- 8.2 For the 3 projects being led by the borough council, procurement will be carried out in line with agreed processes. Each of these may require further bespoke legal and/or commercial advice to cover issues such as land acquisition.

8.3 Through the assurance framework being developed, the council will need to satisfy itself that it is managing the programme in line with the guidance issued by government and with the principles of Managing Public Money. Its management of the programme will need to be subject to internal and external audit in order to provide government and the public with sufficient assurance. Advice will also need to be obtained where relevant regarding subsidy control (the post-Brexit consideration that is to be applied following the ending of the previous State Aid regime).

9.0 Implications for consideration – Human resources

9.1 As set out above, the time-limited nature of the programme funding will mean that the posts will need to be dis-established at the close of the programme after 5 years. Any postholders in the roles at this time would be supported by the council in line with the Redeployment and Redundancy Policy. Given the programme runs for 5 years, there is no merit in establishing or advertising the roles as temporary or fixed term at this stage since by the end of the programme postholders would have the same employment rights as other permanent staff. However, if there is turnover during the programme, then depending on the time still left for the programme to run, there may be a case for re-advertising at that stage as a fixed term post in order to reduce future liabilities.

9.2 Consideration will need to be given to the process for recruitment given the intention to target this at those in the area of the Town Deal. HR policies will need to be followed with regard to the current Town Deal Manager, which is a fixed term role, and how she will be treated should she express an interest in the Programme Manager post.

9.3 Further work is underway to explore the apprenticeship opportunity and whilst a potential framework for this has been identified, there will need to be consideration given to the support required for the apprentice and the delivery of the 20% training element. The council's apprenticeship policy will be used to guide this further work.

9.4 In terms of a location for the postholders, it is proposed that this should be in Staveley if at all possible in order to be close to the community standing to benefit from the Town Deal. Early discussions with regard to the use of the Healthy Living Centre have begun and this is the preferred location at this stage. The requirements for each role with regard to office

/ flexible working will need to be confirmed and fit with the wider post-covid position for the council as a whole.

10.0 Implications for consideration – Risk Management

Description of the risk	Impact	Likelihood	Mitigating action	Impact	Likelihood
Level of resources proves insufficient to fulfil the council's obligations as the Accountable Body for the Towns Fund	Medium	Low	Keep levels of work against available capacity under regular review at internal programme board; continuous engagement with government; early engagement with Town Deal partners	Low	Low
Failure to recruit and retain staff	Medium	Medium	Ensure posts are widely promoted including within the Staveley area; use of apprentices to improve retention; ensure postholders feel part of wider team	Medium	Low
Lack of government sign off for the proposed use of Towns Fund to	High	Low	Engagement with government prior to submission of	High	Low

support programme management			proposals; networking with other towns		
Perception of lack of separation between council as Accountable Body and as project sponsor	Medium	Medium	Use assurance framework to set out clear roles and protocols to ensure separation of duties; use of external resource for business case assessment; transparency for Town Deal Board across all projects	Medium	Low

11.0 Implications for consideration – Community wellbeing

11.1 The Town Deal includes a number of projects that would contribute directly and positively to community wellbeing in the Staveley area. The Staveley Town Investment Plan submitted in December 2020 sets out the engagement that has taken place with the community to inform the priorities set. Health and wellbeing is one of the four thematic priorities around which the plan has been developed.

11.2 Inclusion of a post with a focus on community engagement will ensure that this is not overlooked alongside the other important elements of successful programme management.

12.0 Implications for consideration – Economy and skills

12.1 A key rationale for the Towns Fund has been to drive growth in towns that may otherwise be left behind in terms of the economy and skills. The projects within the Staveley Town Investment Plan have been assessed in terms of the contribution they will make to the future economy of the area. The investment of c. £25m clearly has the potential to make a

transformational impact in this regard and two of the four thematic priorities in the plan relate directly to economy and skills.

- 12.2 As noted above, the Deal is strongly aligned to the council's Growth Strategy. It will also help to deliver against the economic recovery plan adopted in light of the impact of the pandemic. This will be reinforced by the wider investment that is planned for Staveley, alongside the Towns Fund, which features within the Town Investment Plan.
- 12.3 Development of the proposals within the Town Deal has been led by the Economic Development team and therefore shaped throughout by consideration of how the economy and skills can be supported by the Town Deal. Three of the proposed projects within the Deal will be developed and delivered by the council and align strongly with its Growth Strategy.
- 12.4 Early engagement with project sponsors has already identified skills as a key theme on which collaboration across projects can deliver outcomes over and above those that could be achieved otherwise. Members of the Town Deal Board are keen to support this collaboration and ensure the Deal proposals make a transformative impact on the skills and career paths available to communities within Staveley.

13.0 Implications for consideration - Climate change

- 13.1 Each project within the Staveley Town Investment Plan has been considered from the perspective of the contribution it can make to low carbon growth as this is a key criteria set by government for Town Deals. The plan sets out how the projects will help to drive more sustainable growth in the Staveley area, in turn contributing to the council's response to the declared Climate Change Emergency.
- 13.2 It is also proposed that as project sponsors develop their full business cases they demonstrate ways in which this theme can be addressed. Advice on delivering clean growth through the Town Deal has been received from the national team advising participating towns. This support together with input from the council's climate change officer, will be called on as business cases are developed in order to maximise the positive impacts that Town Deal projects can have with regard to climate change.

14.0 Implications for consideration - Equality and diversity

- 14.1 One of the conditions set out for the Town Deal within the Heads of Terms issued on 3rd March related to the Public Sector Equality Duty and a requirement that a programme-wide impact assessment is undertaken as well as relevant project-level assessments. Work on the programme-level Equalities Impact Assessment for the Town Deal has commenced and a draft assessment is due to go to the May meeting of the Town Deal Board.
- 14.2 Early consideration suggests that the projects within the Town Deal have the potential to make a positive impact in a number of ways. This impact will be explored and enhanced as part of the proposed community engagement role outlined above.
- 14.3 In terms of recruitment to the posts proposed in this report, this will be undertaken in line with the council's policies which ensure that equality and diversity requirements are met.

Decision information

Key decision number	1027
Wards affected	Lowgates & Woodthorpe, Middlecroft & Poolsbrook, Hollingwood & Inkersall, Barrow Hill & New Whittington

Document information

Report authors	
Lynda Sharp - Economic Development Manager – Economic Growth Neil Johnson - Service Director Economic Growth Michael Rich, Interim Director (Projects)	
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
N/A	
Appendices to the report	
Appendix 1	Analysis of resource options
Appendix 2	Job descriptions and person specifications

This page is intentionally left blank

Appendix one – analysis of Staveley Town Deal tasks and resources

Stages of work	Activities	Resources
Process design	Design approach for business case development and assurance; set out process and governance; develop relevant templates; secure CBC approval; secure Town Deal Board endorsement	<p><i>Existing/in-kind</i></p> <p>Existing temporary posts working on Town Deal have been undertaking these tasks.</p> <p>A wider CBC internal group has also come together to input into process design, incl. legal and finance</p> <p>Towns Fund Delivery Partner* (TFDP) to support/advise</p> <p>D2N2 Local Enterprise Partnership (LEP) has offered support as a critical friend.</p> <p>Contact has been made with several other towns further on in the process</p>
Set up of team and support	Prepare bid for MHCLG capacity funding; prepare HR1 for extending existing post until resources in place; develop resource paper and seek approval; specify and procure support (potentially 2 packages – developing cases & assuring cases) using the capacity funding; continue to update Town Deal Board and seek approvals there	<p><i>Existing</i></p> <p>Existing temporary posts working on Town Deal have been undertaking these tasks.</p> <p>Contact being made with other towns further on in process, potential for joint procurements</p>
Business case development	Communicate approach with project sponsors; establish support needs	<i>Existing plus external (capacity funded) and new internal</i>

	<p>from sponsors; meet with sponsors and provide context for Staveley and set expectations re business cases; provide support, both generic and bespoke; review draft cases; use board sub-group for check and challenge; manage any external contracts for support</p>	<p>Initial engagement led by existing posts and temporary posts with support from CBC colleagues (e.g. planning). However, the temporary funding will cease prior to the completion of business cases. Additional resources will therefore need to come on line during this critical phase or project sponsors will lack support and coordination.</p> <p>Towns Fund Delivery Partner available to support/advise</p> <p>Subject to bid for capacity funding, external resources to be procured to provide direct support to project sponsors in business case development</p> <p>Board members to support elements of the process, including D2N2, DCC, Chesterfield College</p> <p>Use specialist partners, e.g. Homes England, Environment Agency, Historic England etc. as required</p>
<p>Business case assurance</p>	<p>Assess cases for Green Book compliance; utilise external support and client manage this; produce clarifications/manage this with sponsors; report on each case to CBC as Accountable Body and to Town Deal Board.</p>	<p><i>Existing plus external (capacity funded) and new internal</i></p> <p>As above, funding for temporary posts will cease and new programme manager role will be needed to provide capacity to lead this, including providing client for external resources</p>

		<p>External resources to be procured to undertake assessment of all business cases (funded by capacity funding)</p> <p>Potential to use LEP to provide further check</p> <p>Specialist areas may require bespoke advice which would need procuring/sourcing through existing arrangements. This could include wider partners, e.g. Homes England, Environment Agency, Historic England etc. as required</p> <p>Towns Fund Delivery Partner also able to assist with this stage</p>
Contracting	<p>Draw up contract for each project sponsor; internal liaison to ensure outputs clearly specified etc.; liaise with sponsor re contract queries</p>	<p><i>Existing supplemented with external</i></p> <p>Programme Manager once in place to lead working with legal and with support from Town Deal Assistant. Liaison with 8 different sponsors across 11 projects will lead to significant additional demand on legal services. This demand will have large peaks and troughs and therefore preferred option is for fund to enable external advice to be taken for each contract as required rather than directly employing.</p>

		<p>Advice being taken from other towns and documents shared.</p> <p>Potential to use LEP to provide further support.</p>
Delivery, monitoring and reporting	<p>Develop reporting mechanism; liaise with sponsors to ensure milestones clear and reporting mechanism understood; maintain regular contact, chase up o/s monitoring returns; provide regular reports to CBC and Town Deal Board; work with sponsors to mitigate delays and risks; escalate issues are required within sponsor organisation; make recommendations to Town Deal Board for reallocation where delivery plans change</p>	<p><i>New and existing</i></p> <p>Programme management and assistant resources critical to ensure this undertaken robustly.</p> <p>Key CBC colleagues to contribute via internal programme board, including finance, legal, risk, planning, comms and ED.</p> <p>Towns Fund Delivery Partner may be able to help/advise with set up of this stage and further government guidance is awaited.</p>
Claims	<p>Produce schedule for sponsors to submit claims; produce standard forms for this; liaison with sponsor finance functions to arrange payments; run internal process to ensure claims checked; run regular reports for internal CBC, Town Deal board and MHCLG; monitor claims against spend profiles and report variances; escalate issues as required</p>	<p><i>New and existing</i></p> <p>Programme manager and assistant resource to work with finance to establish process. This resource would also liaise with project sponsors to prepare and check claims. Payments to be processed through finance as part of normal business. Monitoring to be established and delivered through the additional resources in liaison with finance.</p>
Evaluation	<p>Once guidance issued, undertake evaluation of</p>	<p><i>New and existing</i></p>

	<p>projects at appropriate points; carry out desk top and field based evaluation; undertake surveys are required to validate outputs/outcomes; produce reports on each project and at programme level for CBC, Town Deal Board and MHCLG</p>	<p>Programme management resource to lead. May need to consider external/specialist input to undertake this depending on the depth of the requirements once known.</p>
<p>Communication and engagement</p>	<p>Continue to provide external communication to establish profile of the programme and individual projects; liaise with sponsors to publicise key milestones; oversee delivery of the comms and engagement plan; ongoing stakeholder engagement, in particular with the Board and its networks; local engagement in liaison with project sponsors to maximise value and impact of projects; internal communication within CBC including members for Staveley town deal area; liaise with MHCLG re ministerial visits and publicity</p>	<p><i>New and existing</i></p> <p>Programme manager and engagement officer resources to lead once in place, working closely with communications team on all aspects of media communications in particular. Existing resources would not provide the capacity for the level of engagement required with partners in Staveley in order that project impact is maximised. New resources to work closely with with other teams with community-facing resources.</p>

*The Towns Fund Delivery Partner has been assigned by government to support the Town Deal programme. A consortium of advisors, led by Arup, is in place with both thematic specialists and dedicated local leads available to support all towns in the programme.

This page is intentionally left blank

JOB DESCRIPTION

JOB TITLE:	Staveley Town Deal Programme Manager	JE NUMBER:
DIRECTORATE:	Economic Growth	BAND: 12
RESPONSIBLE TO:	Economic Development Manager	
RESPONSIBLE FOR:	Staveley Town Deal Assistant Staveley Town Deal Engagement officer	
MAIN PURPOSE OF POST:	<p>To lead on and co-ordinate the delivery of the Staveley Town Deal programme, ensuring that partners including the borough council develop and deliver major regeneration projects that contribute to the growth of Staveley's economy in line with the government's objectives for the Town Deal.</p> <p>To programme manage the delivery of projects funded by the Towns Fund as set out in the Staveley Town Investment Plan and supporting the priorities in the Chesterfield Growth Plan. In doing so to maximise the economic outcomes for the local economy through partnership working, community engagement and attracting external funding.</p> <p>To support the Town Deal Board and provide assurance to the borough council as the Accountable Body for the Towns Fund, through robust governance and sound financial and risk management.</p> <p>To work with the wider Economic Development Team and Service Director for Economic Growth to identify, develop and pursue new regeneration opportunities.</p>	

DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

1. Facilitate and support the Town Deal Board, formed to oversee the development and implementation of the Town Investment Plan for Staveley, ensuring that it is kept well informed and can play a full role in the delivery of the Deal.
2. Provide the lead contact point for partners and key stakeholders on all matters relating to the Town Deal, acting as an advocate for Staveley and ensuring strategic links are made with other opportunities and initiatives to maximise the impact of the Towns Fund.
3. Develop and oversee delivery of a programme plan for implementing the Town Deal as agreed with government in March 2021.

4. Ensure that effective project and programme management, planning, budget and risk management control systems are in place to ensure sound programme delivery.
5. Ensure robust monitoring against the programme plan is in place and lead on taking corrective action where individual projects are not delivering to plan, taking appropriate escalation steps where required.
6. Develop and recommend actions for ensuring the overall programme delivers against the agreed Heads of Terms, liaising with partners and government to agree programme changes where required.
7. Lead delivery of the communication and engagement strategy for the Town Deal, ensuring Staveley's communities are well informed and engaged and that strong and effective relationships are maintained with key partners in all sectors.
8. Maintain a thorough knowledge of the latest policies, regeneration opportunities, strategies and initiatives locally, regionally and nationally in order to facilitate the delivery of projects and the development of new initiatives.
9. Identify, as appropriate, new opportunities for projects/schemes and activities that will complement the delivery of the Town Deal and contribute to the Chesterfield Growth Strategy and the Council Plan.
10. Manage the assistant and engagement officer posts in line with the council's policies and expectations for line managers, ensuring that the postholders are supported and able to develop within the roles.
11. Use up to date knowledge of funding to identify and secure funding from the public and private sector to enhance project delivery or to support the development of new projects.
12. Oversee and implement procurements to support delivery of the Town Deal programme in line with Council's (and or funders) procurement policy.
13. Prepare detailed programme monitoring reports and analysis for internal Programme Boards, Staveley Town Deal Board and internal Council meetings (including Cabinet and Full Council reports) and report regularly to government in line with requirements set out in guidance.
14. Ensure compliance with all funding requirements through achieving the effective monitoring of activity undertaken and the establishment of clear audit trails, putting in place assurance mechanisms with regard to all elements of the council's role as the Accountable Body for the Towns Fund.
15. Using a range of communication methods, including presentations, report on project progress to a range of internal and external stakeholders as required.
16. Ensure opportunities for positive communications about projects within the programme are maximised and taken in line with government guidelines.
17. Ensure that good practice is embedded into the delivery of projects and that lessons learned, and evaluation is included in all aspects of project delivery.

18. Any other duties which are equal/similar to the responsibility level and grade of the post.

GENERAL – To be aware of and implement the following:

Equalities – The council’s Equality and Diversity Policy which sets out the council’s commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

Code of Conduct – All employees of Chesterfield Borough Council must comply with the Employees’ Code of Conduct.

Health & safety – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council’s Health and Safety policy.

Staff Development - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council’s performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

Data Protection – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

Safeguarding Children and Vulnerable Adults - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

SPECIAL FEATURES OF POST:

Political Restriction	YES	X	NO	
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES		NO	X
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES	X	NO	
You may be required to carry out those duties at your present workplace or at another council venue.	YES	X	NO	

It is the council’s intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder’s obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

PERSON SPECIFICATION

JOB TITLE:	Staveley Town Deal Programme Manager	JE NUMBER:	
DIRECTORATE:	Economic Growth	DATE:	

KNOWLEDGE / SKILLS / ABILITIES		Assessment Method
Essential		Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
•	Highly developed project and programme management skills with clear evidence of successful delivery of complex regeneration projects	Application Form
•	Sound understanding of national policy framework for regeneration	Application Form
•	Strong financial reasoning and analytical skills with the ability to manage substantial budgets	Application Form, Interview
•	Working knowledge of external funding with a track record of securing funding for use on regeneration activities	Application Form, Interview
•	Ability to manage and monitor external funding and deliver programmes against government funding requirements	Application Form, Interview
•	Good understanding of planning process as part of project development, management and delivery.	Application Form, Interview
•	Well rounded understanding of property development in both housing and commercial sector.	Application Form, Interview
•	Experienced communicator both verbally and in writing (experienced in preparing reports internally and externally, producing project monitoring updates as well as having effective inter personal skills that allow you to persuade and influence others).	Application Form, Interview
•	Ability to lead, motivate and develop project teams and forge effective relationships often at a senior level	Application Form, Interview
•	Ability to plan and co-ordinate activities of self and project team in context of conflicting priorities	Application Form, Interview

•	Ability to work to tight deadlines whilst managing a variable workload and changing priorities	Application Form, Interview
•	Ability to think creatively and develop new solutions to resolve problems	Application Form, Interview
•	Sound understanding of assurance mechanisms and audit requirements underpinning good governance in relation to managing public money	Application Form, Interview
EXPERIENCE		
Essential		
•	Experience of managing complex regeneration projects in the public and/or private sector.	Application Form, Interview
•	Experience of running complex programmes with multiple interdependent projects	Application Form, Interview
•	Experience of managing and monitoring multiple funding streams and substantial budgets > £5m	Application Form, Interview
•	Experience of establishing and maintaining effective mechanisms to demonstrate compliance with funding requirements and principles of good governance	Application Form, Interview
•	Experience of managing internal and external contractors to deliver positive outcome to agreed project specification and timeframes.	Application Form, Interview
•	Experience of leading community and partner engagement to maximise the outcomes of project delivery	Application Form, Interview
•	Experience of chairing regular progress meetings and or steering groups with relevant internal and external stakeholders	Application Form, Interview
QUALIFICATIONS		
Essential		
•	Educated to degree level or equivalent	Qualification Certificate
Desirable		
•	Project and Programme Management training qualification or equivalent	Qualification Certificate
•	A professional qualification at level 4 or above in a related field (surveying, planning, construction)	Qualification Certificate
OTHER REQUIREMENTS		
Essential		

•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview

COMPETENCY REQUIREMENT:		
Seeing the Big Picture	<p>Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.</p>	Interview
Level: 2		
Changing and Improving	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.</p>	Interview
Level: 2		
Making Effective Decisions	<p>Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.</p> <p>For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise</p>	Interview
Level: 2		

	return while minimising risk and balancing a range of considerations to provide sustainable outcomes.	
Leading & Communicating	At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.	Interview
Level: 2	It's about championing difference and external experience and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.	
Collaborating and Partnering	People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.	Interview
Level: 2	For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable	
Developing self and others	Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving.	Interview
Level: 2	For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change	
Delivering Value for Money	Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and	Interview
Level: 2	implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available	

Managing a Quality Service	<p>Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery.</p> <p>For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services</p>	Interview
Level: 2		
Delivering at Pace	<p>Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way.</p> <p>For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly</p>	Interview
Level: 2		

JOB DESCRIPTION

JOB TITLE:	Staveley Town Deal Engagement Officer	JE NUMBER:
DIRECTORATE:	Economic Growth	BAND: 7
RESPONSIBLE TO:	Staveley Town Deal Programme Manager	
RESPONSIBLE FOR:		
MAIN PURPOSE OF POST:	<p>To support the delivery of the Staveley Town Deal programme and in turn projects that contribute to the growth of Staveley's economy, through delivery of effective communication and engagement with Staveley communities and partners.</p> <p>To lead on the delivery of the Town Deal communication and engagement strategy, working closely with project delivery leads to add value to the Town Deal projects.</p> <p>To support the Town Deal Programme Manager with programme management of the Deal, with a particular focus on effective engagement with Staveley communities and partners.</p> <p>To work with the wider Economic Development Team and Service Director for Economic Growth to support the development and delivery of new regeneration opportunities.</p>	

DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

1. Lead the delivery of the Town Deal Communication and Engagement Strategy and regularly review and amend the strategy in liaison with the Staveley Town Deal Board.
2. Use a community development approach to support community associations and organisations in the development of community activities that can enhance and support the delivery of the Towns Fund projects.
3. Support and challenge project leads to ensure that delivery of each project is undertaken in line with the principles set out in the Communication and Engagement Strategy.
4. Assist community groups with research and advice to submit funding bids to secure additional funding where this will complement the Town Deal priorities, building capacity within community groups to enhance Town Deal outcomes.

5. Support relevant Town Deal thematic groups and Staveley Town Deal Board sub-groups where these bring partners together to increase engagement.
6. Report regularly on progress against the Communication and Engagement Strategy to internal programme boards, Staveley Town Deal Board and to government as required.
7. Organise community events and meetings, physical and on-line, to promote the Town Deal and increase engagement with the overall programme and individual projects.
8. Carry out surveys, focus groups and other methods to gather feedback and views from communities and use this to inform the delivery of the Town Deal programme.
9. Act as a spokesperson and advocate for the Town Deal with external partners, at events and conferences and on-line meetings, increasing understanding of and support for the programme.
10. Work closely with the communications team to ensure timely, informative, accurate and inspiring stories are disseminated using a variety of channels to promote the Town Deal and drive greater awareness locally and across the wider region.
11. Act as a point of contact for government in relation to Town Deal publicity, Ministerial visits or events and ensure adherence to all government branding guidance across Town Deal materials.
12. Prepare and reports and presentations for Scrutiny, Executive Members, Cabinet and the Corporate Management Team as required by the Programme Manager and to attend meetings with members as necessary.
13. As required, undertake other work in keeping with the grade of the role, under the direction of the Programme Manager, in order to secure the objectives of the Town Deal.

GENERAL – To be aware of and implement the following:
--

Equalities – The council’s Equality and Diversity Policy which sets out the council’s commitment to advancing equality and social inclusion while celebrating the diversity within our communities.
--

Code of Conduct – All employees of Chesterfield Borough Council must comply with the Employees’ Code of Conduct.

Health & safety – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council’s Health and Safety policy.

Staff Development - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council’s performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

Data Protection – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

Safeguarding Children and Vulnerable Adults - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

SPECIAL FEATURES OF POST:				
Political Restriction	YES		NO	X
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES		NO	X
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES	X	NO	
You may be required to carry out those duties at your present workplace or at another council venue.	YES	X	NO	

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

PERSON SPECIFICATION

JOB TITLE:	Staveley Town Deal Engagement Officer	JE NUMBER:	
DIRECTORATE:	Economic Growth	DATE:	

KNOWLEDGE / SKILLS / ABILITIES		Assessment Method
		Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Essential		
•	Good understanding of national policy framework for regeneration and how this applies to local areas	Application Form, Interview
•	Advanced communication skills and an ability to communicate at all levels	Application Form, Interview
•	Ability to establish strong working relationships with key partners and stakeholders	Application Form, Interview
•	The ability to develop innovative community engagement and development programmes with a wide variety of stakeholders	Application Form, Interview
•	A sound understanding of Community Development practice and philosophy	Application Form, Interview
•	Working knowledge of external funding with a track record of securing funding for use in community settings	Application Form, Interview
•	Ability to manage your own workload, prioritising where necessary	Application Form, Interview
•	Ability to develop sustainable solutions to area specific problems through community engagement, development and by working in partnership	Application Form, Interview
•	Ability to work to tight deadlines whilst managing a variable workload and changing priorities	Application Form, Interview
•	Ability to use social media and on-line channels to engage with diverse partners and communities	
Desirable		
•	Ability to use innovative techniques to engage with hard to reach groups	Application Form, Interview

EXPERIENCE		
Essential		
•	Experience of leading community and partner engagement to maximise the outcomes of project delivery	Application Form, Interview
•	Experience of developing and delivering community engagement and development programmes	Application Form, Interview
•	Experience of delivering a communication plan or strategy to enhance project outcomes	Application Form, Interview
•	Experience of leading a project and reporting on progress to a Board or comparable group	Application Form, Interview
Desirable		
•	Experience of developing successful funding bids on behalf of community groups	Application Form, Interview
QUALIFICATIONS		
Essential		
•	Educated to GCSE, O Level or equivalent	Qualification Certificate
Desirable		
•	A recognised qualification in community development or similar practice	Qualification Certificate
OTHER REQUIREMENTS		
Essential		
•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview

COMPETENCY REQUIREMENT:		
Seeing the Big Picture	Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities	Interview
Level: 1		

	<p>which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.</p>	
Changing and Improving	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.</p>	Interview
Level: 1		
Making Effective Decisions	<p>Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.</p> <p>For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.</p>	Interview
Level: 1		
Leading & Communicating	<p>At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.</p> <p>It's about championing difference and external experience and supporting principles of fairness of opportunity for all.</p> <p>For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.</p>	Interview
Level: 1		
Collaborating and Partnering	<p>People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with</p>	Interview
Level: 1		

	<p>colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.</p> <p>For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable</p>	
Developing self and others	<p>Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving.</p> <p>For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change</p>	Interview
Level: 1		
Delivering Value for Money	<p>Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and</p> <p>implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money.</p> <p>For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available</p>	Interview
Level: 1		
Managing a Quality Service	<p>Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery.</p> <p>For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services</p>	Interview
Level: 1		

<p>Delivering at Pace</p>	<p>Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way.</p>	<p>Interview</p>
<p>Level: 1</p>	<p>For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly</p>	

JOB DESCRIPTION

JOB TITLE:	Staveley Town Deal Assistant (Apprentice)	JE NUMBER:
DIRECTORATE:	Economic Growth	BAND: 3
RESPONSIBLE TO:	Staveley Town Deal Programme Manager	
RESPONSIBLE FOR:		
MAIN PURPOSE OF POST:	<p>To support the delivery of the Staveley Town Deal programme and in turn projects that contribute to the growth of Staveley's economy.</p> <p>To assist the Town Deal Programme Manager with all aspects of programme management, with a particular focus on project monitoring, reviewing funding claims and secretariat for the Staveley Town Deal Board.</p>	

DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

1. Provide secretariat support to the Town Deal Board, including scheduling meetings, assisting the Programme Manager to prepare agendas and papers, taking minutes and ensuring that paper circulation and publication on the website takes place in line with agreed standards.
2. Assist the Town Deal Programme Manager in dealing with internal and external queries and correspondence about the Town Deal, acting as an advocate for the programme and the Staveley area.
3. Undertake administrative duties to support the delivery of the Town Deal.
4. Liaise with project leads to gather information that will enable robust monitoring against the Town Deal programme plan and undertake basic checks on the information received.
5. Assist the Town Deal Programme Manager to prepare progress reports, liaising with partners to deal with gather and check information to include in the reports.
6. Liaise with central government contacts for the Town Deal, dealing with queries and assisting the Town Deal Programme Manager to respond to government in a timely manner.
7. Assist the Town Deal Engagement Officer to prepare communications material and organise community events (physical and virtual).

8. Undertake basic checks on financial claims made by project sponsors, assist the Town Deal Programme Manager in monitoring spend and liaise with finance colleagues to ensure that claims are appropriately processed.
9. As required, undertake other work in keeping with the grade of the role, under the direction of the Programme Manager, in order to secure the objectives of the Town Deal.

GENERAL – To be aware of and implement the following:
Equalities – The council’s Equality and Diversity Policy which sets out the council’s commitment to advancing equality and social inclusion while celebrating the diversity within our communities.
Code of Conduct – All employees of Chesterfield Borough Council must comply with the Employees’ Code of Conduct.
Health & safety – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council’s Health and Safety policy.
Staff Development - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council's performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.
Data Protection – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.
Safeguarding Children and Vulnerable Adults - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

SPECIAL FEATURES OF POST:				
Political Restriction	YES		NO	X
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES		NO	X
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES		NO	X
You may be required to carry out those duties at your present workplace or at another council venue.	YES	X	NO	

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

PERSON SPECIFICATION

JOB TITLE:	Staveley Town Assistant (Apprentice)	JE NUMBER:	
DIRECTORATE:	Economic Growth	DATE:	

KNOWLEDGE / SKILLS / ABILITIES		Assessment Method
		Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Essential		
•	Confident use of IT skills with the ability to use up-to date IT packages	Application Form, Interview
•	Strong interpersonal and communication skills with the ability to communicate using a variety of methods.	Application Form, Interview
•	Confident working as part of a multi-disciplinary team and with external partners	Application Form, Interview
•	Commitment to customer care and an understanding of its relevance to this post	Application Form, Interview
•	Thorough and organised approach with the ability to analyse and interpret and present complex information	Application Form, Interview
•	Motivated and reliable with a strong willingness to learn and desire to progress within role	Application Form, Interview
Desirable		
•	Confident in the use of Microsoft Excel	Application Form
•	Knowledge of or interest in regeneration and/or economic development	Application Form, Interview
•	Familiar with the Staveley area	Application Form
EXPERIENCE		
Essential		
•	Any previous work or volunteering experience that involves using a range of communication methods	Application Form, Interview

•	Experience of working in a team	Application Form, Interview
Desirable		
•	Experience of delivering a project either individually or as part of a team	Application Form, Interview
QUALIFICATIONS		
Essential		
•	Educated to GCSE Level with passes in Maths and English	Qualification Certificate
Desirable		
•		
OTHER REQUIREMENTS		
Essential		
•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview

COMPETENCY REQUIREMENT:		
Seeing the Big Picture	<p>Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.</p>	Interview
Level: 1		
Changing and Improving	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to</p>	Interview
Level: 1		

	<p>change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.</p>	
<p>Making Effective Decisions</p>	<p>Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.</p> <p>For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.</p>	Interview
<p>Level: 1</p>		
<p>Leading & Communicating</p>	<p>At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.</p> <p>It's about championing difference and external experience and supporting principles of fairness of opportunity for all.</p> <p>For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.</p>	Interview
<p>Level: 1</p>		
<p>Collaborating and Partnering</p>	<p>People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.</p> <p>For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable</p>	Interview
<p>Level: 1</p>		
<p>Developing self and others</p>	<p>Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving.</p> <p>For leaders, it's about investing in the capabilities of</p>	Interview
<p>Level: 1</p>		

	our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change	
Delivering Value for Money	Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and	Interview
Level: 1	implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available	
Managing a Quality Service	Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs	Interview
Level: 1	and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery. For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services	
Delivering at Pace	Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way.	Interview
Level: 1	For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly	

This page is intentionally left blank