

BOROUGH OF CHESTERFIELD

You are summoned to attend a Meeting of the **Council** of the **Borough of Chesterfield** to be held virtually via Microsoft Teams for the purpose of transacting the following business.

This meeting will be held virtually via Microsoft Teams software, for which members of the Committee and others in attendance will receive an invitation. Members of the public will be able to access Part 1 (Public Information) of the meeting online by following the link [here](#).

Part 1 (Public Information)

1. To approve as a correct record the Minutes of the Meeting of the Council held on 15 July, 2020 (Pages 5 - 18)
2. Mayor's Communications
3. Apologies for Absence
4. Declarations of Members' and Officers' Interests relating to items on the Agenda.
5. Vote of Thanks to the Retiring Mayor and Mayoress
6. Public Questions to the Council

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

To receive petitions submitted under Standing Order No. 13
8. Deputy Leader of the Council and Cabinet Appointments 2020/21 (Pages 19 - 22)
9. Committee Appointments 2020/21 (Pages 23 - 34)
10. Council's Delegation Scheme (Pages 35 - 62)
11. Questions to the Leader

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

12. Treasury Management Report 2019/20 and Monitoring Report 2020/21 (Pages 63 - 78)
13. Risk Management Strategy and Annual Review (Pages 79 - 114)
14. Annual Report of the Standards and Audit Committee 2019/20 (Pages 115 - 126)
15. Tenancy Strategy Update (Pages 127 - 146)
16. Vision Derbyshire and Local Government Reform (Pages 147 - 204)
17. Minutes of Committee Meetings (Pages 205 - 206)

To receive for information the Minutes of the following Meetings:

Employment and General Committee
Planning Committee
Standards and Audit Committee

18. To receive the Minutes of the Meetings of Cabinet of 14 July, 11 August and 8 September, 2020 (Pages 207 - 224)
19. To receive the Minutes of the Meetings of the Joint Cabinet and Employment and General Committee of 14 July and 8 September, 2020 (Pages 225 - 230)
20. To receive and adopt the Minutes of the Meeting of the Overview and Performance Scrutiny Forum of 25 June, 2020 (Pages 231 - 236)
21. To receive and adopt the Minutes of the Meeting of the Community, Customer and Organisational Scrutiny Committee of 2 July, 2020 (Pages 237 - 244)
22. To receive and adopt the Minutes of the Meeting of the Enterprise and Wellbeing Scrutiny Committee of 9 July, 2020 (Pages 245 - 250)
23. Questions under Standing Order No. 19

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

Question submitted by Councillor Fordham:

“What arrangements have been made for the winter months to provide for those citizens, who might have sought to access a Night Shelter in previous

years, to ensure that people are not sleeping on the streets of Chesterfield with no alternative structured and sympathetic provision?”

24. Notice of Motion under Standing Order No. 21

To consider the motion submitted by Councillor J Innes in accordance with Standing Order No. 21:

“This council calls on government for an end to abuse, both verbal and physical, against shop workers and all public facing workers. We urgently need new legislation to provide these workers with more protection and we need the means to enforce it. We need stiffer penalties for those who do assault workers.

Abuse should not be part of the job for these people who deserve our respect as they perform their duties. Ensuring these people are protected requires action by politicians as well as employers and the police. We need to work together to provide practical solutions to prevent abuse and violence to these workers. Last year every minute of every day a shop worker was verbally or, even worse, physically abused. Just for doing their job!

This government asked for evidence of these abuses and it is over a year since the closure of the call for evidence. Nothing has been done. These keyworkers have been at the frontline during the recent pandemic and have faced even more abuse to ensure the public has food on the table and keep social distancing, all within government guidelines. But this same government has let them down.“

By order of the Council,



Chief Executive

Chief Executive's Unit,
Town Hall,
Chesterfield

6 October 2020

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COUNCIL

Wednesday, 15th July, 2020

Present:-

Councillor Simmons (The Mayor)

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

101 MINUTES OF COUNCIL

RESOLVED –

That the Minutes of the meeting of the Council held on 26 February, 2020 be approved as a correct record and be signed by the Chair.

102 MAYOR'S COMMUNICATIONS

The Mayor invited Members to observe a minute's silence in memory of the lives lost both within and outside the borough as a result of the Covid-19 pandemic.

He expressed his and the Mayoress' heartfelt gratitude to all the Council's staff, the NHS staff and keyworkers in the borough for their tremendous efforts to support the borough's residents, communities and businesses over recent months.

103 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Bellamy.

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

No declarations of interest were received.

105 PUBLIC QUESTIONS TO THE COUNCIL

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

(1) by Greg Hewitt, Plastic Free Chesterfield:

"I am the Community Lead for Plastic Free Chesterfield and tonight at 7pm we are holding an online meeting on addressing people and businesses' concerns around using reusables and refillables at this time during COVID.

The Coronavirus pandemic led national cafe chains such as Cafe Nero and Starbucks refusing to accept reusable coffee cups in an attempt to prevent the virus. But last week a group of over 100 scientists responded to this confirming that it is safe to use reusable containers during the pandemic, as long as strict cleaning measures are implemented. Local Chesterfield businesses such as Lottie's Sandwich Bar, El Cafe Verde and Steph's Sustainable Stuff have taken heed of this advice and are accepting reusables and refillables.

Based on this, and also based on the council's climate emergency declaration and action plan, will Chesterfield Borough Council be

promoting reusables and refillables (reusable water bottles, reusable coffee cups, reusable containers) to Chesterfield's businesses and public?"

Councillor Serjeant, Deputy Leader, provided a verbal response, referring to:

- The Council's commitment to addressing the impact of Climate Change through its declaration of a climate emergency, the formation of the climate change working group and the development and adoption of the Council's Climate Change Action Plan;
- A range of measures taken by the Council to promote reusables and refillables within its own premises and a commitment to similarly promote the benefits of 'reduce, reuse and recycle' to Chesterfield's businesses and public.

Greg Hewitt asked a supplementary question as to whether the Council would put forward a formal motion in support of Plastic Free Chesterfield's cause, including appointing a representative to sit on the Plastic Free Chesterfield steering group.

Councillor Serjeant provided a verbal response, undertaking to progress such a motion at the next available opportunity, to engage positively with Plastic Free Chesterfield to reduce plastic consumption across the borough and to consider appointing a representative to the steering group in line with the Council's criteria for making appointments to partnerships and other external organisations.

(2) by Lisa Hopkinson, Transition Town Chesterfield:

"This time last year the council rightly declared a climate emergency. An enlightened response to the Covid emergency can help avert the climate emergency.

I understand that the £7.42 million Hollis Lane Link is to be partly funded by a £3.8 million grant from D2N2 with the balance to be funded through borrowing.

A recent TUC analysis of infrastructure investment options to build back better concluded that the best jobs for immediate job creation are construction projects including social housing building, rail upgrades,

cycle lane construction and pedestrianisation, and energy efficiency measures. These all provide the largest absolute numbers of potential direct and supply chain jobs created. The two projects scoring lowest included road building.

(https://www.tuc.org.uk/sites/default/files/TUC%20Jobs%20Recovery%20Plan_2020-06-17_proofed.pdf)

Given the immediate priority to create jobs, and the climate emergency that this council declared a year ago, wouldn't it make more sense to borrow money to fund environmentally and socially beneficial projects, such as insulating homes, than for another road that will add further carbon, air pollution and congestion to Chesterfield?"

Councillor P Gilby, Leader, provided a verbal response, referring to:

- The £3.8m grant awarded to Derbyshire County Council towards the construction of the first phase of the Hollis Lane link road from Hollis Lane to the Railway Station car park, which would include improvements to the pedestrian steps, and to Chesterfield Borough Council working with the County Council to deliver the first phase as part of the emerging overall HS2 Station masterplan;
- The link road facilitating the delivery of the wider HS2 masterplan vision for the station area, creating a significant number of jobs for Chesterfield in the longer term, including approximately 350 jobs for sites directly opened up by the first phase of road;
- The potential wider economic benefit to the town centre of being able to divert some traffic out of the town centre, increasing opportunities for regeneration, and of improving wider access to the station by walking, cycling and public transport;
- Spending for other purposes by the Council, such as £13.7m investment in its own housing stock for energy / thermal efficiency up to 2023; new build social housing projects to a value of between £10m and £14.6m by March 2022.
- The Government's announcement of a £2bn green homes grant scheme for householders and a £1bn fund to de-carbonise public buildings and social housing, which the Council would explore as more detail emerged.

Lisa Hopkinson asked a supplementary question as to whether the Council would be able to borrow funds for other projects, such as those within the Climate Change Action Plan.

Councillor P Gilby provided a verbal response confirming that the funding, including options for borrowing, of projects arising from the Climate Change Action Plan would be considered alongside all other projects and plans taking account of the Council's wider strategies and priorities.

(3) on behalf of Polly Bentley in her absence:

“How much consideration is being given to the main points of the Transition Economics analysis for Green economic regeneration in this area? (transitioneconomics.net@transition_econ)

My particular interest is in social housing, which seems not to be a priority here. (e.g. Development at the old football ground...no sign of any "properly" affordable, as opposed to "executive" housing there. Is social housing never part of the planning consent in the many new for-profit developments, e.g. old Co-op site, or are the rules too easily flouted, as with the gigantic piecemeal developments at Walton, where even the concrete bases laid to imply facilities MIGHT one day be built, have now vanished. Is Chesterfield BC allowing the development of a multitude of mini-Walton deserts?”

Councillor Serjeant, Deputy Leader, provided a verbal response, referring to:

- The Council's policy to negotiate a proportion of affordable homes as part of all new housing developments of 15 or more houses and there being a relatively low need for new affordable housing in the borough, due to a combination of high existing supply of council properties, a relatively cheap private rental sector and the availability of low-cost home ownership in Chesterfield;
- National planning policy and guidance requiring the Council to recognise the viability of development when negotiating the proportion of affordable housing, but despite this, almost 1 in every 5 dwellings built in Chesterfield between 2014 and 2019 being an affordable one;

- The new Local Plan aiming to secure a proportion of affordable housing on a range of developments, with up to 20% of properties in the west of the borough, where prices are highest;
- The commitment within the Council Plan for 2019-2023 to provide 100 new units of affordable housing in the Council's stock by 2023, including three sites under development – the former Brockwell and Heaton Court sites in Loundsley Green and Brampton respectively and Manor Drive at Brimington, and the recent purchase of ten houses from a developer to house local families from the Housing Needs Register. Further schemes were being prepared for a number of sites to enable the original target of 100 new social rent homes to be exceeded;
- The Council's Local Plan aiming to concentrate new development, as far as possible, in locations where new residents can walk to a range of facilities, including shops, schools, and health services, or where this was not possible, to work with the landowners and other agencies to provide new facilities;
- The Council's focus, over many years, to provide new quality employment opportunities for local people, such as through the construction of the innovation centres at Dunston and Tapton, the introduction of local labour clauses and support for the town centre;

The Council seeking to supplement its existing local focus with an increasingly 'green' focus to its regeneration activities through its Climate Change Action Plan, such as the current construction of a new enterprise centre on the Holywell Cross roundabout and developing plans for a sustainable community around the railway station to provide greater choices for non-car based travel.

106 **PETITIONS TO COUNCIL**

No petitions had been submitted to be presented.

The following petition was delivered by Councillor Fordham, on behalf of Mr Alan Ward:

“Ask the people of Chesterfield before anything gets renamed or removed. Allow the people of Chesterfield to decide via a poll any changes that are being considered for memorials, statues and roads.

Councillors should not be allowed to take the decision without consultation of everyone in the area.”

The petition was received.

107 **QUESTIONS TO THE LEADER**

Under Standing Order No.14 Members asked the following questions:

- Councillor P Innes asked for information on how the decision by Cross Country Trains to reverse its earlier decision for trains to not stop at Chesterfield had come about.

The Leader provided a verbal response, explaining that on being made aware of the original decision she had written to the Cross Country Regional Director and involved the two local MPs, which had resulted in constructive discussion with Cross Country. She referred to the positive impact in this situation of the Council’s partnership working on HS2 with Network Rail and the train companies in maintaining the current services for keyworkers and other passengers and in developing plans for Chesterfield station and reliable transport services in the future.

- Councillor Redihough asked whether the licensing application process would be reviewed in order to enable more detailed information to be included on the application form.

The Leader agreed to consult with officers and to then provide a written response.

- Councillor Callan asked whether Chesterfield Borough Council had been consulted on the temporary closure of Crow Lane to traffic.

The Leader provided a verbal response, expressing her disappointment that the Council had not been consulted by Derbyshire County Council on the temporary closure as part of the response to reopening the town centre and explaining that the Council’s officers were now working with the County Council’s officers to produce sustainable plans for the long-term.

- Councillor Marriott asked what support had been given to Chesterfield Football Club by the Council during its current crisis.

The Leader provided a verbal response, explaining that both Chesterfield Borough Council and Derbyshire County Council had agreed to each provide a loan of £0.5m, subject to final agreement of terms and due diligence tests, to the Chesterfield Community Football Trust to support its acquisition and operation of the Football Club and their roles in supporting social and economic recovery.

- Councillor Flood asked about job opportunities that could be brought to the local area as a result of the development of HS2 and how the Council could support skills development for local residents.

The Leader provided a verbal response, referring to plans being developed currently to support local school leavers, including an online service for young people to provide information and advice on apprenticeship opportunities and job application skills. She also referred to the 'HS2 and You' project, encouraging primary school children to develop an interest in science, technology and engineering skills, with the future potential for more skilled, higher paid jobs.

- Councillor Holmes asked when wider consultation would take place on the proposals being developed for the Staveley Town Deal, involving local Members, Staveley Town Council and Staveley residents.

The Leader provided a verbal response, referring to the importance of the Town Deal funding being used for the whole of the Staveley Town Council area, and confirming that a Town Deal Board had been established including representatives of Staveley Town Council, local businesses and local education providers. She explained that wider consultation with residents would take place once the vision and more concrete proposals had been developed.

- Councillor Mann asked about information on the Staveley Town Deal being provided to Staveley Town Council and whether funding would be available for investment in the high street in Staveley.

The Leader provided a verbal response, referring to recent changes announced by the government in funding for Town Deal schemes, which she expected would be discussed at the next Board meeting,

and to the process for all proposals for the allocation of the funding to be considered by the Staveley Town Deal Board.

108 GENERAL FUND BUDGET OUTTURN REPORT 2019/20

Pursuant to Cabinet Minute No. 139 (2019/20) the Acting Chief Finance Officer submitted a report on the General Fund Revenue and Capital Outturns for 2019/20. The report provided details of significant variations from the revised estimates previously approved by Cabinet on 25 February, 2020 (Cabinet Minute No. 107, 2019/20).

RESOLVED –

That the report on the General Fund Revenue and Capital Outturns for 2019/20 be noted.

109 MONTH 2 BUDGET MONITORING 2020/21 AND UPDATED MEDIUM TERM FINANCIAL PLAN

Pursuant to Cabinet Minute No. 154 (2019/20) the Acting Chief Finance Officer submitted a report outlining the budget position at the end of month 2, covering the General Fund Revenue budget, the General Fund Capital Programme and the Housing Revenue account.

RESOLVED –

1. That the general fund revenue budget financial performance in the first two months of the financial year 2020/21, as set out in section 4 of the officer's report, be noted.
2. That the new medium term financial plan, as set out in section 5 of the officer's report, be noted.
3. That the proposed changes to the medium term financial plan, as outlined in sections 4 and 5 of the officer's report, be approved.
4. That the updated capital programme, as outlined in section 6 of the officer's report, be approved.
5. That the financing of the capital programme, as outlined in paragraph 6.3 of the officer's report, be approved.

6. That the position of the Housing Revenue Account budgets, included in section 7 of the officer's report, be noted.

110 CHESTERFIELD BOROUGH LOCAL PLAN 2018 - 2035

Pursuant to Cabinet Minute No.156 (2019/20) the Strategic Planning and Key Sites Manager submitted a report on the new Chesterfield Borough Local Plan 2018-2035, including the findings of the Inspectors' Report into the examination in public of the new Chesterfield Local Plan.

RESOLVED –

1. That the Inspectors' Report, attached as appendix B to the officer's report, be noted.
2. That the Local Plan 2018-2035, attached as appendix A to the officer's report, incorporating the modifications recommended by the Planning Inspectors' Report, be adopted by the Council to meet the requirement of Section 38 of the Planning and Compulsory Purchase Act 2004.
3. That delegated authority be granted to the Strategic Planning and Key Sites Manager, in consultation with the Cabinet Member for Economic Growth, to make any minor changes (including formatting and images) necessary to make the Local Plan (that do not materially affect the Plan) and associated documents ready for printing and uploading to the council website.
4. That delegated authority be granted to the Strategic Planning and Key Sites Manager, in consultation with the Cabinet Member for Economic Growth, to make necessary changes to any Supplementary Planning Documents and informal Planning Guidance currently used by the Council to make appropriate reference to the new Local Plan.

111 UPDATE ON CIVIC ARRANGEMENTS 2020 - 2022

Pursuant to Council Minute No. 91 (2019/20) and Cabinet Minute No. 147 (2019/20), the Senior Democratic and Scrutiny Officer submitted a report outlining proposals for the remainder of the civic year 2020/21 and for 2021/22, including for the Annual Council Meeting to be held on 21

October, 2020 and for the Annual Civic Service and Parade and the Mayoral Dinner to be delayed until May 2021.

RESOLVED –

1. That Councillor Glenys Falconer be invited to become Mayor of the Borough for the period from October 2020 to May 2022.
2. That Councillor Tony Rogers be invited to become Deputy Mayor of the Borough for the period from October 2020 to May 2022.

112 EQUALITY AND DIVERSITY ANNUAL REPORT 2019/20

Pursuant to Cabinet Minute No. 146 (2019/20), the Policy Officer submitted the Equality and Diversity Annual Report for 2019/20 to update members on improvements and achievements made in delivering equality and diversity across all the council's services.

RESOLVED –

1. That the Equality and Diversity Annual Report for 2019/20, attached as Appendix 1 to the officer's report, be supported.
2. That the Equality and Diversity Annual Report 2019/20 be published on the Council's website and circulated to partners.
3. That the International Holocaust Remembrance Alliance working definition of Antisemitism be formally adopted by the Council.

113 SCRUTINY ANNUAL REPORT 2019/20

Pursuant to Overview and Performance Scrutiny Forum Minute No. 48 (2019/20) the Senior Democratic and Scrutiny Officer submitted the Scrutiny Annual Report detailing the work of the Overview and Scrutiny Committees during 2019/20 and providing an outline of overview and scrutiny work programme plans for 2020/21.

RESOLVED –

That the Scrutiny Annual Report for 2019/20, attached as Appendix A to the officer's report, be approved.

114 REPORT OF DECISIONS TAKEN UNDER EMERGENCY DELEGATED DECISION MAKING POWERS AND SPECIAL URGENCY PROVISIONS

The Senior Democratic and Scrutiny Officer submitted a report on the decisions taken under the emergency delegated decision making powers approved by the Standards and Audit Committee in March, 2020 in response to the Covid-19 pandemic and under the special urgency provisions of the Access to Information Procedure Rules within the Council's constitution.

RESOLVED –

1. That the decision notices of the Cabinet decisions delegated to the Leader of 28 April, 2020 and the Deputy Leader of 27 March and 7 April, 2020, attached as Appendices 1 – 3 to the officer's report, under the emergency delegated decision making powers be noted.
2. That the schedule of the Planning Committee and Licensing Committee decisions delegated to officers, attached as Appendix 4 to the officer's report, under the emergency delegated decision making powers be noted.
3. That the report of decisions taken under the special urgency provisions, attached as Appendix 5 to the officer's report, be noted.
4. That it be noted that the decision of the Leader on 4 June, 2020 had been taken under paragraph 15 of the Cabinet Procedure Rules in Part 4 of the Council's constitution in accordance with Section 15 (4) of the Local Government Act 2000.

115 MINUTES OF COMMITTEE MEETINGS

RESOLVED -

That the Minutes of the following Committees be noted:

- Appeals and Regulatory Committee of 19 and 26 February and 4 and 11 March, 2020;
- Employment and General Committee of 16 March, 2020;

- Licensing Committee of 4 March and 6, 13 and 27 May, 2020;
- Planning Committee of 17 February, 9 March, 18 May and 1 and 22 June, 2020;
- Standards and Audit Committee of 5 February, 19 March and 5 May, 2020.

116 MINUTES OF CABINET

RESOLVED –

That the Minutes of the meetings of Cabinet of 25 February, 17 March and 9 and 23 June, 2020 be noted.

117 MINUTES OF THE JOINT CABINET AND EMPLOYMENT AND GENERAL COMMITTEE

RESOLVED –

That the Minutes of the meetings of the Joint Cabinet and Employment and General Committee of 25 February and 9 June, 2020 be noted.

118 MINUTES OF THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM

RESOLVED –

That the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 23 January, 2020 be approved.

119 MINUTES OF THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

RESOLVED –

That the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 30 January, 2020 be approved.

120 **MINUTES OF THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**

RESOLVED –

That the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 6 February, 2020 be approved.

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

One question had been submitted but subsequently withdrawn by Councillor Fordham.

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

It was moved by Councillor P Niblock and seconded by Councillor K Falconer that:

“Having declared a Climate Emergency, this Council commits with the Derbyshire Pensioners Group, Transition Chesterfield, Friends of The Earth and Divest Derbyshire in calling for the Derbyshire Pension Fund to disinvest its remaining funds in Fossil Fuels companies and to invest in Renewable Energy companies instead.”

As an amendment, it was moved by Councillor Serjeant and seconded by Councillor P Gilby that the motion be amended to read as follows:

“Having declared a Climate Emergency Chesterfield Borough Council commits with the Derbyshire Pensioners Group, Transition Chesterfield, Friends of The Earth and Divest Derbyshire in calling for the Derbyshire Pension Fund to disinvest its remaining funds in Fossil Fuels and to invest in renewables.

In addition we are calling for Derbyshire Pension Fund to strengthen engagement regarding future investment principles with all stakeholders including pension fund members and employers.”

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

On being put to the vote the motion (as amended) was declared carried.

For publication

Deputy Leader of the Council and Cabinet Appointments 2020/21

Meeting:	Council
Date:	14 October, 2020
Report by:	Democratic and Scrutiny Officer

For publication

1.0 Purpose of report

- 1.1 To enable the Council to note the appointment by the Leader of the Deputy Leader of the Council and also the appointments to Cabinet for the municipal year 2020/21 in accordance with Articles 7.3 and 7.4 of the Constitution.

2.0 Recommendations

- 2.1 That Council notes that Councillor Amanda Serjeant shall be the Deputy Leader for the municipal year 2020/21.
- 2.2 That Council notes the Cabinet appointments for the municipal year 2020/21 as detailed at paragraph 3.1.

3.0 Cabinet portfolios

3.1 In addition to the Leader and the Deputy Leader, the Leader will notify appointments to the following portfolios and positions on Cabinet at the Annual Business Meeting:

Portfolio
Business Transformation
Economic Growth
Governance
Health and Wellbeing
Housing
Town Centres and Visitor Economy

Minority Member without Portfolio (Leader of the Lib Dem Group)
Assistant Cabinet Member(s) (Special projects)

4.0 Recommendations

4.1 That Council notes that Councillor Amanda Serjeant shall be the Deputy Leader for the municipal year 2020/21.

4.2 That Council notes the Cabinet appointments for the municipal year 2020/21 as detailed at paragraph 3.1.

Decision information

Key decision number	NA
Wards affected	All
Links to Council Plan priorities	All

Document information

Report author	Contact number/email
Brian Offiler	Tel: 01246 345229 email: brian.offiler@chesterfield.gov.uk
Background documents	
None	
Appendices	
None	

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For publication

Committee Appointments – 2020/21

Meeting: Council

Date: 14 October, 2020

Report by: Democratic and Scrutiny Officer

For publication

1.0 Purpose of report

- 1.1 To enable the Council to make appointments to Committees for the municipal year 2020/21.

2.0 Recommendation

- 2.1 That the memberships and appointments to Committees for the municipal year 2020/21 be approved.

3.0 Committee appointments

- 3.1 The Council is requested to make appointments to the following Committees:-

Planning Committee

Planning Sub Committee

Appeals and Regulatory Committee

Licensing Committee

Employment and General Committee

Overview and Performance Scrutiny Forum

Community, Customer and Organisational Scrutiny Committee

Enterprise and Wellbeing Scrutiny Committee

Standards and Audit Committee

4.0 Procedures for making the Committee appointments

4.1 The procedure for making the appointments will be as follows:-

4.2 The Leader of the Majority Group will move that the various Committees, and the total number of Members on each, shall be as shown in Part 1 of Appendix A.

The Leader's proposal will be seconded and voted upon.

4.3 In accordance with Section 15 of the Local Government and Housing Act 1989 and Regulation 14 of the Local Government (Committees and Political Groups) Regulations 1990, the Chief Executive will indicate to Group Leaders details of the number of seats on each Committee which are to be allocated to each Group. These will be as shown in Part 2 of Appendix A.

4.4 The Group Leaders will then indicate their Groups' appointments to the Committees. These are as shown at Parts 3 and 4 of Appendix A.

It will be moved, seconded and voted on that the names submitted by the Group Leaders be approved.

- 4.5 The Leader of the Majority Group will move the appointment of the Chairs and Vice-Chairs of each Committee as shown in Part 5 of Appendix A.

The Leader's proposal will be seconded and voted upon.

5.0 Recommendations

- 5.1 That the memberships and appointments to Committees for the municipal year 2020/21 be approved.

Decision information

Key decision number	NA
Wards affected	All
Links to Council Plan priorities	All

Document information

Report author	Contact number/email
Brian Offiler	Tel: 01246 345229 email: brian.offiler@chesterfield.gov.uk
Background documents	
None	
Appendices to the report	
Appendix A	Committee Appointments 2020/21

APPENDIX A

Part 1 - Committee appointments 2020/21

It will be moved and seconded that the Member-level bodies of the Council for 2020/21 and the number of Members on each shall be as follows:-

Committee	Number of members
Planning Committee	15
Planning Sub Committee	3
Appeals and Regulatory Committee	14
Licensing Committee	14
Employment & General Committee	6
Overview and Performance Scrutiny Forum	16
Community, Customer and Organisational Scrutiny Committee	8
Enterprise and Wellbeing Scrutiny Committee	8
Standards and Audit Committee (Borough Council representatives only)	6

Part 2 – Allocation of seats

In accordance with Regulation 14 of the Local Government (Committees and Political Groups) Regulations 1990, the Chief Executive will inform the Group Leaders that the allocation of seats on the Member-level bodies for 2020/21 will be as follows:-

Body	Majority Group (Labour)	Minority Group (Lib. Dem.)	Minority Group (Comm. Ind.)
Planning Committee	9	5	1
Planning Sub Committee	2	1	
Appeals and Regulatory Committee	8	5	1
Licensing Committee	8	5	1
Employment and General Committee	4	2	
Overview and Performance Scrutiny Forum	9	6	1
Community, Customer and Organisational Scrutiny Committee	4	3	1
Enterprise and Wellbeing Scrutiny Committee	4	3	1
Standards and Audit Committee	4	2	
Total No. of Seats	52	32	6

Part 3 - Proposed membership of Bodies 2020/21

The Group Leaders have indicated that their Groups' appointments will be as follows:-

Body	Majority Group (Labour)	Minority Group (Lib. Dem.)	Minority Group (Comm. Ind.)
Planning Committee	1. } 2. } 3. } 4. } 5. } (To be confirmed) 6. } 7. } 8. } 9. }	1. Barr 2. Bingham 3. Borrell 4. Davenport 5. G Falconer	1. Mann
Planning Sub Committee	1. } (To be confirmed) 2. }	1. Barr	
Appeals and Regulatory Committee	1. } 2. } 3. } 4. } (To be confirmed) 5. } 6. } 7. }	1. Bingham 2. G Falconer 3. S Niblock 4. Redihough 5. Rogers	1. Perry

	8. }		
Licensing Committee	1. } 2. } 3. } 4. } (To be confirmed) 5. } 6. } 7. } 8. }	1. P Niblock 2. S Niblock 3. Redihough 4. Rogers 5. Thornton	1. Bagshaw
Employment and General Committee	1. } 2. } (To be confirmed) 3. } 4. }	1. Davenport 2. K Falconer	
Overview and Performance Scrutiny Forum	1. } 2. } 3. } 4. } 5. } (To be confirmed) 6. } 7. } 8. } 9. }	1. Borrell 2. Coy 3. Fordham 4. Hollingworth 5. Kellman 6. Snowdon	1. Mann

Community, Customer and Organisational Scrutiny Committee	1. } 2. } (To be confirmed) 3. } 4. }	1. Borrell 2. Fordham 3. Kellman	1. Bagshaw
Enterprise and Wellbeing Scrutiny Committee	1. } 2. } (To be confirmed) 3. } 4. }	1. Coy 2. Hollingworth 3. Snowdon	1. Mann

Part 4 – Standards and Audit Committee

Under the Local Government Act 2000, the Standards and Audit Committee is not subject to political balance requirements but by local choice the constitution says it will be politically balanced.

The Group Leaders have indicated that their appointments will be as follows:-

Body	Majority Group (Labour)	Minority Group (Lib. Dem.)	Minority Group (Comm. Ind.)
Standards and Audit Committee	1. } 2. } (To be confirmed) 3. } 4. }	1. Kellman 2. Snowdon	

Part 5 - Appointment of Chairs and Vice-Chairs of Committees for 2020/21

It will be moved and seconded that the appointment of the Chairs and Vice-Chairs of each Committee for the Council year 2020/21 shall be as follows:

Committee	Chair	Vice-Chair
Planning Committee	(To be confirmed)	(To be confirmed)
Planning Sub Committee	(To be confirmed)	(To be confirmed)
Appeals and Regulatory Committee	(To be confirmed)	(To be confirmed)
Licensing Committee	(To be confirmed)	(To be confirmed)
Employment and General Committee	(To be confirmed)	(No Vice-Chair)
Overview and Performance Scrutiny Forum	Alternating Chair (To be confirmed)	
Community, Customer and Organisational Scrutiny Committee	(To be confirmed)	Borrell
Enterprise and Wellbeing Scrutiny Committee	(To be confirmed)	(To be confirmed)
Standards and Audit Committee	(To be confirmed)	Kellman

Notes:

The Leader may not be a member of Standards and Audit Committee and no more than one Cabinet member may be a member of Standards and Audit Committee.

The Chairs of Community, Customer and Organisational Scrutiny Committee and Enterprise and Wellbeing Scrutiny Committee to be alternating Chairs of Overview and Performance Scrutiny Forum.

All members of Community, Customer and Organisational Scrutiny Committee and Enterprise and Wellbeing Scrutiny Committee to be members of Overview and Performance Scrutiny Forum, subject to political balance rules.

No member of Cabinet may be a member of a Scrutiny Committee and vice versa.

Planning Committee to include the Cabinet Member for Economic Growth, other than as Chair.

Planning Sub-Committee to include the Cabinet Member for Economic Growth.

No member of Licensing Committee may be a member of Planning Committee and vice versa.

Employment and General Committee to include the Cabinet Member for Governance.

No member of Appeals and Regulatory Committee may be a member of Employment and General Committee and vice versa.

No member of Appeals and Regulatory Committee may be a member of Taxi Consultative Committee and vice versa.

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For publication

Delegation Scheme and Constitution

Meeting:	Council
Date:	14 TH October 2020
Cabinet portfolio:	Governance
Directorate:	Resources

1.0 Purpose of report

- 1.1 To seek confirmation of the current scheme of delegation and Constitution.

2.0 Recommendation

- 2.1 That members confirm the Constitution, including the scheme of delegation in Part 3 and the Covid-19 supplement to the Constitution.

3.0 Reasons for Recommendation

- 3.1 To ensure effective and efficient operation of the Council.

4.0 Report Details

- 4.1 The Constitution is a key document, required by law, which sets out the principal powers, duties and procedures of the Council. It also sets out in Part 3 to whom decision making over the Council's various functions is delegated.
- 4.2 The current form of Constitution has been in place since the early 2000s, using a government model. Most council constitutions follow

a similar format, though some are now moving away from it. The constitution is publicly available on the Council's website at <https://www.chesterfield.gov.uk/your-council/the-council/the-constitution.aspx>

- 4.3 The Constitution needs to be changed and updated from time to time to ensure it reflects current legislation, practices, functions, structures and efficient working of the authority.
- 4.4 Full Council considers the main changes and other changes are delegated to Standards and Audit Committee. Any consequential amendments and general updates are the responsibility of the Monitoring Officer.
- 4.5 Council approved and confirmed the current version of the Constitution at its October 2018 meeting and the delegation scheme at the May 2019 Annual Business Meeting. Since that time there have been some routine updates and corrections referred to in Appendix 1.
- 4.6 Due to Covid-19 there has been need to amend the Constitution in various ways. This has been the focus of work on the Constitution since the spring. Legislation also gave Councils the ability to move meetings including the Annual Council Meeting.
- 4.7 The changes were:
 - Emergency delegations were put in place to secure continued lawful decision making.
 - Changes to standing orders were made to enable virtual meetings.
 - Alternative measures adopted for executing deeds on behalf of the Council.
 - Other delegations were put in place in response to new measures enacted by the government as a result of the pandemic.

These were approved by Standards and Audit Committee at various meetings and reported to Council on 15th July, together with a report on the exercise of emergency delegations. Other changes by Standards and Audit Committee at its meetings on 2nd July and 23rd September are referred to in minutes reported elsewhere on this Agenda.

The changes are summarised in Appendix 1.

- 4.7 On 22nd July Standards and Audit Committee reviewed the governance measures which had been put in place in response to the pandemic.

5.0 Delegation Scheme

- 5.1 Standing Order 1 paragraph 7 says that the Annual Business Meeting should agree the delegation scheme or such part of it as the Constitution determines it is for the Council to agree. The scheme is set out in the Constitution, with details in Part 3 (Responsibility for Functions).
- 5.2 Many changes to the constitution, including the delegation scheme are now agreed by Standards and Audit Committee. As mentioned above Council approved the current version of the Constitution in October 2018 and the delegation scheme in May 2019, with Covid-19 related changes approved by Standards and Audit Committee accepted at the 15th July meeting. These and subsequent Covid-19 related changes approved by Standards and Audit Committee are summarised in Appendix 1 and set out in a special supplement to the Constitution in Appendix 2 and at:
<https://www.chesterfield.gov.uk/media/1385264/constitution-of-chesterfield-borough-council-covid-19-supplement.pdf>
- 5.3 The approved version of the delegation scheme at Part 3 of the Constitution is at:
<https://www.chesterfield.gov.uk/media/1121670/cbc-constitution-part-three-v39-september-2019.pdf>

5.0 Alternative options and reasons for rejection

5.1 *Do not confirm the scheme:* The Constitution was approved by Council in October 2018 and May 2019. Covid-19 changes were approved by Standards and Audit Committee and emergency delegation decisions reported to Council on 15th July 2020. The scheme sets decision making at the appropriate level and is essential for effective working of the Council, with additional measures as the result of the pandemic. The Constitution is required by law and is generally reviewed on a rolling basis. Confirmation by Full Council ensures certainty that the published Constitution is approved.

6.0 Implications for consideration – Council Plan, Financial and Value for Money

6.1 The Constitution is a living document and is changed as necessary to respond to current circumstances, enable more efficient working of the authority, reflecting the current structure and best practice. It contributes to effective achievement of the council plan and providing value for money services.

7.0 Implications for consideration - Legal

7.1 This report is seeking confirmation of the current delegation scheme, previously approved by Council and Standards and Audit Committee.

7.2 The Council must have a constitution and this must be updated periodically: it is a living document. While changes are authorised by full Council, many other changes are delegated to Standards and Audit Committee. There have been changes in response to Covid-19 pandemic and relevant legislation. Approval of the Constitution periodically by the Council avoids uncertainty.

8.0 Implications for consideration - Human resources

8.1 The Constitution is a living document and is changed as necessary to enable more efficient working of the authority, reflecting the current structure and best practice. It enables officers and members to operate within a clear framework.

9.0 Implications for consideration - Risk management

9.1 This report concerns confirmation of part of the existing Constitution.

Description of risk	Impact	Likelihood	Mitigating Action	Resulting Impact	Resulting Likelihood
Constitution not reflect current requirement of the Council	H	M	Regular review of all parts of the Constitution and appropriate proactive and reactive amendment.	L	L
Complaint / challenge as relevant approval of changes not obtained	H	L	Ensure those changes requiring approval are approved by Standards and Audit committee / Full Council as appropriate. Periodic approval of whole Constitution by Full Council	L	L
Inability of Council to effectively operate during	H	H	Ensure changes are made quickly to governance arrangements so the Council can continue	L	L

Covid-19 pandemic			to operate effectively and lawfully		
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10.0 Implications for consideration – Community wellbeing, Economy and skills, Climate change, Equality and diversity

10.1 Many of the measures responding to Covid-19 help effective work of the Council in these areas.

Decision information

Key decision number	-
Wards affected	All
Links to Council Plan priorities	to provide value for money services

Document information

Report author	Contact number/email
Gerard Rogers Monitoring Officer	01246 936471 gerard.rogers@chesterfield.gov.uk
Background documents	
The Council's Constitution – on Council website https://www.chesterfield.gov.uk/your-council/the-council/the-constitution.aspx	
Appendices to the report	
Appendix 1	Summary of changes
Appendix 2	Covid-19 Supplement to Constitution



Constitution - Document Control

Brief information about updates to each Part of the Constitution

Autumn 2011 to October 2020

Key: *Italics: authority for change (since September 2017): C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction.*

CV-19: Supplement to Constitution - temporary changes in response to coronavirus pandemic

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017): C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
Part 1	November 2017	23	Change of Service Managers to Assistant Directors		<i>U November 17</i> Gerard Rogers
	November 2017	23	Simplified, updated and improved layout	Reviewed – updated	Gerard Rogers
	May 2017	19	Incorporate link to new Cabinet Member chart and photos		<i>OC May17</i> Gerard Rogers
	September 2013	19	Delete reference to discontinued Community Forums and incorporate reference to Community Assemblies. Incorporate new Executive Member chart and photos		Gerard Rogers
	December 2012	18	New Standards arrangements		Gerard Rogers
	March 2012	17	New Scrutiny Committees and portfolios		Gerard Rogers
Part 2	<u>May 2020</u>	<u>CV-19</u>	<u>Article 14.7: Changes to sealing requirements (power of attorney)</u>		<u>S&A 05/05/20</u>
	<u>March 2020</u>	<u>CV-19</u>	<u>Article 14.7: Changes to sealing requirements (single signatory)</u>		<u>S&A 19/03/20</u>

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017):</i> <i>C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
	October 2019	29	Correction of article 6.2 (Scrutiny)		<i>OC</i> October 19 Gerard Rogers
	July 2019	29	Change to committee membership numbers – Standards and Audit Committee		<i>C</i> 13/05/19 Gerard Rogers
	July 2018	29	Update of compensation limit delegated to officer (page 27)		<i>S&A</i> 25/07/18 Gerard Rogers
	July 2018	29	Chief Executive proper officer for Political Restrictions (page 183) – update as result of Localism Act 2011		Gerard Rogers
	July 2018	29	Simplified, updated and improved layout	Reviewed – updated	Gerard Rogers
Page 42	November 2017	28	Change of Service Managers to Assistant Directors		<i>U</i> November 17 Gerard Rogers
	September 2017	27	Alternative arrangements for attestation of documents under seal. Clarification of Standards and Audit Committee power to call officers to committee		<i>S&A</i> 20/09/17 Gerard Rogers
	November 2016	26	Modified arrangements for attestation of documents under seal		<i>C</i> 12/10/16 Gerard Rogers
	February 2015	25	Insert Chief Finance Officer as person authorised under Statements of Truth (accidental omission)		Gerard Rogers
	December 2014	25	New senior management structure Delegation of many constitution amendments to Standards and		Gerard Rogers

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017): C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
			Audit Committee		
	December 2012	22	New Standards arrangements		Gerard Rogers
	February 2012	21	Revised Scrutiny Rules		Gerard Rogers
Part 3	<u>September 2020</u>	<u>CV-19</u>	<u>Business and Planning Act – Delegation for Additional Environmental Approval (for automatically extended planning permissions)</u>		<u>S&A 23/09/20</u>
	<u>July 2020</u>	<u>CV-19</u>	<u>Business and Planning Act – Delegations for pavement licensing and construction working hours</u>		<u>S&A 02/07/20</u>
	<u>March 2020</u>	<u>CV-19</u>	<u>Emergency delegations (Covid-19)</u>		<u>S&A 19/03/20</u>
	September 2019	39	Correction of omission of delegation approved by S&A September 2017 - Authority to acquire and dispose of land		OC 18/09/19 Gerard Rogers
	July 2019	39	Change to committee membership numbers – Appeals and Regulatory Committee and Licensing Committee		C 13/05/19 Gerard Rogers
	May 2019	39	Changes to portfolios		U May 19 Gerard Rogers
	May 2019	38	Approval of Delegation Scheme under SO1.7 Council Annual Business Meeting		C 13/05/19 Gerard Rogers
	January 2019	38	Correction of old delegation references relating to NNDR reliefs		OC January 19 Gerard Rogers
	October 2018	38	Update to animal welfare legislation (A270), removal of superseded reference to contract procedures (G490L deleted)		U, OC October 18 Gerard Rogers
	April 2018	38	Delegations for Permissions in Principle and Technical Details		S&A 04/04/18

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017):</i> <i>C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
			Consent		
	March 2018	37	Private Sector Housing updates		<i>U, OC March 18</i> Gerard Rogers
	January 2018	36	Addition of Corporate Enforcement (as approved by Leader) to portfolio of, and amending delegation on appointments to outside bodies to reflect historic practice to, Cabinet Member – Governance. Updating delegations on Revenues and Benefits to reflect current officer structure (Director of Finance and Resources)		<i>U, OC January 18</i> <i>S&A 07/02/18</i> Gerard Rogers
	December 2017	35	Change of Service Managers to Assistant Directors		<i>U December 17</i> Gerard Rogers
Page 44	November 2017	34	Revisions to planning delegations		<i>S&A 22/11/17</i> Gerard Rogers
	September 2017	33	Authority to acquire and dispose of land		<i>S&A 20/09/17</i> Gerard Rogers
	July 2017	32	Correcting error in TC&VE parking delegation		Gerard Rogers
	June 2017	31	Removing duplicate delegations in Governance portfolio		Gerard Rogers
	June 2017	31	Updating E&G committee member number and exec member - 2015 change not previously incorporated		Gerard Rogers
	May 2017	31	Changes to portfolios		Gerard Rogers
	March 2017	30	Correcting delegation omission for Cabinet Member Economic Growth (EG0000) and adding investigatory powers to Governance		Gerard Rogers

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017):</i> <i>C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
Page 45			portfolio		
	December 2016	29	Revised Portfolios		Gerard Rogers
	November 2016	28	New financial delegations, GP:GS delegations, and delegations for 5 year short term tenancies		<i>C 12/10/16</i> Gerard Rogers
	October 2016	27	Revisions to reflect new Corporate Management Team structure		Gerard Rogers
	September 2015	25	Corrections to Portfolios and delegation renumbering		Gerard Rogers
	July 2015	25	Revised Portfolios and Service Managers		Gerard Rogers
	04 September 2013	24	Removal of delegations to discontinued Community Forums and incorporation of references to Community Assemblies. Correction of P140D delegations and updating reference to relevant planning staff in line with structure reviews		Gerard Rogers
	31 July 2013	23	Routine and approved updates to 31 July 2013. Correction of delegation to incorrect Head of Service page 158		Gerard Rogers
	11 October 2012	22	Delegations approved by Full Council (to 10/10/12) Correction of incorrect reference to prejudicial interest on page 13 (10/01/13)		Gerard Rogers
	20 March 2012	21	Health Inequalities delegations moved to correct portfolio (Leisure, Culture and Tourism from Customers and Communities)		Gerard Rogers
Autumn 2011		New political structure, portfolios and senior officer structure, changes resulting from Corporate Services Contract		Gerard Rogers	
Part 4	May 2020	CV-19	Standing Order 37 - remote meetings		S&A 05/05/20
	May 2020	CV-19	Procedures for extreme urgency procurement		S&A 05/05/20

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017):</i> <i>C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
	October 2019	29	Correction of typos and job title of Internal Audit Manager and HR Manager		<i>OC October 19</i> Gerard Rogers
	January 2019	29	Correction to numbering within SO23.8 and correction to Cabinet Member (from Executive Member) throughout		<i>OC January 19</i> Gerard Rogers
	July 2018	29	Update of delegated financial thresholds		<i>S&A 25/07/18</i> Gerard Rogers
	December 2017	28	Change of Service Managers to Assistant Directors		<i>U December 17</i> Gerard Rogers
Page 46	September 2017	27	Amended Financial Procedures (Internal Audit)		<i>S&A 20/09/17</i> Gerard Rogers
	November 2016	26	New Financial Procedures		<i>C 12/10/16</i> Gerard Rogers
	July 2016		Corrections to Contract Procedure Rules		Gerard Rogers
	December 2014		Changes to Standing Orders Changes to Contract Procedure Rules Changes to Senior Management Team		Gerard Rogers
	July 2013		Executive Arrangements 2012 and minor corrections relating to Scrutiny		Gerard Rogers
	December 2012	19	New Standards arrangements		Gerard Rogers
	February 2012	18	New Scrutiny Procedure Rules		Gerard Rogers
Part 5	December 2017	22	Change to Assistant Directors		<i>U December 17</i> Gerard Rogers

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017): C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
	November 2017	21	General updates	Reviewed and updated	Gerard Rogers
	September 2013	20	Community Assemblies and removal of reference to government proposals for a statutory Employee Code		Gerard Rogers
	December 2012	19	New Standards arrangements		Gerard Rogers
Part 6 Page 47	September 2017			Reviewed – currently up to date	Gerard Rogers
	January 2017	24	Updates to member allowance scheme from 01/04/16		Gerard Rogers
	April 2015	23	Removal of reference to Deputy Mayor Allowance		Gerard Rogers
	October 2013	19	Updated member allowance scheme		Sharon Goldthorpe
	January 2012	18	Updated member allowance scheme		Sharon Goldthorpe
Part 7	<u>October 2020</u>	<u>n/a</u>	<u>Updated CMT (added interim/acting posts)</u>		<u>U October 2020 Gerard Rogers</u>
	August 2019	n/a	Change to CMT (removal of Kevin Hanlon, post currently vacant)		<i>U August 2019 Gerard Rogers</i>
	April 2019	n/a	Change to CMT (addition of Liz Cook Waller as Assistant Director – Housing), SLT (addition of Christine Durrant (as of 01/07/19) and Ade McCormick (as of 03/06/19), Communication and Marketing Manager – Rebecca Skinner		<i>U April 2019 Gerard Rogers</i>

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017): C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
	April 2018	n/a	Change to CMT (addition of Ian Waller as Assistant Director – Health and Wellbeing) (as of 3 rd April 2018)		<i>U April 2018</i> Gerard Rogers
	November 2017	n/a	Change of Service Managers to Assistant Directors		<i>U November 17</i> Gerard Rogers
Page 48 Part 8	September 2017	n/a		Reviewed – currently up to date	Gerard Rogers
	May 2017	n/a	Changes to CMT		Gerard Rogers
	December 2016	n/a	Changes to CMT		Gerard Rogers
	July 2016	n/a	Changes to CMT		Gerard Rogers
	July 2015	n/a	Changes to CMT		Gerard Rogers
	January 2015	n/a	New Senior Leadership Team and Corporate Management Team		Gerard Rogers
Part 8	September 2017			Reviewed – repaired broken link to outside appointments	<i>OC Sept 2017</i> Gerard Rogers
	November 2012	n/a	Linked member details to webpages		Gerard Rogers
All Parts	October 2018		Whole Constitution confirmed		C 10/10/18
	July 2018		Whole Constitution confirmed		S&A 07/07/18

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017): C = Council, S&A = Standards and Audit Committee, U = other update, OC = other correction</i>	Annual Review/ Update	By
	February 2018		Whole Constitution confirmed		S&A 07/02/18

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CONSTITUTION OF CHESTERFIELD BOROUGH COUNCIL

COVID-19 SUPPLEMENT

Due to the Covid-19 pandemic the Council has adopted various measures, including new delegations and standing orders, to take account of changing requirements for decision making and legislation made in response to the crisis.

These are set out below and may be amended from time to time as necessary, once approved by members¹, as the situation develops. The Constitution will be interpreted and applied in accordance with relevant legislation.

The measures are intended to be temporary, and legislation is time-limited, and will be reviewed as necessary. For this reason they are not included in the main body of the Constitution.

¹ considered by Standards and Audit Committee and later reported to Council.

CONSTITUTION PART 2
ARTICLES OF THE CONSTITUTION

14.7 Common Seal of the Council

Added:

Sealing of Documents – In addition to the current sealing arrangements in part 2 of the Constitution, the affixing of the common seal (if required) may be attested by a single authorized signatory.

Power of Attorney – Where appropriate deeds may be executed by using a power of attorney, instead of by affixing the common seal, by the individual authorised signatories.

CONSTITUTION PART 3

Responsibility for Functions

CV 1 - Temporary delegations: Decisions at a time of National Emergency (Covid-19)

At any time when the Chief Executive considers it is not possible or reasonably practicable due to a national emergency to convene a decision-making body of the Council (such as where such meetings are inadvisable or prevented as the result of Covid-19) the following delegations will apply notwithstanding any other delegations or provisions in the Constitution². The Chief Executive can also decide the point where these arrangements will end.

Where not impeding the effective operation of the Council a decision may be deferred by the decision maker until a time where these conditions do not apply.

Full Council: Unless a decision is required by law to be made by Full Council the Chief Executive in consultation with the Leader and leaders of all political groups and all members as appropriate. **Cabinet:** All powers of Cabinet will be delegated to the Leader (or in their absence the Deputy Leader) in consultation with Cabinet Members and Leader of the Opposition.

Planning Committee: All non-executive functions of the committee to be delegated to the Development Management and Conservation Manager or, if appropriate the Assistant Director – Economic Growth, in consultation with the Chair and members of Planning Committee.

Appeals and Regulatory Committee: All functions of the committee to be exercised by:

Introductory tenancy reviews (other than rent arrears cases) – An Executive Director or any Assistant Director (other than the Assistant Director – Housing) and notifying the Chair and Members of the Appeals and Regulatory Committee of the decision in any case.

Introductory tenancy reviews (rent arrears cases) – Any Assistant Director (other than the Assistant Director – Housing (or any officer

² These measures were applied by the Chief Executive on 19th March 2020. They remain in place and are held in reserve.

senior to the Senior Rent Officer) and notifying the Chair and Members of the Appeals and Regulatory Committee of the decision in any case.

Taxi licensing – the Assistant Director – Health and Wellbeing (or any officer authorised by him) and notifying the Chair and Members of Appeals and Regulatory Committee of the decision in any case (noting that for exceptional reasons the Council is departing from the normal delegated powers as set out in its taxi licensing policy).

Licensing Committee: All functions of the committee, including contested licensing matters to the Assistant Director – Health and Wellbeing (or any officer authorised by him) and notifying the Chair and members of the Licensing Committee of the decision in any case (noting that the council is departing from government guidance for exceptional reasons)

Employment and General Committee: All functions of the committee to the Assistant Director – Customers, Commissioning and Change in consultation with the Chair and members of the committee.

Standards and Audit Committee: All functions of the committee to the Monitoring Officer in consultation with the Chair and members of the committee. Joint Crematorium Committee: all functions of this authority (and other authorities, if appropriate) in relation to the crematorium to be discharged by the Cabinet Member – Health and Wellbeing.

Chief Executive and Executive Directors – that each of the Chief Executive and Executive Directors have a reserve delegation of all delegated functions of the authority.

Further delegations and/or additions to and/or amendments to these delegations (including the members or officers to whom these functions are delegated) are to be exercised by each of the Chief Executive and Monitoring Officer in consultation with the Leader, Leader of Main Opposition Group, Chair of Standards and Audit Committee, Cabinet Member for Governance and/or Chair of the relevant committee as appropriate.

CV 2 - Pavement Licencing

To the Assistant Director for Health and Wellbeing in consultation with the Chair of Licensing Committee and appropriate Cabinet Member(s) as necessary:

All aspects of the function relating to pavement licensing under Part 1 of the Business and Planning Act.

CV 3 - Construction Working Hours

To the Development Management and Conservation Manager (or in their absence, by the Assistant Director - Economic Growth or by the Principal Planner) in consultation with the Chair of Planning Committee and appropriate Cabinet Member(s) as necessary:

All functions relating to construction working hours inserted in the Town and County Planning Act 1990 (as amended) by Part 3 of the Business and Planning Act 2020.

CV 4 - Additional Environmental Approval

To the Development Management and Conservation Manager:

To consider and decide applications for Additional Environmental Approval under the Business and Planning Act 2020.

CONSTITUTION PART 4
COUNCIL PROCEDURE RULES
(STANDING ORDERS)

STANDING ORDER No. 37

REMOTE MEETINGS

- 37.1 The [Local Authorities and Police and Crime Panels \(Coronavirus\) \(Flexibility of Local Authority and Police and Crime Panel Meetings\) \(England and Wales\) Regulations 2020](#) permit remote attendance at, and remote access to, public meetings held by the Council. The regulations have been put in place pursuant to the Coronavirus Act 2020 to enable council meetings to take place notwithstanding Covid-19 restrictions. The regulations apply to meetings held on or before 7 May 2021. This standing order therefore applies during this period, or if that period is extended, to any extended period. This standing order shall also continue to apply if legislation is made that permits remote meetings generally.
- 37.2 The regulations enable the council to hold meetings without all, or any, of the members being physically present in a room (as required by the Local Government Act 1972). Remote meetings are now lawful and may be held through electronic, digital, virtual locations, live webcast, live interactive streaming, video and telephone conferencing.
- 37.3 The ‘place’ at which the meeting is held may be a council building, or where the organiser of the meeting is located, or an electronic, digital or virtual location, a web address, or a conference call telephone number.
- 37.4 Members will be able to attend meetings of the council remotely. They need not be physically present, provided they are able to hear and be heard (and, where possible, see and be seen by) other councillors and members of the public attending remotely or in person.
- 37.5 A Member in remote attendance will be deemed to have left the meeting where, at any point in time during the meeting, any of the

conditions for remote attendance contained in 37.4 are not met. In such circumstance the Chair may, as they deem appropriate;

- (a) adjourn the meeting for a short period to permit the conditions for remote attendance of a Member contained in 37.4 above to be re-established;
- (b) count the number of Members in attendance for the purposes of the quorum; or
- (c) continue to transact the remaining business of the meeting in the absence of the Member in remote attendance.

Any Member who misses any part of an item should always consider whether they should rejoin the meeting if their absence might mean they have missed anything which may be material to their consideration of the matter. This is particularly the case for items considered at regulatory committees.

37.6 The procedure rules in this part of the constitution apply to remote meetings in the same way as they do for other meetings of the council. However, where there is a conflict this Standing Order 37 takes precedence.

Procedure

37.7 The council facilitates remote attendance and access to its meetings using software called Microsoft Teams. This enables:

- (a) Contributions from people, using a wide variety of devices, not all of whom are on the council network.
- (b) Access by both councillors, other participants and members of the public observing the meeting.
- (c) Presentations and documents (maps, plans, etc) to be displayed and spoken to, in conjunction with meeting agendas and reports published on the Council's website.

37.8 In advance of the meeting any agenda item will be published in accordance with usual procedures set out elsewhere in the Constitution.

37.9 Before the meeting, all participants should be made aware of the following requirements:

- (a) Join the meeting no later than fifteen minutes before the start to allow themselves and the meetings facilitator or Democratic Services Officers the opportunity to test the equipment.
- (b) Mute microphones when not talking.
- (c) Switch off cameras when not speaking (to save bandwidth).
- (d) Ensure camera (video-feed) shows a non-descript background or, where possible, a virtual background and members should be careful to not allow exempt or confidential papers to be seen in the video-feed.
- (e) Only speak when asked to do so by the Chair during the question-time and discussion, or indicate an urgent wish to speak using the chat function.
- (f) Only to speak when invited to by the chair.
- (g) To state their name before speaking.
- (h) If referring to a specific page, slide or paragraph, to state the page, slide or paragraph number.

37.10 The chair, assisted by the democratic services officer and/or chief executive/legal advisor, may at their discretion:

- (a) Pause (adjourn) the meeting by taking down the stream (live feed) from public viewing and then resume it when needed.
- (b) Switch off active participant's microphone when they are finished speaking.
- (c) Mute someone speaking at any time.
- (d) Mute everyone speaking except themselves at any time.
- (e) Allocate different levels of access to people logging in (based on upon whether they are a councillor, an officer, a member of the public who has registered to speak or just an observer of the meeting).
- (f) Switch some active participants and the observers off while the committee deliberates in private or an officer present gives the committee advice. During that time they will be paused and have neither 'live' visual or audio feed. By taking down the live feed content from the public and just displaying a holding slide, decision makers may hold a separate meeting on Teams. The live stream can then be resumed when appropriate.
- (g) Reasonably adapt these rules as appropriate, after taking advice from the chief executive or legal advisor attending the meeting, to ensure the proper and effective conduct of the business of the meeting

Questions by members of the public

- 37.11 Only questions from the public in accordance with other relevant standing orders (relating to meetings of full council), may be considered at remote meetings.
- 37.12 Special arrangements apply to Planning Committee where members of the public, who have requested to do so prior to the committee, may address the meeting when called upon to do so by the chair. They may speak for 3 minutes or as advised by the chair as set out in the [arrangements for public speaking at Planning Committee](#). Procedures are also in place for relevant people to participate in Licensing Committee, Appeals and Regulatory Committee and Employment and General Committee.
- 37.13 A member of the public entitled to attend the meeting in order to exercise a right to speak at the meeting is in remote attendance at any time if all three of the following conditions are satisfied, those conditions being that the member of the public in remote attendance is able at that time:
- (a) to hear, and where practicable see, and be so heard and, where practicable, be seen by, Members in attendance;
 - (b) to hear, and where practicable see, and be so heard and, where practicable, be seen by any other members of the public entitled to attend the meeting in order to exercise a right to speak at the meeting; and
 - (c) to be so heard and, where practicable, be seen by any other members of the public attending the meeting.
- 37.14 A member of the public in remote attendance will be deemed to have left the meeting where, at any point in time during the meeting, any of the conditions for remote attendance contained in 37.14 above are not met. In such circumstance the Chair may, as he or she deems appropriate:
- (a) adjourn the meeting for a short period to permit the conditions for remote attendance contained in Standing Order 5A(a) above to be re-established;
 - (b) suspend consideration of the item of business in relation to the member of public's attendance until such time as a following item of business on the agenda has been transacted and the conditions for the member of the public's remote attendance have been re-established or, on

- confirmation that this cannot be done, before the end of the meeting, whichever is the earliest; or
- (c) continue to transact the remaining business of the meeting in the absence of the member of the public in remote attendance.

Voting

- 37.15 Named voting will be used to record votes at remote meetings in place of a show of hands. However, this is not a recorded vote, which can only take place at Council meetings under Standing Order 24.
- 37.16 To record a vote, the clerk will perform an alphabetical roll-call of all members present and ask them to state their voting intention (For, Against or Abstain). These will then be counted and recorded. At the conclusion of the voting the chair shall announce the numbers of votes cast for, against and abstentions and announce whether the motion has been passed or lost. Neither the names of the members nor how they vote will be recorded in the minutes (except under Standing Order 24).

Access to information

- 37.17 The requirement to ensure meetings are open to the public includes access by remote means, including video conferencing, live webcast and live interactive streaming. Where a meeting is accessible to the public through such remote means, the meeting is open to the public whether or not members of the public are able to attend the meeting in person.
- 37.18 If the Chair is made aware that the meeting is not accessible to the public through remote means, due to any technological or other failure of provision, then the Chair shall adjourn the meeting immediately. If the provision of access through remote means cannot be restored within a reasonable period, then the remaining business will be considered at a time and date fixed by the Chair. If he or she does not fix a date, the remaining business will be considered at the next ordinary meeting.
- 37.19 Any requirements for the authority to ensure publication, posting or making available a document for inspection at offices of the council include publication on the council's website.

Members to maintain confidentiality

- 37.20 As with physical meetings agenda, items will either be considered in public or in private session. Items to be considered in private under an exemption will be identified on the agenda. Members will vote on this agenda item before proceeding to the next item(s).
- 37.21 When the meeting is dealing with an exempt item or considering an issue in private each Member in remote attendance must ensure and verbally declare that there are no other persons present who are not entitled to be (either hearing or seeing) consideration of such items, and/or recording the proceedings. Any Member in remote attendance who failed to disclose that there were in fact persons present who were not so entitled may be found to be in breach of their responsibilities under the Members' Code of Conduct.

CONSTITUTION PART 4

Contract Procedure Rules

4. WAIVERS

4.4 Procurement with extreme urgency

The Local Government and Regulatory Law Manager may consider requests for procurement under Regulation 32(2)(c) under the Public Contract Regulations 2015 (extreme urgency due to unforeseen events) and in accordance with government guidance³ in the same way that waiver applications are dealt with above under Paragraph 4 of the Contract Procedure Rules.

³ Since the Covid-19 crisis the government issued the Procurement Policy Note - Responding to COVID-19 Information Note PPN 01/20 (March 2020) saying it is “*clear that in these exceptional circumstances, authorities may need to procure goods, services and works with extreme urgency. Authorities are permitted to do this using regulation 32(2)(c) under the Public Contract Regulations 2015*”

For Publication

TREASURY MANAGEMENT ANNUAL REPORT 2019/20 AND MONITORING REPORT 2020/21

Meeting:	Council
Date:	14 October 2020
Cabinet portfolio:	Deputy Leader
Report by:	Chief Finance Officer

For publication

1.0 **Purpose of report**

- 1.1 To consider the Annual Treasury Management Report for 2019/20.
- 1.2 To consider the Treasury Management activities for the first five months of 2020/21.

2.0 **Recommendations**

- 2.1 That the **Council** is recommended to:
 - (i) Approve the outturn Prudential Indicators for 2019/20;
 - (ii) Approve the treasury management stewardship report for 2019/20;

- (iii) Note the treasury management position for the first five months of 2020/21.

3.0 **Background**

- 3.1 The Council's Treasury Management Strategy requires the full Council to receive three treasury reports each financial year; the Strategy report before the start of each financial year, an annual report for the previous financial year and a mid-year review for the current year.
- 3.2 The Annual Report for 2019/20 is attached at Appendix A. The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.
- 3.3 Following the Icelandic banks collapse in 2008 the regulatory framework places a much greater emphasis on the review and scrutiny by Members of treasury management activities. The attached report provides details of the treasury management activities in 2019/20 and confirms compliance with the Council's approved policies.
- 3.4 This report was considered by the Standards and Audit Committee at its meeting on 23 September, 2020, where it resolved that the report and its recommendations be supported and referred to Council for approval.

4.0 **Summary of the Annual Report**

- 4.1 During 2019/20, the Council complied with its legislative and regulatory requirements. The key actual prudential and

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

Actual prudential and treasury indicators	2018/19 Actual £'000	2019/20 Revised £'000	2019/20 Actual £'000
Actual capital expenditure	25,737	37,229	25,539
Capital Financing Requirement:			
- General Fund	14,906	17,889	18,447
- HRA	130,358	128,403	128,403
- Total	145,264	146,292	146,850
External debt	129,336	127,341	127,341
Investments – under 1 year	47,547	39,409	42,129
1 year and above	-	-	-
Net borrowing	81,789	87,932	85,212

4.2 Other prudential and treasury indicators are to be found in Appendix A. The Chief Finance Officer also confirms that borrowing over the medium term is only undertaken for a capital purpose and the statutory borrowing limit (the authorised limit) was not breached in 2019/20.

4.3 The financial year 2019/20 continued the challenging environment of low investment return, with bank base rates holding steady at 0.75% for the majority of the year. The Covid-19 pandemic brought about an interest rate cut to 0.25% in March 2020, swiftly followed by a further cut to a record low of 0.10%. There was a large differential between borrowing and investments rates during the year.

Investments – Interest income received for the year was above budget at £430,000. This was due to increased yields on fixed deposits with banks and other local authorities during the last quarter of 2019/20. Following a review of investments during the 2019/20 financial year the Council continued with its policy of increasing its investments with other local authorities in order to achieve greater security. Further information can be found in Appendix A.

The in-house team managed average balances of £50.1m earning an average rate of return of 0.86%.

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

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

Treasury Management Advisors – Arlingclose continued to provide treasury management advice to the Council throughout 2019/20. Treasury recommendations were incorporated into the 2019/20 Treasury Management Strategy Statement that was approved by Council in February 2019.

5.0 **Mid- Year Review 2020/21**

5.1 Annual Investment Strategy

In accordance with the Cipfa Code and the Council's Treasury Management Strategy, the investment priority is to ensure security and liquidity of capital, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. Due to the Covid-19 pandemic the Bank Rate was cut to a record low of 0.10% in March 2020; this, together with the continuing uncertainty of economic recovery and the geo-political uncertainties prompt a low risk and short term strategy. There is the possibility that the Bank of England could cut rates further, and the possibility of negative interest rates cannot be ruled out. Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the five months ended 31st August 2020.

5.2 Internally Managed Cash Balance

In the first quarter of the year the interest rates achieved were lower than those assumed when setting the budget (0.39% against 0.74%), which has resulted in internal investment returns being £19,000 worse than forecast for the first quarter of the year.

5.3 The Covid-19 pandemic has led to a substantial drop in investment rates during the first quarter of 2020/21. The budget forecast for investment income will be reviewed as part of the revised budget process in the Autumn.

5.4 Borrowing activities in the period:

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

5.5 Compliance with Treasury & Prudential Limits

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

The main Prudential Indicators relating to borrowing are:

- Authorised Borrowing Limit – the limit for the year was set at £158.0m, the limit has not been breached.
- Operational Boundary – this was set at £143.4m for the year, again the limit has not been breached.

6.0 **Treasury Management Indicators 2020/21**

6.1 Amendments to the 2020/21 General Fund capital programme will be considered by Council in December. Further borrowing

may be necessary and this additional borrowing would require an adjustment to the Prudential Indicators (PI's) approved as part of the Treasury Management Strategy Statement in February. The PI's detailed below would need to be amended:-

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

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

7.0 **Recommendations**

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

- (i) Approve the outturn Prudential Indicators for 2019/20;
- (ii) Approve the treasury management stewardship report for 2019/20;
- (iii) Note the treasury management position for the first five months of 2020/21.

8.0 **Reasons for recommendations**

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

Decision information

Key decision number	972
Wards affected	All
Links to Council Plan priorities	All

Document information

Report author	Contact number/email
Karen Ludditt	01246 936276 Karen.ludditt@chesterfield.gov.uk
Background documents Local Government Act 2003, CIPFA Prudential Code & Guidance, Accountancy Services' final accounts working papers.	
Annexes to the report	
Appendix A	Annual Treasury Outturn Report 2019/20

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Treasury Management Outturn Report 2019/20

Introduction

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

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

The Council's treasury management strategy for 2019/20 was approved at a meeting of the Authority on 27th February 2019. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

External Context

Economic background: The UK's exit from the European Union and future trading arrangements, had remained one of major influences on the UK economy and sentiment during 2019/20. The 29th March 2019 Brexit deadline was extended to 12th April, then to 31st October and finally to 31st January 2020. Politics played a major role in financial markets over the period as the UK's tenuous progress negotiating its exit from the European Union together with its future trading arrangements drove volatility, particularly in foreign exchange markets. The outcome of December's General Election removed a lot of the uncertainty and looked set to provide a 'bounce' to confidence and activity.

Then coronavirus swiftly changed everything. COVID-19, which had first appeared in China in December 2019, started spreading across the globe causing plummeting sentiment and falls in financial markets not seen since the Global Financial Crisis as part of a flight to quality into sovereign debt and other perceived 'safe' assets.

The Bank of England, which had held policy rates steady at 0.75% through most of 2019/20, moved in March to cut rates to 0.25% from 0.75% and then swiftly thereafter brought them down further to the record low of 0.1%. In conjunction with these cuts, the UK government introduced a number of measures to help businesses and households impacted by a series of ever-tightening social restrictions, culminating in pretty much the entire lockdown of the UK.

Financial markets: Financial markets sold off sharply as the impact from the coronavirus worsened. After starting positively in 2020, the FTSE 100 fell over 30% at its worst point with stock markets in other countries seeing similar huge

falls. In March sterling touched its lowest level against the dollar since 1985. The measures implemented by central banks and governments helped restore some confidence but financial markets remain extremely volatile. The flight to quality caused gilts yields to fall substantially. The 5-year benchmark falling from 0.75% in April 2019 to 0.26% on 31st March. The 10-year benchmark yield fell from 1% to 0.4%, the 20-year benchmark yield from 1.47% to 0.76% over the same period.

Credit review: In Q4 2019 Fitch affirmed the UK's AA sovereign rating, removed it from Rating Watch Negative (RWN) and assigned a negative outlook. Fitch then affirmed UK banks' long-term ratings, removed the RWN and assigned a stable outlook. Standard & Poor's also affirmed the UK sovereign AA rating and revised the outlook to stable from negative. The Bank of England announced its latest stress tests results for the main seven UK banking groups. All seven passed on both a common equity Tier 1 (CET1) ratio and a leverage ratio basis.

After remaining flat in January and February and between a range of 30-55bps, Credit Default Swap spreads rose sharply in March as the potential impact of the coronavirus on bank balance sheets gave cause for concern. Spreads declined in late March and through to mid-April but remain above their initial 2020 levels.

While the UK and Non-UK banks on the Arlingclose counterparty list remain in a strong and well-capitalised position, the duration advice on all these banks was cut to 35 days in mid-March.

Local Context

On 31st March 2020, the Authority had net borrowing of £85m arising from its revenue and capital income and expenditure, an increase on 2019 of £3.4m. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors and the year-on-year change are summarised in table 1 below.

Table 1: Balance Sheet Summary

	31.3.19 Actual £000	2019/20 Movement £000	31.3.20 Actual £000
General Fund CFR	14,906	3,541	18,447
HRA CFR	130,358	(1,955)	128,403
Total	145,264	1,586	146,850
Less: Usable reserves	(50,776)	3,543	(47,233)

Less: Working capital	(12,699)	(1,706)	(14,405)
Net borrowing	81,789	3,423	85,212

Net borrowing has increased due to a rise in the CFR as new capital expenditure was lower than the financing applied including minimum revenue provision; together with a decrease in usable reserves.

The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position as at 31st March 2020 and the year-on-year change in show in table 2 below.

Table 2: Treasury Management Summary

	31.3.19 Balance £000	2019/20 Movement £000	31.3.20 Balance £000	31.3.20 Rate %
Long-term borrowing	129,336	(1,995)	127,341	
Short-term borrowing	0	0	0	
Total borrowing	129,336	(1,995)	127,341	3.64
Long-term investments	0	0	0	
Short-term investments	27,562	(542)	28,104	
Cash and cash equivalents	19,985	5,960	14,025	
Total investments	47,547	5,418	42,129	0.70
Net borrowing	81,789	3,423	85,212	

Borrowing Activity

At 31st March 2020, the Authority held £127m of loans, a decrease of £2m on the previous year, as part of its strategy for funding previous years' capital programmes. The year-end borrowing position and the year-on-year change in show in table 3 below.

Table 3: Borrowing Position

	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	31.3.20 Rate %	31.3.20 Average maturity years
Public Works Loan Board	129,336	(1,995)	127,341	3.64	27 years
Total borrowing	131,303	(1,995)	127,341		

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

In furtherance of these objectives, no new external borrowing was undertaken in 2019/20, while existing loans were allowed to mature without replacement. This strategy enabled the Authority to reduce net borrowing costs and reduce overall treasury risk.

On 9th October 2019 the PWLB raised the cost of certainty rate borrowing to 1.8% above UK gilt yields making it relatively expensive. Market alternatives are available, however the financial strength of individual authorities will be scrutinised by investors and commercial lenders.

The Chancellor's March 2020 Budget statement included significant changes to Public Works Loan Board (PWLB) policy and launched a wide-ranging consultation on the PWLB's future direction. Announcements included a reduction in the margin on new Housing Revenue Account (HRA) loans to 0.80% above equivalent gilt yields.

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

Investment Activity

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2019/20, the Authority's investment balance ranged between £42m and £60m million due to timing differences between income and expenditure. The year-end investment position and the year-on-year change in show in table 4 below.

Table 4: Investment Position

	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	31.3.20 Rate %	31.3.20 Average maturity years
Banks & building societies (unsecured)	9.0	(9.0)	0	N/A	<1 year
Government (incl. local authorities)	19.0	9.0	28.0	0.84	<1 year
Money Market Funds	19.5	(5.4)	14.1	0.39	<1 year
Total investments	47.5	(5.4)	42.1		

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

In furtherance of these objectives, the Authority continued to increase deposits into more secure asset classes during 2019/20, particularly deposits with other Local Authorities. As a result investment risk was lowered.

Other Non-Treasury Holdings and Activity

Although not classed as treasury management activities, the 2017 CIPFA Code now requires the Authority to report on investments for policy reasons outside of normal treasury management. This includes service investments for operational and regeneration purposes as well as commercial investments which are made mainly for financial reasons. The Authority holds £44m of directly owned investment property and land. This represents a decrease of £4m on the previous year due to revaluation losses. The Authority also holds a £150,000 loan to the Derbyshire Building Control Partnership that commenced in March 2018 and a £75,000 loan to Staveley Town Council that commenced in March 2020.

Performance Report

The Authority measures the financial performance of its treasury management activities in terms of its impact on the revenue budget, as shown in table 5 below.

Table 5: Performance

	Actual £000	Budget £000	Over/ under
Total investment income	(430)	(374)	(56)
Total debt expense	4,947	4,907	40
GRAND TOTAL	4,517	4,533	(16)

Compliance Report

The Chief Finance Officer is pleased to report that all treasury management activities undertaken during 2019/20 complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 6 below.

Table 6: Investment Limits

	2019/20 Maximum	31.3.20 Actual	2019/20 Limit	Complied
Any single organisation	£5m	£5m	£5m	✓
Any group of funds under the same management	£5m	£0	£7.5m	✓
Enhanced Money Market Funds	£10m	£9.9m	£12m	✓

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 7 below.

Table 7: Debt Limits

	2019/20 Maximum £000	31.3.20 Actual £000	2019/20 Operational Boundary £000	2019/20 Authorised Limit £000	Complied
Borrowing	£129,336	£127,341	£143,400	£158,000	✓

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt was below the operational boundary for the whole of 2019/20.

Treasury Management Indicators

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

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates were:

Interest rate risk indicator	31.3.20 Actual	2019/20 Limit	Complied
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£17,000	£150,000	✓
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£17,000	£100,000	✓

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

	31.3.20 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	3%	10%	0%	✓
12 months and within 24 months	1%	10%	0%	✓
24 months and within 5 years	7%	10%	0%	✓
5 years and within 10 years	11%	25%	0%	✓
10 years and within 25 years	50%	50%	20%	✓
25 years and above	28%	70%	20%	✓

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

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

	2019/20	2020/21	2021/22
Actual principal invested > 364 days	£0	£0	£0
Limit on principal invested > 364 days	£10m	£10m	£10m
Complied	✓	✓	✓

For publication

Risk Management Strategy and Annual Review

Meeting:	Council
Date:	14 October 2020
Cabinet Portfolio	Cabinet Member for Governance
Report by:	Chief Finance Officer

For publication

1.0 Purpose of report

- 1.1 To provide a report on the Risk Management developments during 2019/20 and to update the Risk Management Policy, Strategy and the Corporate Risk Registers for 2020/21.

2.0 Recommendations

- 2.1 To note the progress made on developing the Council's approach to risk management during 2019/20.
- 2.2 To approve the Risk Management Policy, Strategy and the Corporate Risk Register for 2020/21.

3.0 Background

- 3.1 The Risk Management Strategy requires an annual review to be reported to the Council at the end of the financial year and the Corporate Risk Register at the start of the year.
- 3.2 The Standards and Audit Committee is required to consider the effectiveness of the Council's risk management arrangements.
- 3.3 This report was considered by the Standards and Audit Committee at its meeting on 23 September, 2020, where it was resolved to note the progress made on developing the Council's approach to risk management during 2019/20 and to recommend approval of the Risk Management Policy, Strategy and the Corporate Risk Register for 2020/21 to full Council.

4.0 Annual Insurance Review 2019/20

- 4.1 The Council has numerous revised insurance lots and insurance providers appointed across all policies which became active on the 1st October 2019.
- 4.2 The tender process was completed in 2017/18 and contracts were awarded for 7 years, with the option for the Council to cancel contracts at the end of years 3 or 5.
- 4.3 During 2019/20 an independent review of the Insurance Reserve was undertaken to ensure that the Council holds sufficient balances in relation to self-insured claim exposures.

5.0 Risk Management Policy and Strategy

- 5.1 The Policy and Strategy documents are designed to clarify the corporate and operational elements and to further embed

Risk Management within the organisation. The documents for 2020/21 are included in Appendix A.

6.0 Corporate Risk Register (CRR)

- 6.1 The management of corporate risks is an essential component of good governance and helps to ensure the delivery of services. It is therefore important that the CRR is reviewed regularly to take account of any changes in risk levels and to identify any new risks.
- 6.2 The content of the CRR has been reviewed and updated for 2020/21 via the Risk Management Group. Many of the corporate risks will be a permanent feature within the CRR whilst others, which relate to one-off type projects, will appear only for a limited period. The CRR Summary for 2020/21 is shown in Appendix B and the detailed Corporate Risk Register is shown in Appendix C.
- 6.3 The challenge for 2020/21 will be to implement the further actions highlighted or any other actions subsequently developed to bring the risk ratings to the 'target' level which reflects the Council's risk appetite i.e. the level of risk it is prepared to accept.

7.0 Covid-19

- 7.1 On 11 March 2020 the World Health Organisation (WHO) officially declared the outbreak of Covid-19 as a pandemic, which has had a significant impact on the Council.
- 7.2 Extensive work has been undertaken by CMT and Service Managers to develop Covid-19 Risk Assessments for each service, following Government Guidelines.

7.3 The impact of the pandemic on the Council’s services, and the recovery from it has been captured in the Council’s Corporate Risk Register (see Section 6.0).

8.0 Risks and Uncertainties

8.1 The failure to have effective risk management arrangements in place which will identify and manage risk could have serious consequences for the Council. The current key (red) risks to the Council in Appendix B/C are currently:

Description of Risk
CR1- Delivering the Medium Term Financial Plan - the ability to deliver priority services with the resources available.
CR2 - Effective project and programme management to deliver key activities and change agenda.
CR3 – Workforce – to ensure that we have the right skills and capacity to deliver the Council’s priorities.
CR8 – Information Governance – protection from internet facing assets.
CR10 - Procurement & Contract Management - to ensure that contracts are procured properly and deliver value for money.
CR 15 – Non-Housing Maintenance Programme & Funding
CR 16 – Local Government Re-organisation – devolution white paper implications
CR17 – The Council’s response to the Covid-19 pandemic

7.2 An evaluation of each of the Corporate Risks is included in Appendix B and C.

9.0 Financial Implications

9.1 The Council transfers funds during the year to maintain a £5k balance on the Risk Management Reserve which is managed

by the Corporate Risk Management Group. The movements on the reserve during 2019/20 were as follows:

Description	£
Balance b/fwd April 2019	5,000
Add contribution for the year	5,000
<u>Less expenditure/commitments:</u>	
Transfer to Budget Risk Reserve	(5,000)
Balance c/fwd at 31 st March 2020	5,000

9.2 The Council also maintains a number of earmarked reserves and provisions to cover the financial risks that it faces. The funds include the General Working Balance, the Budget Risk Reserve and the Insurance Reserve.

10.0 Equalities Consideration

10.1 None arising from the contents of this report.

11.0 Recommendations

11.1 To note the progress made on developing the Council's approach to risk management during 2019/20.

11.2 To approve the Risk Management Policy, Strategy and Corporate Risk Register for 2020/21.

12.0 Reason for Recommendation

12.1 To ensure that effective risk management monitoring and reporting arrangements are in place.

Decision information

Key decision number	971
Wards affected	All
Links to Council Plan priorities	All

Document information

Report author	Contact number/email
Karen Ludditt	01246 936276
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
Appendices to the report	
Appendix A	Risk Management Policy and Strategy
Appendix B	Corporate Risk Register Summary
Appendix C	Corporate Risk Register (Detail)

Chesterfield Borough Council

Risk Management Strategy

Version:	August 2020
Ratified By:	Corporate Risk Management Group
Date Ratified	TBC
Name of Executive Lead	Chief Finance Officer
Date Issued	October 2020
Review date:	September 2021

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Risk Management Statement

It is the Council's policy to proactively identify, understand and manage the risks inherent in our services and associated within our plans and strategies, so as to encourage responsible, informed risk taking.

Risk management is all about understanding, assessing and managing the Council's threats and opportunities. The Council accepts the need to take proportionate risk to achieve its strategic objectives, but expects these to be appropriately identified, assessed and managed. Through managing risks and opportunities in a structured manner, the Council will be in a stronger position to ensure that we are able to deliver our objectives.

As a result, through risk management, the aims & objectives of Chesterfield's Risk Management Strategy are:

- ◆ Ensure that risk management becomes an integral part of corporate and service planning, decision making & project management.
- ◆ Enable the Council to deliver its priorities and services economically, efficiently & effectively.
- ◆ Protect the council's position when entering into new partnerships and/or evaluating existing partnerships.
- ◆ Align risk management and performance management to drive improvement and achieve better outcomes.
- ◆ Guard against impropriety, malpractice, waste and poor value for money.
- ◆ That risk management training forms part of the normal training / induction programmes that are given to officers and members on an on-going basis.
- ◆ Ensure compliance with legislation, such as that covering the environment, health and safety, employment practice, equalities and human rights.
- ◆ Minimise the prospects of any damage to the Council's reputation and/or undermining of public confidence in the organisation.
- ◆ To have a performance framework that continues to allow managers to proactively track performance, and assess / deal with risk in a timely fashion.

We recognise that it is not always possible, nor desirable, to eliminate risk entirely. However, visibility of these areas is essential, so that the Council can explore external options, such as insurance.

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Risk Management Strategy

1. Introduction

The effective management of risk is an important principle for all businesses to properly address. For local authorities such as Chesterfield, managing risk is a key element of our Corporate Governance responsibilities.

This risk management strategy seeks to promote the identification, assessment and response to key risks that may adversely impact upon the achievement of the Council's stated aims and objectives. It also seeks to maximise the rewards that can be gained through effectively managing risk.

Risk Management is not new; the Council has been doing it effectively for many years. However, to comply with the Corporate Governance requirements the Council must ensure that its procedures are sufficiently formalised and reviewed at regular intervals to identify areas for improvement.

This strategy has been updated to clarify the arrangements for managing risk and to further embed Risk Management within the thinking of all Council employees, Officers and Members.

1.1 Purpose and objectives of the Strategy

The purpose of this Risk Management Strategy is to establish a framework for the effective and systematic management of risk, which will ensure that risk management is embedded throughout the Council and makes a real contribution to the achievement of the Council's vision and objectives. As a result, the objectives of this strategy are to:

- Define what risk management is about and what drives risk management within the Council;
- Set out the benefits of risk management and the strategic approach to risk management;
- Outline how the strategy will be implemented;
and
- Identify the relevant roles and responsibilities for risk management within the Council.

Effective risk management will require an iterative process of identification, analysis and prioritisation, action, monitoring and reporting of material risk. The processes required to deliver these objectives will need to ensure:

- Clear identification of corporate aims and priorities, service objectives and key actions.
- Specification of roles and responsibilities in respect of risk management activities.
- Consideration of risk as an integral part of corporate and business processes.
- Requirements to analyse, prioritise, respond to, monitor and report on material and significant risks.
- Specification of guidance and support arrangements to assist officers in their consideration of risk.
- Facilitation of shared organisational intelligence and learning.

1.2 The Scope of Risk Management

Risk is anything that may prevent the Council from achieving its stated objectives. Risk management is the process of identifying what can:

- a. Go wrong, and then doing something about it; and/or
- b. Be an opportunity, and then trying to take advantage of it.

Risks will be managed through a series of provisions applying at different levels. These include:

- Expression of the corporate risk tolerance in corporate aims and service plans through application of our risk scoring methodology.
- At operational level by budget allocation and monitoring through effective performance management arrangements.
- At project level through application of established risk assessment techniques in compliance with business continuity planning.
- Good corporate governance provisions as provided by the Standards & Audit Committee's Terms of Reference.
- Incorporated into the Council's Annual Governance Statement.
- Examination of corporate and insurable risks to identify risk reduction measures (Corporate Risk Management Group).
- Provide for risk assessment evidence in all decision making processes of the Council by inclusion in Committee reportage.

- Maintain documented procedures, toolkits and guidance for use across the Council by application of the risk register process and usage advice.
- Provide officers with suitable information and training to enable them to perform their duty (Corporate Risk Management Group).
- Make all partners, providers and delivery agents aware of the Council's expectations on risk, both generally as set out in the Risk Management Policy, and where necessary, in particular areas of service delivery

1.3 Risk Management Definitions

There are a number of ways in which organisations express risks and as a result, the risk management definitions can vary. Therefore, we have included a risk management glossary of the Council's risk management definitions.

A full glossary of definitions can be found in **Appendix C**.

1.4 What is risk management?

Risk can be defined as ***“A threat that an event or action will adversely affect the Council's ability to achieve its objectives, perform its duties or meet expectations of its stakeholders”***

Risk Management - Risk is unavoidable, organisations' must manage risk in a way that can be justified to a level which is tolerable and as a result, risk is the chance that an event will occur that will impact upon the organisation's objectives. It is measured in terms of impact and likelihood.

The holistic approach is vital to ensure that all elements of the organisation are challenged including decision making processes, working with partners, consultation, existing policies and procedures and also the effective use of assets – both staff and physical assets.

The risks facing the Council will change over time, some changing continually, so this is not a one off process. Instead the approach to risk management should be continual and the risks and the approach to managing them should be reviewed regularly.

It is important to note that **risks can also have an upside**; their impact can in some cases be positive as well as negative. Risk is also often said to be the flipside of opportunity so the whole risk management process can also help the Council identify positive opportunities that will take it forward. Risk management needs to be seen as a strategic tool and will become an essential part of effective and efficient management and planning.

1.5 Why do we want (and need) to do risk management?

Risk management will, by adding to the business planning and performance management processes, strengthen the ability of the Council to achieve its objectives and enhance the value of the services provided.

We are required to do it - Risk management is something that the Council is required to do, for example:

- The CIPFA/SOLACE framework on Strategic Governance requires the Council to make a public assurance statement annually, on amongst other areas, the Council's Risk Management Strategy, process and framework. The framework requires the Council to establish and maintain a systematic strategy, framework and processes for managing risk.

Benefits of risk management - Successful implementation of risk management will produce many benefits for the Council if it becomes a living tool.

- Achievement of the Council's objectives and vision;
- A consistent approach to the way risks are managed throughout the Council;
- Improved informed decision making – risks reported and considered within Council decision making;
- Becoming less risk averse in innovation (because you understand) and hence are more innovative;
- Improved business planning through a risk based decision making process;
- A focus on outcomes not processes;
- Improved performance (accountability and prioritisation) - feeds into performance management framework;
- Better governance - and demonstration of it to stakeholders; and
- Helping to protect the organisation.

1.6 Where does risk management fit?

In short the answer is "**everywhere**". Effective risk management should be applied within all decision making processes at an *appropriate scale*. So the risk management approach should encompass all types of risks and the table below may aid in the identification of risks to the Council.

RISK MANAGEMENT POLICY & STRATEGY

Sources of risk	Risk examples
STRATEGIC	
Infrastructure	Functioning of transport, communications and infrastructure. Impact of storms, floods, pollution.
Legislative and Regulatory	Effects of the change in Central Government policies, UK or EU legislation, local and National changes in manifestos. Exposure to regulators (auditors/inspectors).
Social Factors	Effects of changes in demographic profiles (age, race, social makeup etc.) affecting delivery of objectives. Crime statistics and trends. Numbers of children/vulnerable adults 'at risk'.
Technological	Capacity to deal with (ICT) changes and innovation, product reliability, developments, systems integration etc. Current or proposed technology partners.
Competition and Markets	Cost and quality affecting delivery of service or ability to deliver value for money. Competition for service users (leisure, car parks etc). Success or failure in securing funding.
Stakeholder related factors	Satisfaction of the Council's taxpayers, Central Government and other stakeholders.
Political	Local or national political issues that may impact on the Council meeting its objectives
Economic	Affecting the ability of the Council to achieve its commitments
Environmental	Environmental impact from Council, stakeholder activities (e.g. pollution, energy efficiency, recycling, emissions, contaminated land etc). Traffic problems and congestion.
OPERATIONAL (Internal influences)	
Finance	Associated with accounting and reporting, internal financial delegation and control, managing revenue and capital resources, funding taxation and pensions.
Human Resources	Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, employment policies, health and safety.
Contracts and Partnership	Failure of contractors to deliver services or products to the agreed cost and specification. Procurement, contract and life cycle management, legacy. Partnership arrangements, roles and responsibilities.
Tangible Assets	Safety and maintenance of buildings and physical assets i.e. plant and equipment, ICT equipment and control
Environmental	Pollution, noise, licensing, energy efficiency of day-to-day activities.
Processes	Compliance, assurance, project management, performance management, revenue and benefits systems, parking systems etc.
Legal	Relating to potential breaches of legislation
Physical	Related to physical damage, security, accident prevention and health & Safety
Professional Judgement and Activities	Risks inherent in professional work, designing buildings, assessing needs (children and adults).

RISK MANAGEMENT POLICY & STRATEGY

Sources of risk	Risk examples
CORPORATE GOVERNANCE	
Integrity	Fraud and corruption, accountability, transparency, legality of transactions and transactions and limit of authority.
Leadership	Reputation, authority, democratic changes, trust and branding.
Policy and Strategy	Clarity of policies, communication. Policy Planning and monitoring and managing performance.
Data and information for decision making	Data protection, data reliability and data processing. Control of data and information. E-government and service delivery.
Risk Management	Incident reporting and investigation, risk analysis or measurement, evaluation and monitoring. Taking advantage of opportunities.

There is therefore a consistent approach from the top to the bottom of the Council. So a mechanism will exist for risks to be escalated up (bottom up) within the Council whilst the top risks are also explicitly identified and managed (top down).

In practice, risks within the Council exist at many different levels (e.g., high level corporate risks to lower level everyday service based risks). For the purpose of this strategy, risks are split into two levels as follows:

- **Corporate Risk Register** – the strategic, high level council risks related specifically to the achievement of the Councils objectives; and
- **Operational Risks** – service based risks that may prevent individual service aims and objectives being met (and therefore impact upon the attainment of corporate objectives).

Given the changing landscape of local government the importance of projects and partnerships are ever increasing, so a more specific and tailored risk management approach is required.

2. Risk Management Organisational Structure

2.1 Reporting structure

The reporting structure for risk management is summarised below:



The risk management process is a continuous one and risks can therefore be reported at any time. However risks will be formally reported as follows:

- The Full Council will receive an annual report on the Council's key risks.
- Standards & Audit Committee will review the effectiveness of the Risk Management arrangements and receive an annual risk management report.
- The Senior Leadership Team and Corporate Management Team will consider the Corporate Risk Management Group minutes and summary risk management reports on a quarterly basis.
- Overall responsibility for ensuring that the Council has the appropriate systems in place to manage business risk lies with the Council's Corporate Risk Management Group (CRMG). In effect, CRMG are the sponsors for Risk Management within the Authority. Responsibility for managing specific business risks at an operational level lies with Service Managers and their dedicated Officers. The Executive Director will 'champion/coordinate' the process on behalf of CRMG.
- Service Managers are required to carry out a comprehensive review of their risk registers as part of the annual service planning process. In addition the service risk registers need to be reviewed every 3 months (prior to the CRMG meetings). All Service Risk Registers need to be posted on the Council's intranet site. Risk also needs to be a standing regular item at service management and team meetings, and service risks need to be communicated to relevant staff.

3. Roles and Responsibilities

In cases of operational risk, risk management will follow existing service management arrangements. Corporate risks will be managed at Senior Officer Level. The Corporate Risk Management Group will be accountable to the Corporate Management Team and will be the “driving force” behind developing and implementing the Council’s Risk Management Strategy. Membership of the Group is shown at **Appendix D**. The Group will seek to enhance the linkage between Service Line Managers and the Corporate Management Team.

Risk needs to be addressed at the point at which decisions are being taken. Where Members and Officers are asked to make decisions, they should be advised of the risks associated with recommendations being made as necessary. The Council needs to be able to demonstrate that it took reasonable steps to consider the risks involved in a decision. Risks must be addressed within Committee reports, as part of the corporate check.

There needs to be a balance between the efficiency of the decision making process and the need to address risk. All key reports, including new and amended policies and strategies, need to include a section to demonstrate that risks have been addressed.

In order to ensure the successful implementation of the strategy, roles and responsibilities have been reviewed and are updated in the following table;

Group or individual	Roles & Responsibilities
Full Council	<ul style="list-style-type: none"> ▪ Formal approval and adoption of the Risk Management Strategy (annually or as required); ▪ Approve the Corporate Risk Register (annually); ▪ Receive an annual monitoring report; and ▪ Contribute to the identification of Corporate risks.
Standards & Audit Committee	<ul style="list-style-type: none"> ▪ To review the effectiveness of the Risk Management arrangements; and ▪ Receive reports including the annual statement of Internal Control/external audit reports/effectiveness of internal audit.
Senior/ Corporate Management Team	<ul style="list-style-type: none"> ▪ Scrutinise significant risks in more detail as part of their annual work programme, as appropriate; ▪ Take corporate responsibility for risk; ▪ Address issues that cannot be addressed within service budgets or risk management fund of an extreme or high assessment; ▪ Receive report of all extreme or high assessments; ▪ Receive minutes of Corporate Risk Management Group. ▪ Nominate an Officer Champion for Risk Management; ▪ Champion and take overall responsibility for implementing the Risk Management Framework and embedding risk management throughout the Council;

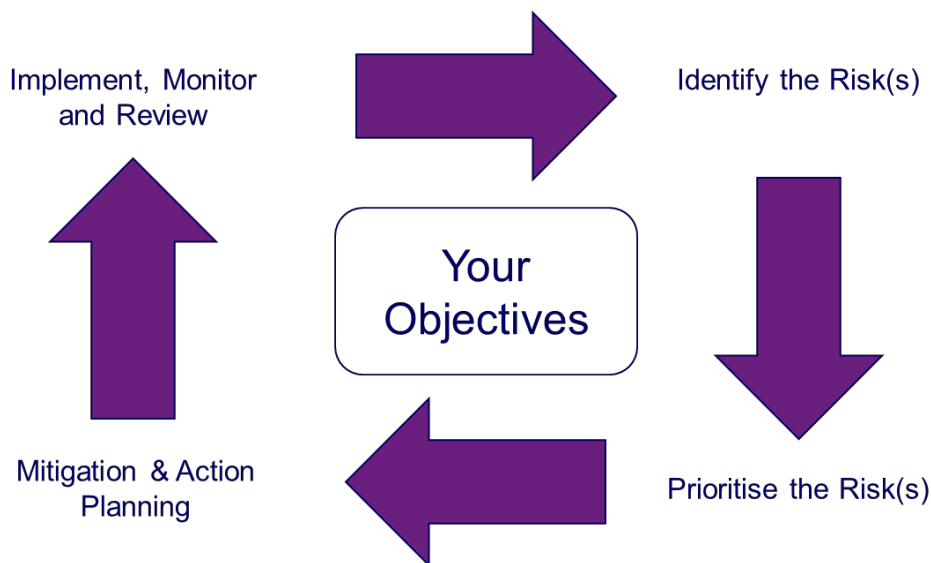
RISK MANAGEMENT POLICY & STRATEGY

Corporate Risk Management Group (CRMG)	<ul style="list-style-type: none"> ▪ Meet (4 times a year) as per the CRMG timetable ▪ Overall responsibility for ensuring that processes are in place to effectively manage risks within the Council; ▪ Increase awareness of RM – cascade to service management teams and other team meetings; ▪ Produce the Strategy and monitoring reports for members; ▪ Identify and commission projects for Risk sub-groups; ▪ Receive and consider reports from any Risk sub-groups; ▪ Formulate monitor and update the Corporate risks register; ▪ Review Service risk registers as per the CRMG timetable ▪ Report to CMT at the defined frequency all highly scored risks; ▪ Preparing and recommending changes to the risk management strategy; ▪ Identifying and assessing risks; ▪ Review Insurance claims analysis in order to identify ways of reducing or eliminating future claims; ▪ Identify good practice and share learning; ▪ Identify new and emerging risks for inclusion in the Corporate Risk Register or Operational Risk Registers; ▪ Approve the use of the RM budget and Training days; ▪ Arranging and providing risk management training as appropriate.
Service Managers	<ul style="list-style-type: none"> ▪ Ensure that risk management is incorporated into service plans and project plans. ▪ Review Service Risk Registers every 3 months. ▪ Review risk treatment schedules as identified by the line managers and team leaders; ▪ Review risk action plans and ensure they are implemented; ▪ Contribute towards the identification and management of operational risks for their service; ▪ Maintain awareness of and help promote the approved risk management strategy to all staff; ▪ Ensure that risks which have been identified are addressed and mitigated and that any high risks are addressed urgently ▪ Identify, analyse and profile operational risks through their individual monthly performance clinic. The role of the performance clinic is pivotal to challenging and understanding the risk view as well as gaining confidence that the risks will be managed. ▪ To provide annual assurance on the effectiveness of controls in place to identify and mitigate risks within their service through the annual service planning process ▪ To maintain awareness of and promote effective risk management techniques (incl. awareness of the strategy and policy) to all relevant staff; and ▪ Ensure that risk issues are highlighted in reports to Members.
Line Managers & Team Leaders	<ul style="list-style-type: none"> ▪ Identify and analyse risks; ▪ Undertake assessments at service level; ▪ Evaluate risk/perform risk assessment ▪ Prepare risk register entries; ▪ Prepare the risk treatment schedule; and ▪ Prepare risk action plan.
All Employees	<p>All employees have a responsibility to:</p> <ul style="list-style-type: none"> ▪ Manage risk effectively in their job and report opportunities and risks to their service managers; ▪ Participate in risk assessment and action planning where appropriate; ▪ Adhere to Council policies and procedures; and ▪ Attend training and development sessions as appropriate.

<p>Project Leaders</p>	<ul style="list-style-type: none"> Project leaders have a responsibility to ensure that the risks associated with their projects are identified, recorded and regularly reviewed as part of the project management process.
<p>Internal Audit (Consortium Audit)</p>	<p>Internal Audit's role is to maintain independence and objectivity. Internal Audit is not responsible or accountable for risk management or for managing risks on management's behalf. Internal Audit will:</p> <ul style="list-style-type: none"> Audit the risk management process; Assess the adequacy of the mechanisms for identifying, analysing and mitigating key risks; Provide assurance to officers and Members on the effectiveness of controls; <p>And The Risk Register will drive the Internal Audit Plan to ensure resources are used on the areas of highest risk and where the need for assurance is greatest.</p>

4. Risk Management Process

The risk management process is the same for the management of both strategic and operational risks. The process comprises of the following four basic steps; these are indicated in the diagram below and should be driven by the Council's objectives.



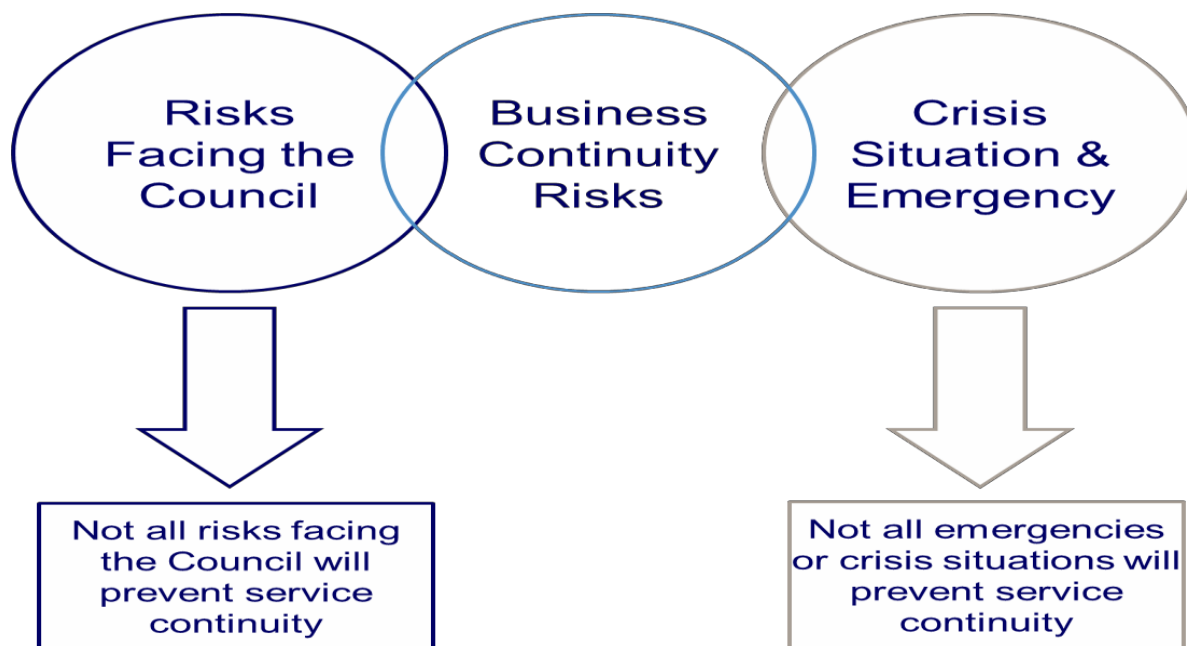
Having identified a risk there are four basic choices about how to deal with it – the 4T's:

- **Treat** the risk (i.e. do something about it)
- **Tolerate** the risk – (i.e. accept it as it is)
- **Transfer** the risk – (i.e. pass it to someone else, for example insurance)
- **Terminate** the risk – (i.e. cease the activity that gives rise to the risk)

5. Links to other Processes

Risk management, emergency planning and business continuity

There is a link between these areas however it is vital for the success of risk management that the roles of each, and the linkages, are clearly understood. The diagram below sets out to demonstrate the differences.



Risk management is about trying to identify and manage those risks which are more than likely to occur and where the impact on the Council's objectives can be critical or even catastrophic.

Business continuity management is about trying to identify and put in place measures to protect the priority functions against catastrophic risks that can stop the organisation in its tracks. There are some areas of overlap e.g. where the I.T infrastructure is not robust then this will feature as part of the organisation risk assessment and also be factored into the business continuity plans.

Emergency planning is about managing those incidents that can impact on the community (in some cases they could also be a business continuity issue) e.g. a plane crash is an emergency, it becomes a continuity event if it crashes on the office.

6. Communication

The Risk Management Strategy can be found on the Council's intranet site so that all members of staff can have access and easily refer to it. The strategy will be reviewed each year and following any key changes e.g. Central Government policy, inspection regimes and following any internal reorganisation. The Strategy will be re-issued annually via the intranet site.

7. Training

Risk management training will be mandatory for all employees and will be delivered via Aspire Learning. After completing the relevant modules, Officers should be sufficiently confident to undertake the process of risk identification within their service areas.

Risk analysis, control and monitoring, will lead to the determining of targets for improvements for inclusion in service plans.

8. Monitoring of Risk

The Council will monitor risk in the following ways:

- Risk Assessments will be undertaken annually to reflect Service Plan Objectives and Key Actions.
- The Council risk register, both strategic and operational will be the prime record which contains risk assessments, mitigation controls and review frequency information in accordance with the Councils Risk Management Methodology.
- The Corporate Risk Management Group will comply with their Terms of Reference.
- Internal Audit will review the Council's risk management arrangements as part of its strategic audit plan.

9 Conclusion

This strategy will set the foundation for integrating risk management into the Council's culture. It will also formalise the process to be applied across the Council to ensure consistency and clarity in understanding the role and benefits of corporate risk management.

Every 3 months reporting and escalation of risks should interlock with the existing arrangements for performance reporting. The intention being that the management of risk is incorporated into business plans and monitored through the performance management framework.

The adoption of the strategy will formalise the risk management work undertaken to date and will move the Council towards meeting the requirements of recognised best practice and inspection.



APPENDIX A -RISK MANAGEMENT FRAMEWORK

Corporate Risk Register (owner: Executive Director)							
Risk Register	Resources	Customers Commissioning and Change	Housing	Economic Growth	Commercial Services	Health and Wellbeing	Policy and Communications
Risk Register Owner Exec Member	Chief Finance Officer (Helen Fox) Deputy Leader & Cabinet Member for Planning	Customers Commissioning and Change Manager (Rachel O'Neil) Cabinet Member for Business Transformation	Housing Manager (Liz Cook) Cabinet Member for Housing	Economic Growth Manager (Neil Johnson) Leader & Cabinet Member for Regeneration / Cabinet Member for Town Centre & Visitor Economy	Commercial Services Manager (Vacant) Leader & Cabinet Member for Regeneration / Cabinet Member for Housing	Health and Wellbeing Manager (Ian Waller) Cabinet Member for Health and Wellbeing	Policy and Communications Manager (Donna Reddish) Cabinet Member for Governance
Service areas: Including related Business Continuity and Health & Safety issues.	Accountancy	Property and Procurement	Council Housing. HRA Business Planning & Strategy.	Development & Growth.	Landscape & Street-scene	Landscape & Street-scene	Policy
	Internal Audit	Business Transformation		Cultural & Visitor Services.	Operational Services	Environmental Health	Communications & Marketing
	Insurance	Support Services			Customer Services.	Sports & Leisure	
	Regulatory & Local Government Law	PPP Client					
	Democratic & Electoral Services.	GP:GS					
		Customer Services					

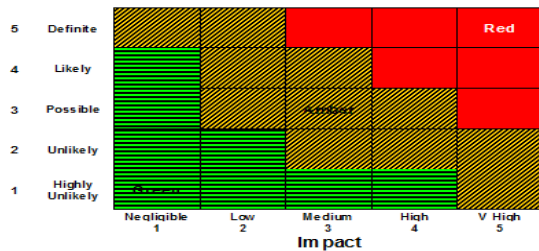


APPENDIX B – RISK MATRIX AND REGISTER

A Risk Matrix is used to assess risks in terms of their likelihood of occurring and the impact they could have. The scores for each factor (likelihood and impact) are plotted on a matrix (see below) to identify those that require management action i.e. focus on the 'red' area. The objective is to devise mitigating actions that will reduce the risk and ideally move the assessment into a safer area of the matrix (green or amber).

Total Risk Score = Likelihood x Impact. Rating: 0-4 Green, 5-14 Amber, 15+ Red

Page 101



Score -1 Highly Unlikely	Score -2 Unlikely	Score -3 Possible	Score -4 Likely	Score -5 Definite
Previous experience at this and other similar organisations makes this outcome highly unlikely to occur.	Previous experience discounts this risk as being unlikely to occur but other organisations have experienced problems.	The Council has in the past experienced problems in this area but not in the past three years.	The Council has experienced problems in this area in the last three years.	The council is currently experiencing problems in this area or expects to within the next 12 months.

Risk Impact	Score -1 Negligible	Score -2 Low	Score -3 Medium	Score -4 High	Score -5 Very High
PRIORITIES	No impact on the delivery of the Council's corporate objectives	It may cost more or delay in delivery of one of the Council's priorities	A number of Council priorities would be delayed or not delivered	The majority of Council priorities would be delayed or not delivered	Unable to deliver all Council priorities
FINANCIAL	Little or no financial impact (less than £5k)	The financial impact would be no greater than £25k	The financial impact would be no greater than £100k	The financial impact would be no greater than £500k	The financial impact would be greater than £500k
SERVICE IMPACT	Council services are not disrupted	Some temporary disruption of activities of one Council service	Regular disruption to the activities of one or more Council services	Severe service disruption or regular disruption affecting more than one service	Service disruption to the activities of all Council services
INFORMATION	Minor, none consequential	Embarrassment, none lasting	Isolated, personal details compromised	Severe personal details compromised	All personal details compromised
PUBLIC ENGAGEMENT	No loss of confidence and trust in the Council	Some loss of confidence and trust in the Council felt by a certain group or within a small geographical area	A general loss of confidence and trust in the Council within the local community	A major loss of confidence and trust in the Council within the local community	A disastrous loss of confidence and trust in the Council locally and nationally
REPUTATION	No media attention	Disciplinary action against employee	Adverse coverage in local press	Adverse coverage in National press/Front page news locally	Front page news story in National Press

APPENDIX C: GLOSSARY

Risk	Risk can be defined as a threat that an event or action will adversely affect the Council's ability to achieve its objectives, perform its duties or meet expectations of its stakeholders.
Hazard	Anything that has the potential to cause harm.
Risk Management	Risk is unavoidable, organisations' must manage risk in a way that can be justified to a level which is tolerable and as a result, risk is the chance that an event will occur that will impact upon the organisation's objectives. It is measured in terms of consequence and likelihood.
Assessing risks	The approach and process used to prioritise and determine the likelihood of risks occurring and their potential impact on the achievement of the Council's objectives.
Contingency	An action or arrangement that can be put in place to minimise the impact of a risk if it should occur.
Control (control measures)	Any action, procedure or operation undertaken to either contain a risk to an acceptable level, or to reduce the likelihood.
Corporate Governance	Set of internal controls, processes, policies, affecting the way the Council is directed, administered or controlled.
Service risk	Significant operational risks which affect the day-to-day activities of the council.
Identifying risks	The process by which events that could affect the achievement of the Council's objectives, are drawn out and listed.
Risk Prioritisation	Risk prioritisation is the process used to evaluate the hazard/ risk and to determine whether precautions are adequate or more should be done. The risk is compared against predetermined acceptable levels of risk.
Impact	The effect that a risk would have if it occurs.
Issue	An event or concern that has occurred or is taking place and needs to be addressed (as opposed to a risk which has not yet, or might not, occur).
Consequence	A measure of the impact that the predicted harm, loss or damage would have on the people, property or objectives affected.
Likelihood	A measure of the probability that the predicted harm, loss or damage will occur
Risk Treatment	The action(s) taken to remove or reduce risks
Managing and controlling risks	Developing and putting in place actions and control measures to treat or manage a risk.
Control	The control of risk involves taking steps to reduce the risk from occurring such as application of policies or procedures.
Mitigation (Plan)	A strategy that reduces risk by lowering the likelihood of a risk event occurring or reducing the impact of the risk should it occur.
Objective	Something to work towards – goal.
Operational risk	Risks arising from the day to day issues that the Council might face as it delivers its services.
Overall risk score	The score used to prioritise risks – impact multiplied by likelihood.
Risk Assessment	Analysis undertaken by management when planning a new process or changing an existing procedure to identify risks that may occur, their potential impact and likelihood of occurrence. It will also identify the controls needed to control the risk and who is responsible for this.
Risk Register	A risk register is a log of risks of all kinds that threaten an organisation's success in achieving its objectives. It is a dynamic living document which is populated through the organisation's risk assessment and evaluation process. The risk register enables risks to be quantified and ranked. It provides a structure for collating information about risks.

APPENDIX D – CORPORATE RISK MANAGEMENT GROUP – MEMBERSHIP

Member	Officer	Title	Role
Member/Chair	Ade McCormick	Executive Director	Chair and Corporate Risk Lead
Member	Rachel O’Neil	Customers, Commissioning and Change Manager	Customers, Commissioning & Change Risk Lead
Member	Liz Cook	Housing Manager	Housing Risk Lead
Member	Neil Johnson	Economic Growth Manager	Economic Growth Risk Lead
Member	Ian Waller	Health and Wellbeing Manager	Health & Wellbeing Risk Lead
Member	Donna Reddish	Policy and Communications Manager	Policy & Comms. Risk Lead
Member	Cllr Sharon Blank	Cabinet Member for Governance	Independent
Attendee	Sam Sherlock	Emergency Planning & Business Continuity	Business Continuity Support
Attendee	Gerard Rogers	Regulatory & Local Government Law Manager	Legal Service and Monitoring Officer
Attendee	Jenny Williams	Head of Internal Audit	Internal Audit Representative
Attendee	Marc Jasinski	Health and Safety	Health & Safety Representative
Attendee	Karen Ludditt	Group Financial Accountant	Finance, Risk & Insurance Representative
Attendee	Anita Gill	Insurance	Insurance Representative
Attendee	Mick Blythe	PPP Client Officer	PPP Client Representative

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Corporate Risk Register Summary August 2020

Likelihood ↑	5	5	10	14	20	25
	4	4	8	11	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Impact →				

Risk Reference		Risk Rating (Maximum Score = 25)		
		Start of Year	Current	Target
CR1	Delivering the Medium Term Financial Plan	15	15	12
CR2	Effective project and programme management to deliver key activities and change agenda.	12	20	10
CR3	Workforce - to ensure that we have the right skills and capacity to deliver the Council's priorities.	12	20	9
CR4	Delivery of the ICT transformation programme.	16	12	12
CR5	Emergency Planning & Business Continuity - to ensure that we are able to respond effectively to unexpected events, minimising any damage caused and keeping services running.	8	8	6
CR6	Protecting the Public & Staff (Health & Safety) - to ensure that we have systems in place to reduce the risk of accidents occurring and their severity.	12	12	8
CR8	Information Governance – protection from internet facing assets	12	16	12
CR9	Information Governance (Data Security) - to comply with the statutory and other requirements to ensure that the data we hold is held securely.	12	12	8
CR10	Procurement & Contract Management - to ensure that contracts are procured properly and deliver value for money	15	25	12
CR11	End of the PPP contract – returning Arvato and Kier services to CBC and establishing revenues and benefits services for DDDC.	12	8	6
CR13	The provision of Social Housing - ensuring that the Council is able to support delivery of social housing and that there is a sustainable business plan for the Housing Revenue Account.	12	12	6
CR14	Safeguarding Children and Vulnerable Adults - the ability to fulfil our moral and legal obligations to ensure a duty of care for children and vulnerable adults across our services and facilities.	8	12	8
CR15	Non-Housing Property Maintenance Programme & Funding.	16	16	12
CR16	Local Government re-organisation – Devolution White paper implications	New Risk	15	9
CR17	Council Response to the Covid-19 Pandemic	New Risk	15	6
CR18	EU Exit	12	12	9

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Corporate Risk Register 2020/2021

Risk ref	Risk description	Risk causes	Risk effect	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
					Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
CR1	Delivering the medium-term financial plan.	<ul style="list-style-type: none"> Changes in business rates (retention, growth and appeals), Council Tax limitations, new homes bonus and fair funding etc. Cost pressures e.g. pensions, pay inflation, pay policy decisions – real living wage, interest rate changes etc. Fall in capital receipts increasing borrowing required to fund capital programme Pressure on income streams due to competition and market conditions Ten-year maintenance plan for CBC buildings Additional spend pressures & reduced income generation opportunities due to Covid19 pandemic Other unforeseen events 	<ul style="list-style-type: none"> Re-assessment of range and scope of services currently provided and of Council Plan priorities to reduce costs Review of the asset management plan Short-term use of reserves Critical external audit inspection/ audit reports Damage to Council's reputation Loss of confidence from elected members and the public Negative impact on staff morale 	<ul style="list-style-type: none"> 5-year MTFP in place – reviewed on a quarterly basis MTFP includes prudent assumptions re: income levels and challenges Budget monitoring and reporting (to Finance and Performance Board, Scrutiny, Cabinet, Council) Internal audit controls and reporting Capital strategy and asset management plan Monthly budget monitoring Expenditure and vacancy control procedures SLT/CMT monitoring of progress in delivering Action Plan for achievement of savings to address future years deficits Monthly monitoring of impact of pandemic on current & future year financial position 	3	5	15	Range of activities to inform and shape quarterly review of the MTFP: <ul style="list-style-type: none"> Horizon scanning to identify future pressures and opportunities (ongoing) Assessing implications of external pressures e.g. local government finance review/fair funding, new homes bonus and business rate changes (ongoing) Maintaining rigorous budget monitoring to identify variances early and implement corrective action (monthly) Delivery of savings identified in Action Plan during 2020/21 (ongoing) Delivery of the savings targets included in the budget and meeting income targets (ongoing) Ensuring all opportunities for external funding to mitigate impact of pandemic on organisation are identified 	3	4	12	HF
CR2	Effective project and programme	<ul style="list-style-type: none"> Lack of effective project management 	<ul style="list-style-type: none"> Unplanned expenditure of 	<ul style="list-style-type: none"> Currently corporate projects are managed through several 	4	5	20	<ul style="list-style-type: none"> The Corporate Project Mgt. Framework 2020 will be 	2	5	10	AM

	management to deliver key activities and change agenda.	<p>approach, tools and governance leads to ineffective planning and delivery of key activities and change agendas.</p> <ul style="list-style-type: none"> • Insufficient planning or having no plan at all to support delivery of key activities and change agendas can lead to lack of output delivery, Inadequate resources being available and overspend of budgets. • Lack of effective project management will undermine effective performance management and monitoring of key activities and change 	<p>resources and budget leads to stresses on staff and services and creates budget pressures.</p> <ul style="list-style-type: none"> • Activities and change are not delivered to the required outputs/outcome. • Diminishing Political support due to the failure to deliver on promised activities and change by Officers. • Reputational damage both within and outside of the Council due to output delivery failure and deadlines not being achieved. • Failure to deliver the ambitions of the Council Plan 	<p>specific boards e.g. ICT Improvement Programme.</p> <ul style="list-style-type: none"> • In February 2020, Corporate Management Team approved a revised approach / framework for managing corporate projects. The Covid-19 pandemic has slowed down implementation of the new framework. 				<p>established / implemented during 2020.</p> <p>The revised corporate project management framework will provide a robust and pragmatic approach/tools/governance to support effective delivery of key activities and change. – the risk rating will be reviewed further at this point.</p>				
CR3 Page 108	Workforce - to ensure that we have the right skills and capacity to deliver the Council's priorities.	<ul style="list-style-type: none"> • Workload demands exceed capacity • Loss of key people within the organisation e.g. loss of corporate memory and key skills • Lack of training - due to for example budgetary pressures • No effective succession planning • Difficulties in recruitment and retention of key skills / staff • - Lack of mid to long term planning 	<ul style="list-style-type: none"> • Inability to deliver services to the desired standard or projects effectively • Performance suffers due to low morale & job fears • Increased sickness (stress related) • Impact on staff health & well being • Financial e.g. severance costs arrangements 	<ul style="list-style-type: none"> • Twice weekly review and prioritisation of the activity required during Covid-19 pandemic • Effective corporate vacancy control processes are in place. • The Council's workforce strategy is being implemented • HR Business Partners are working alongside service managers to develop effective performance, development and succession plans. • Employee Assistance Programme implemented • Webinar training sessions provided to managers to support them with agile working • Centralised training budget is in place and prioritised so that 	5	4	20	<ul style="list-style-type: none"> • Complete the review and implementation of organisational development principles across the Council from Autumn 2020. • Review the additional internal capacity which is required to deliver the transformational changes required • Complete the restructure of the Corporate Management Team and subsequent roles at Tiers 4 and 5 • Continued delivery of the People Plan 2019 – 2023 	3	3	9	RON

				essential training is provided and desirable training is supported where budget allows.								
CR4	Delivery of the ICT transformation programme.	<ul style="list-style-type: none"> Lack of resources and expertise to develop the infrastructure and manage the technology life cycle Ad-hoc development and flawed project documentation Reliance on Partner expertise and resources 	<ul style="list-style-type: none"> Inefficient & expensive services Poor service outcomes Additional Project delays and costs 	<ul style="list-style-type: none"> ICT team brought back to in house service delivery ICT Improvement programme developed and approved Recruitment to new ICT positions, strengthening expertise within the Council Salesforce platform procured, allowing SME development and reducing reliance on specific suppliers 	3	4	12	<ul style="list-style-type: none"> ICT Project Board in place Project documentation implemented consistent with new Project Management framework Training and development plans implemented, ensuring knowledge, skills and competency is maintained Regular review and adjustment of programme priorities to meet Covid-19 requirements, ensuring resources are focused on key needs. 	3	3	9	RON
CR5	Emergency Planning & Business Continuity - to ensure that we are able to respond effectively to unexpected events, minimising any damage caused and keeping services running.	Inadequate or untested plans in place to respond to extreme events (e.g. severe weather, flooding, flu pandemics)	<ul style="list-style-type: none"> Loss of damage to life or property Financial (loss of revenue / additional costs) Disruption to service Damage to reputation 	<ul style="list-style-type: none"> Robust plans in place Flooding and severe weather plans updated New emergency planning liaison officer and deputy emergency planning liaison officer in place, and training provided. Test exercise undertaken Commission advice from DCC Snow Wardens scheme continuing ICT improvement programme approved, which will improve ICT controls Cyber security assessment completed 	2	4	8	<ul style="list-style-type: none"> Strategic and tactical planning in place during Covid-19 pandemic 6 monthly cyber security desk top exercises Continue to deliver ICT improvement programme Review service area BCP's, including Business Impact Analysis Update BCP to accommodate the return of Arvato and Kier services in 2020 	2	3	6	RON
CR6	Protecting the Public & Staff (Health & Safety) - to ensure that we have systems in place to reduce the risk of accidents occurring and their severity.	<ul style="list-style-type: none"> Failure to manage the health & safety risk of the Council's undertakings Lack of training Budget pressures Ageing infrastructure 	<ul style="list-style-type: none"> Death or injury Damage to property or the environment Litigation or prosecutions Financial - claims and increasing insurance premiums Damage to reputation 	<ul style="list-style-type: none"> Health and safety Committee with Assistant Director H&S reports Corporate H&S policy H&S Improvement Programme reported to H&S committee Service level H&S plans Control of contractors' procedures established and implemented through learning. External H&S audits 	3	4	12	<ul style="list-style-type: none"> Corporate H&S to undertake audits to ensure that: <ul style="list-style-type: none"> a) Policies and procedures are implemented and reviewed regularly b) the actions in the improvement programme are implemented c) Staff appreciate and comply with H&S policy through ongoing training and development 	2	4	8	IW

				<ul style="list-style-type: none"> Internal audit review of areas for improvement Council wide SHE system to capture issues. Internal and external training undertaken and monitor refresh dates 				Improved on-line training systems Health and Safety forum established to drive health and safety improvements. New Covid-19 secure service manager and assistant director checklists which includes a full premise audit of systems and approaches.				
CR8	Information Governance – protection from internet facing assets	<ul style="list-style-type: none"> Lack of cyber security controls Failure to patch ICT systems ICT systems which are unsupported Lack of cyber security knowledge 	<ul style="list-style-type: none"> Service disruption Data exchange with Government departments restricted ICT network suffers breach or attack Reputational damage Financial loss 	<ul style="list-style-type: none"> ICT service returned to in house service delivery Monitoring in place PSN compliance achieved IT health check commissioned annually ICT improvement programme commissioned Increased knowledge, skills and competence of staff ICT health check mitigation plan in place 	4	4	16	<ul style="list-style-type: none"> Ongoing delivery of ICT improvement programme 6 monthly cyber security desk top exercises to be implemented Specialist cyber security expertise commissioned to support our network design 	4	3	12	RON
CR9	Information Governance (Data Security) - to comply with the statutory and other requirements to ensure that the data we hold is held securely.	<ul style="list-style-type: none"> Data breach 	<ul style="list-style-type: none"> Reputation damage Financial Loss Service disruption Poor customer outcomes 	<ul style="list-style-type: none"> Information Assurance framework developed Information assurance policies and procedures reviewed Mandatory training in place Data Protection Officer appointed Information Rights officer appointed Data protection Impact Assessments built into project governance framework, Quarterly monitoring of Corporate risks by IG team and progress reported to Corporate Leadership Team. 	3	4	12	<ul style="list-style-type: none"> Review of records management processes to be implemented during 2020 	2	4	8	RON
CR10	Procurement & Contract Management - to ensure that contracts are procured properly and deliver value for money.	<ul style="list-style-type: none"> Failure to adequately manage Council contracts. Breach of OJEU and other legal regulations. 	<ul style="list-style-type: none"> Financial impact (valuable funding is used for rectification costs) Increase in staff resource to defend the challenge 	<ul style="list-style-type: none"> Dedicated procurement & legal team to support where necessary on contract management Policies and procedures in place Scheme of delegation and guidance available, registers and online information 	5	5	25	<ul style="list-style-type: none"> Re-procurement of contract, to include consideration of potential to insource service Relocation of NHS staff to Chesterfield Town Hall Ongoing training and development of staff 	3	4	12	RON

			<ul style="list-style-type: none"> Potential litigation and fines being procured The Council does not receive value for money Discouraged providers may not tender for the contract in the future - potentially reducing the portfolio of providers 	<ul style="list-style-type: none"> Staff have been trained in general contractor management Procurement contract with NHS being closely managed 				<ul style="list-style-type: none"> Development and adoption of procurement strategy 				
CR11 Page 111	End of the PPP contract – returning Arvato and Kier services to CBC and establishing revenues and benefits services for DDDC.	<ul style="list-style-type: none"> Delay in receipt of financial and HR data Lack of co-operation from partners Delay in timescales Recruitment to vacant posts not completed Breach of TUPE legislation Lack of resource to deliver transition plan 	<ul style="list-style-type: none"> Savings not achieved Income levels not achieved Reduction in Service performance Detrimental impact on employee relations 	<ul style="list-style-type: none"> Project Manager recruited Internal Transition project implemented Internal exit plan developed External legal advice engaged Exit plan working groups and steering groups implemented Exit Manager appointed for Arvato Kier early transition approved and already returned 	2	4	8	<ul style="list-style-type: none"> Jointly approved exit plan developed Steering groups held monthly Comms plan developed Regular union engagement, including involvement in CBC working group Early financial data received and being evaluated 	2	3	6	RON
CR13	The provision of Social Housing - ensuring that the Council is able to support delivery of social housing and that there is a sustainable business plan for the Housing Revenue Account.	<ul style="list-style-type: none"> Legislative change Introduction of a new regulatory framework for LA Housing providers under the RSH. Changes to the rent setting formula Changes to LHA & the roll out of Universal Credit. 	<ul style="list-style-type: none"> Reduced resources within the HRA business plan due to the loss income, through rent collection rates and void rent loss Loss of stock and inability to replace the stock which is sold due to reduced resources. Increase in Right to Buy sales Risk of being required to repay retained Right to Buy 1-4-1 receipts to Government 	<ul style="list-style-type: none"> Effective Business Planning to model the implications of possible Effective housing operational management & policy framework to collect rents, manage voids and sustain tenancies Effective cost management of operational services repairs and housing management services Effective customer engagement Quarterly assessment of RTB receipt spend integrated into Quarterly Capital programme review Implementation of integrated housing management system 	3	4	12	<ul style="list-style-type: none"> Annual review of the HRA Business Plan Quarterly review of the Housing Capital Programme. Assessment of borrowing approach, including the debt repayment policy Stock conditioning survey ongoing 2020. Review of repairs and maintenance standards and lifecycles of building components & asset performance 2020 	2	3	6	LC

			<ul style="list-style-type: none"> Increased administrative burden in implementing new policies. 									
CR14	Safeguarding Children and Vulnerable Adults - the ability to fulfil our moral and legal obligations to ensure a duty of care for children and vulnerable adults across our services and facilities.	<p>Inadequate policies, procedures, learning and development partnership working to safeguard children and vulnerable adults living in our communities, using our services and to protect the council, its staff (including agency staff), elected members and volunteers</p> <p>During Covid-19 pandemic face to face contact with children and vulnerable adults reduced significantly for instance through non-emergency housing repairs or attendance at leisure centres. Safeguarding referrals reduced in these areas. Visibility of vulnerable people during lockdowns can further increase vulnerability.</p>	<ul style="list-style-type: none"> Negative impact on the well-being of children and vulnerable adults Reputation damage Public expectations / reaction Loss of Trust Loss of Member confidence Loss of staff morale Critical external inspection / investigation 	<ul style="list-style-type: none"> Safeguarding lead roles identified Safeguarding group established to develop effective response, audit and share best practice Strong dialogue and engagement with key partners on Derby and Derbyshire Safeguarding children partnership and Derbyshire safeguarding adults board ' member of the Derbyshire districts subgroup Policies and procedures are up to date Learning and development arrangements in place for members and staff Annual audit / self-assessment Regular internal audits Effective partnerships with community and voluntary sector Organising welfare checks where concerns identified Full engagement with VARM processes 	3	4	12	<ul style="list-style-type: none"> Keeping up to date with legislative changes, policy changes and best practice Monitoring trends and horizon scanning via Derbyshire districts group and CBC group Maintaining annual section 11 audits and improvements 3 yearly Internal audits Building safeguarding into all revised job descriptions 	2	4	8	DR
CR15	Non-Housing Property Maintenance Programme & Funding.	A planned maintenance programme with the required funding is not in place	<ul style="list-style-type: none"> Insufficient funding in place Service disruption if operational building taken out of use 	<ul style="list-style-type: none"> Internal audit report identified actions required Condition surveys underway. Progress during March to June 2020 was directly affected by the Covid-19 pandemic response. Work is in progress to draw the current tranche of 10-year maintenance reports together, to assess the requirements and associated costs. It's anticipated that 	4	4	16	<ul style="list-style-type: none"> The Asset Mgt. Group has identified this as a priority risk The Executive Director will be taking a report with both financial and non-financial recommendations to the appropriate Boards/Committee to establish agreed plans and appropriate resources to mitigate this risk 	3	4	12	AM

				proposals will be in place for review by November 2020.				<ul style="list-style-type: none"> The Corporate Risk Register will be updated appropriately as this work progresses 					
Page 113	CR16	Local Government re-organisation – Devolution White paper implications	Devolution White Paper will set out Government's policy position re: devolution and potentially local government re-organisation. This may be a voluntary position or mandated. Unitarisation moves across the country in response to the Cities and Devolution Act 2015 indicate that there is an appetite from within the sector for change.	Current information suggests a preference for mayoral combined authorities with unitary authorities. The future of district/borough authorities and counties is uncertain.	<ul style="list-style-type: none"> Developed a research and discussion paper identifying the key issues Following national LGR activity Membership of key sector support organisations – LGA, EMCs, DCN Developed with the support of PWC viable alternative to unitarisation – Vision Derbyshire – a collaborative approach for the county council and districts Final stages of developing the case for change to present to Government Constructive dialogue with Derbyshire and other districts and ongoing key pilot areas 	3	5	15	<ul style="list-style-type: none"> Continue to update research and maintain discussions with political and officer senior leadership Analysis of Devolution White Paper and its implications as soon as available Continue to work constructively with Derbyshire and other districts via Vision Derbyshire Continue to engage Derby City and other potential partners where appropriate Dialogue with Government regarding the case for change as a viable alternative to unitarisation 	3	3	9	DR
	CR17	Council response to the Covid-19 pandemic <ul style="list-style-type: none"> The ability to fulfil our moral and legal obligations to ensure a duty of care for employees, contractors, visitors and service users across our services and facilities. To respond effectively to unexpected events, minimising any losses caused and keeping services running 	<ul style="list-style-type: none"> Inadequate or untested plans in place to respond to pandemic 	<ul style="list-style-type: none"> Risk of serious ill-health or death to employees, contractors, visitors and service users. Increased workloads stressful to staff and detrimental to mental wellbeing. Lockdown of some Council premises and services disrupting service continuity. Financial (loss of revenue / additional costs) Damage to reputation 	<ul style="list-style-type: none"> Emergency plan in place Emergency planning liaison officer and deputy emergency planning liaison officer in place. Management teams trained in resilience, emergency planning and business continuity. Advice and documentation available on Resilience website Advice available from central government and DCC. 	3	5	15	<ul style="list-style-type: none"> 3 task and finish groups set up to manage response to crisis. Resources T&F Group has prepared corporate guidance and risk assessments for management teams to implement to ensure their services are 'Covid-Secure'. Services locked down where risk of transmission is highest. In response to Govt. advice on easing lockdown, procedures prepared to ensure premises are inspected, checked, audited and approved as 'Covid Secure' before reopening. ICT improvements have allowed more employees to work effectively from home, therefore reducing risk of transmission. Workplace layouts re-designed to reduce capacity and to ensure social distancing can be maintained. Test and trace arrangements in place in all Council premises. 	2	3	6	AM

CR18	EU exit	<ul style="list-style-type: none"> • Results of Referendum mean that the UK will withdraw from the EU within 2 years of invoking Article 50. • EU exit transition period ends 31.12.20 	<p>Need to respond to</p> <ul style="list-style-type: none"> • Legislative changes across functions and services • Employment law changes • Communications challenges in supporting residents and business community • Potential impact medium term financial plan • Potential community cohesion impacts • Potential challenges with availability of supplies 	<ul style="list-style-type: none"> • Full engagement with LRF EU exit planning activities • Responding to latest government guidance within strategy, policy and service development and changes • Supporting communications around check - change - go campaign • Review of potential supply challenges and mitigation where possible 	4	3	12	<ul style="list-style-type: none"> • Arrangements to step up LRF activity as necessary • Continue to monitor and evaluate impact on functions, services, staff and essential supplies • Continued internal communications • Continued support of national communications campaign 	3	3	9	CD
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For publication

Annual Report of Standards and Audit Committee

Meeting:	Council
Date:	14 th October 2020
Cabinet portfolio:	Governance
Report by:	Chair of the Standards and Audit Committee, the Internal Audit Consortium Manager and the Local Government and Regulatory Law Manager

For publication

1.0 **Purpose of report**

- 1.1 To set out the work of the Standards and Audit Committee for 2019/20 in an annual report in line with best practice.

2.0 **Recommendation**

- 2.1 That Council approves the Annual Report of the Standards and Audit Committee.

3.0 Report details

- 3.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) in their guidance note "Audit Committees – Practical Guidance for Local Authorities", recommend that an Audit Committee should produce an annual report on their activity. The Standards and Audit Committee agreed that the production of an Annual Report would help assess how the Committee was performing and would also raise the profile of the Committee. This will be the third annual report produced.
- 3.2 The Annual Report in Appendix 1 summarises the work of the Standards and Audit Committee for the financial year 2019/20.
- 3.3 This report was considered by the Standards and Audit Committee at its meeting on 23 September, 2020 where it was resolved that the Annual Report be referred to Council for approval.

4 Alternative options and reasons for rejection

- 4.1 The report is for information.

5 Recommendation

- 5.1 That Council approves the annual report of the Standards and Audit Committee.

6 Reasons for recommendation

- 6.1 To ensure that the Standards and Audit Committee are following good practice guidelines in line with CIPFA's guidance note "Audit Committees – Practical Guidance for Local Authorities" in terms of performance and effectiveness.

Decision information

Key decision number	N/A
Wards affected	All
Links to Council Plan priorities	This report links to the Council's priority to provide value for money services.

Document information

Report author	Contact number/email
Jenny Williams – Internal Audit Consortium Manager and the Local Government and Regulatory Law Manager	01246 959770 Jenny.williams@chesterfield.gov.uk
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
CIPFA's Audit Committees – Practical Guidance for Local Authorities	
Appendices to the report	
Appendix 1	Annual Report of the Standards and Audit Committee

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CHESTERFIELD
BOROUGH COUNCIL

STANDARDS AND AUDIT COMMITTEE

ANNUAL

REPORT

2019/20

Standards and Audit Committee

Chesterfield Borough Council

Annual Report 2019/20

1. Background

- 1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) in their guidance note "Audit Committees – Practical Guidance for Local Authorities", recommend that an Audit Committee should produce an annual report on their activity.
- 1.2 The Standards and Audit Committee produce an annual report as a means of assessing how the Committee is performing and raising the profile of the work of the Committee across the Council. This is the Committee's third annual report.
- 1.3 Audit Committees are widely recognised as a core component of effective governance, their key role is to independently oversee and assess the internal control environment, comprising governance, risk management and control and advise the Council on the adequacy and effectiveness of these arrangements. At Chesterfield Borough Council the statutory duty to promote and maintain high standards of conduct by members is also overseen by the Committee.
- 1.4 The Committee is responsible for: –
 - Promoting and maintaining high standards of conduct
 - Good governance
 - Internal Audit
 - External Audit
 - Risk Management
 - The control environment
 - Anti-fraud and anti- corruption arrangements

- Carrying out hearings into alleged misconduct by councillors

Details of the responsibilities of the Committee are set out in the Council's Constitution (Part 2, Article 9).

- 1.5 The Committee meets on a regular basis. Chaired by Councillor Mark Rayner it is advised by the Chief Financial Officer, Helen Fox, the Internal Audit Consortium Manager, Jenny Williams, and the Monitoring Officer, Gerard Rogers.

2. Membership and Meetings

- 2.1 The Standards and Audit Committee is composed of eight members, 6 councillors and 2 parish representative members (appointed by Brimington Parish Council and Staveley Town Council respectively). During 2019/20 these members were:-

Councillor M Rayner (Chair)
Councillor M Kellman (Vice-Chair)
Councillor M Brady
Councillor K Caulfield
Councillor T Murphy
Councillor T Snowdon
Councillor A Brittain (Parish representative)
Councillor P Wilson (Parish representative)

- 2.2 The meetings are also attended by the Council's external auditor Mazars.
- 2.3 During the 2019/20 financial year the Standards and Audit Committee met on 6 occasions.

3. Standards and Audit Committee Business

- 3.1 During the year the Committee conducted the following business:-

Internal Audit

- Received the annual internal audit report for 2018/19
- Approved the internal audit plan for 2019/20
- Received internal audit updates of progress against the audit plan for 2019/20
- Monitored the implementation of internal audit recommendations
- Received full copies of limited internal audit assurance reports and requested managers to attend the Committee to provide an update on progress made against the recommendations
- Considered the CIPFA statement on the role of the Head of Internal Audit

External Audit

- Considered external audit progress reports
- Received the CBC Audit Strategy Memorandum
- Considered the Annual Audit Letter 2018/19

Treasury Management

- Considered the treasury management 2018/19 annual report and monitoring report 2019/20
- Approved the 2020/21 Treasury Management Strategy

Risk Management

- Considered the Risk Management Strategy and annual review

Good Governance

- Reviewed and approved the Code of Corporate Governance and Annual Governance Statement
- Received an update on progress in the delivery of the 2018/19 Annual Governance Statement Action Plan

- Produced an annual report of the Standards and Audit Committee for Council
- Considered the RIPA annual report and a RIPA report in respect of IPCO inspections
- Considered the Committee on Standards in Public Life Review of local government ethical standards
- Considered a report in relation to the appointment to independent remuneration panel
- Received a report on the management of unreasonable complaints and complainants – Annual review 2019
- Considered the Local Government and Social Care Ombudsman Annual Review Letter 2018/19
- Examined the CSPL review of Local Government Ethical Standards – amendments to procedures
- Covid 19 – approved urgent changes required to the delegation scheme

Anti-Fraud and Corruption

- Considered the results of CIPFA's Fraud and Corruption Survey 2019
- Considered the National Fraud Initiative results for CBC

Statement of Accounts

- Approved the 2018/19 statement of accounts

Standards of Conduct

- Considered the Monitoring Officers annual report on the Standards of Conduct

4. The Committee's Main Achievements / Outcomes

The Standards and Audit Committee aims to add value through its activity and, in particular has:-

- 4.1 Invited senior managers and officers to account for services where financial or internal control weaknesses have been identified. This helps to ensure that agreed actions are moved forwards promptly thereby reducing risk.
- 4.2 Reviewed progress against the implementation of internal audit recommendations which has led to a vast improvement in the number of recommendations implemented and a corresponding improvement in the control framework.
- 4.3 Reviewed the strategic risk register to ensure that risks are being appropriately mitigated thus providing additional assurance that risk is being managed appropriately.
- 4.4 Scrutinised the statement of accounts prior to approval thereby ensuring that they are an accurate reflection of the Council's finances.
- 4.5 Reviewed the Code of Corporate Governance and approved the Annual Governance Statement and monitored progress against the Annual Governance Statement action plan. This ensures that the Annual Governance Statement is a true and fair view of the Council's governance and risk management arrangements.
- 4.6 Ensured that the Council can continue to operate during the Covid 19 epidemic by approving revised delegation procedures.

5 Conclusion

- 5.1 In conclusion, the Committee has continued to make a positive contribution to the Council's overall governance and control arrangements, including risk management. It is recognised that the Council has continued to face severe financial challenge however it is essential that good governance is maintained.

- 5.2 The Committee will continue to support the Council in the year ahead. In particular, it will continue to support the work of internal and external audit to ensure that recommendations are implemented in a timely fashion.

Councillor Mark Rayner (Chair)
Chesterfield Borough Council Standards and Audit
Committee

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For publication

Tenancy Strategy Update (H000)

Meeting:	Council
Date:	14 th October 2020
Cabinet portfolio:	Housing
Report by:	Assistant Director - Housing

1.0 **Purpose of report**

- 1.1 For Council to adopt the updated Tenancy Strategy.

2.0 **Recommendation**

- 2.1 That the revised Tenancy Strategy be approved and adopted.

3.0 **Report details**

- 3.1 Following the Localism Act 2011 each local authority was required to produce a tenancy strategy setting out the guidelines that affordable housing providers in Chesterfield should consider when developing their individual tenancy policies.

- 3.2 The previous local Chesterfield Borough Council Tenancy Strategy was adopted in January 2013.
- 3.3 The strategy had not been reviewed or update since adoption in 2013. The reason for a delay in reviewing and amending the Tenancy Strategy was the introduction of the Housing and Planning Act 2016. This Act proposed that local authorities could no longer offer lifetime tenancies (with some exceptions) and must offer fixed term tenancies with a two to ten-year term. The reviewing and re-writing of the tenancy strategy was to take place once the guidance around fixed term tenancies was published. The 2016 Act did not affect assured tenancies offered by registered providers.
- 3.4 The Government did not produce any revised guidance and by August 2018 it announced that the fixed term tenancies clauses would not be enacted “at this time”. No further indications have been provided by Government as to whether they will reconsider introducing mandatory fixed term tenancies.
- 3.5 As there is no longer a requirement to implement fixed term tenancies the tenancy strategy was reviewed. The principles and approach of the original strategy have been retained. Changes to the document include updating the strategic context and refining the tenancy review process. A copy of the revised strategy for adoption is attached as **Appendix 1**.
- 3.6 The revised Tenancy Strategy was considered by Cabinet at its meeting on 11 August, 2020, where it was resolved to recommend that it be approved and adopted by full Council. That meeting also resolved that the draft Tenancy Policy be approved for consultation and that a report be brought to Cabinet with a final draft of the Tenancy Policy for approval and adoption following the completion of the consultation.

4.0 **Human resources/people management implications**

4.1 There are no Human Resource Implications.

5.0 **Financial implications**

5.1 There are no financial implications.

6.0 **Legal and data protection implications**

6.1 There are no legal or data protection implications to adopting the Tenancy Strategy.

7.0 **Equalities Impact Assessment (EIA)**

7.1 The Equality Impact Assessment is attached at Appendix 2. No negative impacts for groups with protected characteristics have been identified.

8.0 **Recommendations**

8.1 That the revised Tenancy Strategy be approved and adopted.

9.0 **Reasons for recommendations**

9.1 To bring the local Tenancy Strategy up to date to include recent legislation.

Decision information

Key decision number	967
Wards affected	All
Links to Council Plan priorities	To reduce inequality and support the more vulnerable members of our communities

Document information

Report author	Contact number/email
James Crouch	959749
Appendices to the report	
Appendix 1	Tenancy Strategy
Appendix 2	Equality Impact Assessment

Chesterfield Borough Council
DRAFT Tenancy Strategy Update 2020

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1. Introduction

- 1.1 The aim of the tenancy strategy is to provide guidance to registered providers on the type of tenancies the council wants to see used in lettings in the Chesterfield Borough Council area.
- 1.2 The Localism Act 2011 sought to expand the use of fixed term tenancies in the affordable housing sector in England. As the range of tenancy options increased the Localism Act 2011 required local housing authorities in England to prepare and publish a 'tenancy strategy' setting out the matters to which the registered providers of social housing for its district are to have regard of in formulating policies to:
 - the type of tenancies they grant
 - the circumstances in which they will grant a tenancy of a particular kind
 - where they grant tenancies for a fixed period
 - the circumstances in which they will grant a further tenancy towards the end of an existing tenancy
- 1.3 Any registered provider seeking to utilise fixed term tenancies will also have to publish a tenancy policy in order to be able to do so.
- 1.4 The original tenancy strategy was published in 2012. As the objectives of the original strategy remain relevant a review and refresh to ensure that more recent legislation and local circumstances are updated within the document.
- 1.5 Chesterfield Borough Council's Housing Service will produce a tenancy policy setting out its own tenancy offer after the approval of the revised tenancy strategy.

2. Context

National legislative changes

2.1 Since the introduction of the Localism Act 2011 several other pieces of legislation have been enacted that impact on the tenancy offer that can be offered by local authorities and registered providers. A summary of the tenancy types is set out in **Appendix 1**.

Housing and Planning Act 2016

2.2 The [Housing and Planning Act 2016](#) legislation sought to introduce fixed term tenancies for new local authority tenancies (with a small number of exceptions). By 2018 the Government stated that provision to end local authorities powers to offer lifetimes tenancies will not be enacted 'at this time.' If the Government changes position then a full review of the tenancy strategy will be required.

Homelessness Reduction Act 2017

2.3 The [Homelessness Reduction Act 2017](#) added two new duties to the original statutory rehousing duty:

- A duty to prevent homelessness
- A duty to relieve homelessness

The legislation extends entitlements to help, places a renewed focus on the prevention of homelessness and local joint working, and has the potential to provide more client-focussed, personalised statutory homelessness services.

Secure Tenancies (Victims of Domestic Abuse) Act 2018

2.4 The [Secure Tenancies \(Victims of Domestic Abuse\) Act 2018](#) supports victims of domestic abuse in social housing to leave their abusive situation. The bill will require local authorities, when re-housing an existing lifetime social tenant, or offering them a new sole tenancy in their own home, to grant a new lifetime tenancy if the local authority is satisfied that the tenant or a member of their household has been a victim of domestic abuse and the new tenancy is granted in connection with that abuse.

Local policy changes

Council Plan 2019-23

2.5 The Council Plan 2019-2023 sets out the council's priorities. The tenancy strategy links into two priorities:

- Improving quality of life for local people
- Providing value for money services

Housing Strategy 2019-23

- 2.6 The tenancy strategy will link into the Council's [Housing Strategy 2029-2023](#), which sets out the council's wider ambitions for housing. The third objective is to 'Meet housing needs in Chesterfield'. Ensuring the tenancy strategy is reviewed and setting out the types of tenancies offered and in what circumstances will play a role in delivering this.

Strategic housing market assessment update

- 2.7 The [Strategic housing market assessment update](#) 2017 identified a small surplus in affordable housing provision in Chesterfield. This surplus was primarily generated by a high turnover of flats in the affordable housing stock. The main driver for the Government introducing fixed term tenancies was to increase the supply of affordable housing to those in genuine need. In Chesterfield Borough the high level of supply reduces the need to introduce fixed term tenancies.

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3. Objectives

3.1 The overall objective of the tenancy strategy is:

'To ensure that registered providers of affordable housing in Chesterfield can use their properties as effectively as possible to provide homes for Chesterfield residents in housing need.'

Although the preference of Chesterfield Borough Council is for registered providers operating in the Borough to offer lifetime tenancies, we recognise that the use of flexible tenancies can help meet the overall objective.

3.2 When utilising fixed term tenancies, we expect registered providers to:

- a) Help more people move on from affordable housing once they are able to sustain an alternative solution, such as home ownership or the private rented sector.
- b) Tackle under-occupation by giving local registered providers more opportunity to move people to smaller accommodation if they find themselves in a property that is too big for them. This will release larger properties for those that need them, including overcrowded households.
- c) Encourage tenants to take control of their lives by providing support when it is needed at the time of crisis, but encouraging people to prepare for independence once their situation has improved by making it clear from the start of their tenancy that the arrangement is not necessarily a permanent one.

3.3 The council is aware that registered providers often work across many local authority areas but where possible the council would like to ensure all tenancy policies are transparent and so far as possible, equitable to housing applicants. Registered providers are expected to provide information and consult on their tenancy policies with both tenants and the council.

4. Tenure offer

Type and length of tenancy

- 4.1 The council's preference is for registered providers to offer a lifetime tenancy to tenants. If registered provider intends to use a fixed-term tenancy it should be for a minimum period of ten years. The council believes this ensures social housing residents in Chesterfield have a reasonable degree of security whilst also allowing registered providers to make best use of stock without creating a significant administrative burden.
- 4.2 The council supports properties being let at social and affordable rents to households on the Housing Register. The council expects that all affordable rent' properties the Council has nomination rights to will be let to households in need, as prioritised via the allocations policy.

The Council supports registered providers using introductory tenancies

- 4.3 Introductory tenancies are tenancies often for 1 year, which provides the tenant with a trial period. Tenants can then progress to fixed term or secure tenancies. The introductory tenancy is a useful tool for landlords to address issues such as anti-social behaviour.

Fixed Term Tenancies of less than ten years

- 4.4 The Council will support tenancies of less than ten years in the following circumstances:
- a) Where the tenancy is offered in a property which is due to be decanted for regeneration purposes.
 - b) In 'exceptional circumstances', for example where a tenant has not managed a previous tenancy well or has a history of anti-social behaviour or non-payment of rent.
- 4.5 The Council expects registered providers to offer tenancies of at least ten years duration to vulnerable households. In these situations, a longer fixed term with an assumption to renew or a lifetime tenancy will be suitable. The Council supports this approach in cases such as, but not limited to, the following:
- a) people with a long and enduring illness or condition of a serious nature and where a person's circumstances are unlikely to change;
 - b) older people in sheltered accommodation;
 - c) families with disabled children (where in the medical examiners view a longer tenancy would provide stability);
 - d) people leaving care; and
 - e) injured ex-service personnel.

- 4.6 Secure tenancy rights of existing housing association tenants should be protected so as not to discourage downsizing or movement within the housing association stock and cross borough mobility schemes.
- 4.7 In cases of domestic abuse where a tenant of social housing either flees their property or makes an application to turn their joint tenancy into a sole tenancy, the Council supports a 'like for like' approach. In all circumstances where a tenant has a lifetime tenancy, a tenancy with the same security of tenure must be offered if the registered provider is satisfied that the person or member of the person's household is or has been the victim of domestic abuse carried out by another person and the registered provider grants a new tenancy for reasons connected with that abuse. This is in line with the Secure Tenancies (Victims of Domestic Abuse) Act 2018 and the Council expects registered providers to follow this approach as the legislation includes 'assured tenancies' within the definition of a 'qualifying tenancy' under the Act.

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5. Fixed term tenancy reviews

- 5.1 The Council expects tenancies generally to be renewed and fixed term tenancies should not detract from maintaining stable communities. Tenants with longer fixed term tenancies are more likely to invest in their homes and contribute to their communities. Any Registered Provider utilising fixed term tenancies must have a published tenancy review criteria.
- 5.2 When tenancy reviews take place they should be carried out no later than six months prior to the end of the tenancy allowing enough time for information to be collated and considered as well as allowing time for appeals. The Council recommends earlier reviews in certain circumstances such as under-occupation where a registered provider is likely to need to source suitable alternative accommodation.
- 5.3 Prior to coming to the end of an existing fixed term tenancy of a property in Chesterfield Borough registered providers should review the tenant's household circumstances and housing options, in a manner that is sensitive to their needs, to determine:
- a) Whether they can (where income and savings allow) be assisted to purchase another suitable property outright or on a shared ownership/ equity basis; and
 - b) Whether another tenancy should be offered, and if so, should this be at the same property or one or more different properties
- 5.4 In making these decisions, they should consider the following:
- Household profile - under occupation may be one of the principle reasons that a tenancy is not renewed and smaller accommodation (appropriate to the household's size) offered as an alternative
 - Tenancies may also not be renewed where the property has been extensively adapted for a person with disabilities and where the person with a disability no longer resides in the property
 - Household income and financial circumstances - making decisions on tenancy renewal registered providers should work positively with tenants who have had a substantial positive change in financial circumstances to highlight opportunities to either purchase a shared ownership property or buy on the open market.
- 5.5 The council is of the view that registered provider tenants should not be penalised by non-renewal of tenancies for improving their economic circumstances.
- 5.6 The council recognises that there may be circumstances in which it would be unreasonable to expect someone to move even if the above criteria applied,

and will expect a registered provider to allow a tenancy to continue if any of the following apply:

- Those with health, disability and care needs the process of tenancy review should involve input from relevant health and social care professionals and carers with a presumption to renew. This should also consider if the tenant is a care leaver and continuing to receive support from social care.
- The council expects that for households with children, registered providers should, except for in exceptional circumstances, renew the tenancy. If the tenancy is not renewed, registered providers should consider any impact moving home will have at critical points in education, such as when taking examinations.
- The council would expect pensioner households to be moved on a voluntary basis, noting there may be some exceptions. The need to be near medical and caring/family support networks should always be factors for registered providers to consider when offering alternative accommodation for older and vulnerable households.
- The tenant or a member of their household is suffering from a terminal illness
- The tenant is a foster carer and the tenancy needs to continue to enable them to fulfil this role.

Non-Renewal of Fixed Term Tenancies

- 5.7 Where tenancies are not renewed for breach of tenancy on grounds such as the behaviour of the tenant(s) and their household members during the tenancy, issues in relation to anti-social behaviour, non-payment of rent or general management of the tenancy by the tenant, registered providers should work with tenants, providing adequate time and advice for the household to find alternative accommodation.
- 5.8 If a non-renewal of tenancy is being done on income grounds then the Register Provider should also provide adequate time and advice for the household to find alternative accommodation.
- 5.9 In addition, the Housing Options team at Chesterfield Borough will be able to assist tenants with a wide range of advice to help them resolve the issues arising out the termination of their tenancies. This will include signposting to other departments within the Council and to voluntary organisations that help people with their housing issues.
- 5.10 If a household is likely to become homeless as a result of the ending of a fixed term tenancy then the Registered Provider should notify Chesterfield Borough Council's Homelessness team at the earliest opportunity.

Appeals

- 5.11 If a tenant disagrees with the decision reached by their landlord to terminate their tenancy, they must have recourse to an established and published appeal process.

- 5.12 Applicants who are appealing their decision should have the right to request general information about their tenancy review from their landlord, including the facts that have been taken into account and the reasons for terminating their tenancies. An applicant who is unhappy with a decision made under this policy should in the first instance contact their landlord to explain why they think that the decision is unreasonable.
- 5.13 The landlord's right of possession may be challenged in the county court only on the grounds that the landlord has made a legal error or a material error of fact.

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Appendix 1: Tenancy types

Social rented tenancies

- Offered by Local Authorities as secure tenancies and registered providers of social housing as assured tenancies.
- Tenancies are lifetime tenancies. If the household keeps to the terms of their tenancy agreement, they can remain in the property.

Flexible tenancies

- All social landlords can offer a flexible fixed term tenancy as an alternative to a traditional secure or assured tenancy
- Individual landlords have the flexibility to decide what length of tenancy they should offer – based on their current levels of housing stock and the needs of individual tenants.
- A 'flexible tenancy' can be offered on a minimum fixed term of five years, or exceptionally a tenancy for no less than two years - but with longer terms if they wish.
- Under a flexible tenancy, the tenants' circumstances will be reviewed at least 6 months before the end of the tenancy to assess if the tenancy should be extended.

Affordable rent

- Affordable rent is not a tenure type. Affordable rent is a product that can be offered as part of a secure, assured or a flexible, fixed term tenancy
- Registered providers will be able to charge rents of up to 80% of market rents – these will be higher than the social rents currently charged.
- Affordable rent tenancies are intended to provide an alternative to social rent.
- Affordable rent tenants will be eligible for housing benefit.

Potential tenancy/ rent products registered providers can offer:

	Traditional tenancy (secure or assured)	Fixed term tenancy
Social rent	Local authority – secure tenancy Registered provider – assured periodic tenancy let at a social rent	Local authority – flexible tenancy let at a social rent Registered provider – fixed term assured shorthold tenancy let at social rent
Affordable rent	Local authority – secure tenancy let at an affordable rent Registered provider – assured periodic tenancy let at an affordable rent	Local authority – flexible tenancy let at affordable rent Registered provider – fixed term assured shorthold tenancy let at affordable rent

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Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Tenancy Strategy Update and draft Tenancy Policy
<i>Service Area:</i>	Housing Services	
<i>Section:</i>	Business Planning and Strategy	
<i>Lead Officer:</i>	James Crouch	
<i>Date of assessment:</i>	07/20	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input type="checkbox"/>	
<i>Changed</i>	Y	
<i>New / Proposed</i>	Y	

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Section 1 – Clear aims and objectives

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

Following the Localism Act 2012 each local authority was required to produce a tenancy strategy setting out the guidelines that affordable housing providers in Chesterfield should consider when developing their individual tenancy policies.

A Chesterfield Borough is also a affordable housing provider it is required to produce a Tenancy Policy. The Localism Act 2011 required every social landlord to publish a tenancy policy. The aim of a Tenancy Policy is to ensure that the tenants of a social landlord are clear about the policies relating to tenancy management in the context of affordable rents, fixed term tenancies and succession rights introduced under the Localism Act 2011 and Housing and Planning Act 2016.

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2. Who is intended to benefit from the policy and how?
Tenants of social landlords in the Borough

3. What outcomes do you want to achieve?
Clarity for local affordable housing providers on the types of tenancies to be offered with Chesterfield Clarity for tenants of Chesterfield Borough Council as to their landlord position on tenancy management issues such as tenancy types, tenancy assignment, succession and mutual exchange.

Section 2 – What is the impact?

4. Summary of anticipated impacts. *Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.*

	Potentially positive impact	Potentially negative impact	No disproportionate impact
Age	Y	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long-term conditions	Y	<input type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	Y
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	Y
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	Y
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	Y
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	Y
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	Y

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Section 3 – Recommendations and monitoring

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.

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

Yes Y No

No disproportionate negative impact identified for any group with a protected characteristic:

Section 6 – Knowledge management and publication

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

Reviewed by Head of Service/Service Manager	Name:	James Crouch
	Date:	14/07/20
Reviewed by Policy Service	Name:	Donna Reddish
	Date:	24/07/20
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

For Publication

Vision Derbyshire and Local Government Reform (LC000)

Meeting:	Council
Date:	14 October 2020
Cabinet portfolio:	Leader
Author:	Chief Executive

1.0 Purpose of the report

- 1.1 To advise Council of progress on partnership work being undertaken by Derbyshire County Council and the Derbyshire district / borough councils on the development of a new collaborative approach to delivering non-structural local government reform in Derbyshire (Vision Derbyshire).
- 1.2 To advise Council on the Government's plans to publish a White Paper on Devolution and Local Recovery, and of emerging responses to those plans from Derbyshire County Council and Derby City Council.

2.0 Recommendations

- 2.1 That Council approves Vision Derbyshire as the Council's preferred option for local government reform in Derbyshire at the current time.
- 2.2 That Council endorses the policy direction set out in the Vision Derbyshire 'Case for Change' and 'Proposition to

Government' documents and notes the emerging governance proposals, as drafted.

- 2.3 That Council authorises the Leader and Chief Executive to engage in further discussions at local, regional and national level to support and enable the full development of Vision Derbyshire as the preferred option for local government reform in Derbyshire.
- 2.4 That Council notes the Government's plans to publish a White Paper on Devolution and Local Recovery and the potential implications for local government reform in Derbyshire.
- 2.5 That Council notes the positions taken by Derbyshire County Council and Derby City Council ahead of publication of the Government's White Paper.
- 2.6 That Council authorises the Leader and Chief Executive to participate in discussions with other Derbyshire councils on any alternative proposals that may emerge to the Council's preferred option.
- 2.7 That Council asks the Leader and Chief Executive to prepare regular updating reports for Council on Vision Derbyshire, the Government's White Paper on Devolution and Local Recovery, when published, and on the details of any alternative proposals as they arise.

3.0 Reasons for recommendations

- 3.1 To enable the Leader and Chief Executive to engage in further discussions on the development of Vision Derbyshire as the Council's preferred option for local government reform in Derbyshire and to provide the Leader and Chief Executive with the agility to respond to alternative proposals

for local government reform that might emerge both prior to and post publication of the Government's White Paper on Devolution and Local Recovery.

4.0 Report details

Background

- 4.1 In June 2019, all 10 Derbyshire Councils (Derbyshire County Council, Derby City Council and the 8 Derbyshire district / borough councils) jointly commissioned Price Waterhouse Coopers (PwC) to undertake a programme of work to explore the appetite for collaborative working in Derbyshire. It was agreed that the new approach should look beyond traditional partnerships, towards a new collective and ambitious vision and model of collaboration, integration and shared leadership focused on achieving the greatest public value for local people and communities. The collaborative model is now known as 'Vision Derbyshire'.

Vision Derbyshire

- 4.2 For the past 18 months the Council's Leader, Chief Executive and a number of senior officers have actively engaged with PwC and colleagues from Derbyshire Councils to progress Vision Derbyshire.
- 4.3 In **Phase 1**, all ten Derbyshire councils worked together to identify shared priorities and consider the merits of strategic collaboration to improve outcomes for people and place. The level of ambition and appetite of councils to progress non-structural reform in Derbyshire was also tested. This programme of activity resulted in the development and agreement of:
- **Principles** for collaboration to guide future working; improve outcomes, speak with one voice, better

coordination, provide a viable alternative to unitarisation and deliver to be sustainable.

- **Areas for future collaboration** to provide a potential focus for future working; climate change, tourism, skills and employment, social mobility, economic prosperity.
- **Critical success factors** to drive a step change in approach/ways of working and accelerate the development of a truly different model of local government in Derbyshire; working at pace and building on momentum, working as a collective in a different physical and mental space from business as usual and strengthening and role modelling collaborative and collective leadership behaviours.

4.4 At a meeting of the Cabinet on 25 February 2020, members received a report detailing the outcomes of Phase 1 of the Vision Derbyshire programme of work. Cabinet resolved:

- that progress on the development of a new vision and new model of local government collaboration in Derbyshire be noted.
- that the agreed principles for collaboration and areas of potential focus for future working, as set out in the officer's report, be noted.
- that PwC's proposals for Phase 2 and Derbyshire County Council's suggested approach for sharing the costs of commissioning PwC to support Derbyshire Councils' to progress development of a new model of local government collaboration for Derbyshire be supported.
- that the Council's active participation in Phase 2 and the associated costs of supporting PwC to implement its proposals be approved.

4.5 At a meeting of Council on 26 February 2020, members agreed to fund the council's contribution of £17k from the Budget Risk Reserve.

- 4.6 Derby City Council, who participated in Phase 1, declined to participate in Phase 2, although the opportunity for the City Council to re-engage with Vision Derbyshire has remained open.
- 4.7 **Phase 2**, which commenced in March 2020 is now drawing to a close with several key outputs:
- The Vision Derbyshire 'Case for Change' (a copy of the Executive summary is attached at Appendix 1)
 - A high-level 'Proposition to Government' (a copy of the Proposition is attached at Appendix 2)
 - A co-authored letter from the Leaders of Derbyshire County Council and Derbyshire district / borough councils to Robert Jenrick MP, Secretary of State for Housing, Communities and Local Government requesting the opportunity to discuss Vision Derbyshire and gain Government support for the model as a viable alternative to structural reform (a copy of the letter is attached at Appendix 3).
- 4.8 The 'Case for Change' and 'Proposition to Government' describe an innovative approach to non-structural reform, focused around four key ambitions:
- **Seize innovation** - pioneering skills and technologies for a sustainable future economy.
 - **Establish relentless ambition** - creating opportunities for everyone in Derbyshire and making these visible.
 - **Build proactive communities** - harnessing the energy in Derbyshire's communities and empowering people to make change.
 - **Live and work sustainably** - committing to a zero-carbon footprint in our tourism, wider economy and ways of working.
- 4.9 The 'Case for Change' is a compelling, shared argument that reflects a collective commitment by Derbyshire County

Council and the Derbyshire district / borough councils to strategically collaborate and deliver improved outcomes for people and places. At this stage it is not a detailed business case or delivery plan.

- 4.10 The work on Phase 2 of Vision Derbyshire has coincided with the onset of the Covid-19 pandemic. This has served only to further accentuate the need for Derbyshire councils to work together collaboratively on response, recovery and renewal activities.
- 4.11 A number of key enablers to support and embed collaboration, such as leadership, culture, technology, workforce, customers, assets are identified as key components of the Vision Derbyshire approach and these underpin the potential organisational (£20 million to £66 million) and wider system benefits (£1.08 billion) that could be achieved if the new approach was to be taken forward.
- 4.12 A new formal governance model to support strong, efficient and effective decision making is also proposed. The new governance model would see the creation of a new Joint Committee for Vision Derbyshire (akin to the Joint Board that the Council established in 2008 with North East Derbyshire and Bolsover District Councils).
- 4.13 Under the draft proposals, the Leaders of each of the 9 constituent councils would represent their respective authorities on the Vision Derbyshire Joint Committee. The constituent councils would also need to determine which powers would be delegated to the Joint Committee. Any such changes to the Council's constitution will need to be carefully considered and endorsed at a future Council meeting prior to implementation.
- 4.14 Given the evident strength of commitment from all 9 councils to Vision Derbyshire and a strong, efficient and

effective governance model in place, the 'Case for Change' argues that, collectively, the councils should be able to rapidly transform the way they work together and what they offer to local people. At the heart of the 'Case for Change' is the belief that strategic collaboration of this non-structural form can improve outcomes, realise financial efficiencies and deliver the same benefits as structural reform without the administrative burden, financial cost, time delays and political upheaval.

- 4.15 As referenced in paragraph 4.7 above, a high-level 'Proposition to Government' (Appendix 2) has also been developed alongside the 'Case for Change' as a statement of intent from Derbyshire councils to Ministers and senior officials at the Ministry of Housing, Communities and Local Government (MHCLG). The 'Proposition' identifies a number of 'asks' of and 'offers' to Government. The 'asks' request specific freedoms, flexibilities and resources to deliver on the priority areas for collaboration, whilst the 'offers' outline the role the collaborative model will play in delivering better and more ambitious outcomes for less resource.
- 4.16 The 9 councils have also agreed to test the Vision Derbyshire approach through 3 Mobilisation Pilots. The themes for the pilots are:
- **Communications and Engagement** – To design a framework to deliver consistent and effective communications and engagement on Vision Derbyshire as a new model for local government reform in Derbyshire both within the nine councils and with partners.
 - **Economy** – To increase the business start-up rate in Derbyshire, providing funding, advice and opportunities for local people to seize their innovation and enthusiasm to support the Derbyshire economy to recover from the Covid-19 pandemic.

- **Communities** – To co-design an improved way for the 9 councils, their partners and the communities that they serve to come together and deliver better facilities and services for supporting independent living and addressing homelessness.

4.17 The Council is playing a full role with the pilots. Liz Cook, the council's Assistant Director for Housing is the lead officer (Chair) for the Communities pilot whilst Neil Johnson, Assistant Director for Economic Growth, and Donna Reddish, Assistant Director for Policy and Communications, respectively represent the council on the Economy and Communications and Engagement pilots.

4.18

Additionally, the Leader is the Member Sponsor for the Economy pilot and the Chief Executive is the Officer Sponsor for the Communications and Engagement pilot.

White Paper on Devolution and Local Recovery

4.19 In the Queen's Speech 2019, the Government announced its intention to publish a White Paper on Devolution and Local Recovery as a means to 'level up' all parts of the country and reduce regional inequalities. It had been anticipated that the White Paper would be published late September / October 2020, however, recent press reports suggest that the White Paper will not now be published until 2021.

4.20 While the formal content of the White Paper is not yet known it is widely expected that the Government will express a strong preference for establishing or even mandate the establishment of new mayoral combined authorities (like Manchester and the West Midlands) across England. The establishment of such regional bodies would be accompanied by attractive devolution deals with fresh funding to enable investment in infrastructure, skills,

transport and housing and powers handed down from Government to the Mayor and the Leaders of constituent councils. Understandably many regional and sub-regional geographies including the East Midlands are keen to explore such opportunities and the Council has, of course, been here before when members resolved that the Council should apply for full constituent member status of the Sheffield City Region Mayoral Combined Authority.

- 4.21 There has, however, been significant speculation that where councils wish to make the case for the establishment of new mayoral combined authorities, these councils would be expected to first set out their plans for structural reform of local government (i.e. unitarisation) within their respective geographies.
- 4.22 Simon Clarke MP, the then Minister of State for Housing, Communities and Local Government fueled this speculation in July 2020, with the following answer to a written parliamentary question: *“Building on the success of our directly elected city region Mayors, our English Devolution and Local Recovery White Paper will set out our plans for expanding devolution, creating more elected Mayors in England, giving them and existing Mayors the powers they need to lead economic recovery and long term growth, and more unitary local authorities with stronger town and parish councils to deliver sustainable local services.”*
- 4.23 Simon Clarke MP also tweeted on 15 July 2020: *“For those areas that want to establish a Mayoralty, it will be a precondition to establish unitary councils on a sensible footprint where these do not exist.”*
- 4.24 There was also speculation that Government would through the White Paper invite a small number of councils to take part in a first tranche of local government reform; and on

the basis of these councils submitting their proposals for unitary government by an agreed date that Government would place these geographies in the next tranche of areas for Mayoral Combined Authorities and devolution deals.

- 4.25 As has been reported in the local government trade press, this speculation led to a summer frenzy of council requests for invitations from the Secretary of State for Housing, Communities and Local Government to submit proposals for unitary government for England's county shires. The outcome has been open hostility between district, city and county councils over the optimum shape and size of local government reform for particular county geographies; ably supplemented by the campaigning arguments of the County Councils Network, District Councils Network and Centre for Cities.
- 4.26 Having fuelled the flames of the debate through the summer months, it would now appear that the Government are cooling on the matter of enforced unitarisation and the rhetoric has shifted more to *"there will be no local government reorganisation unless there is a high degree of strong and broad support across an area"*.
- 4.27 The impending publication of the White Paper promotes a pressing need to present the Vision Derbyshire 'Case for Change' and 'Proposition to Government', as a viable alternative to structural local government reform, at the earliest opportunity. As referenced at paragraph 4.7 above, a letter signed by the leaders of Derbyshire County Council and the 8 Derbyshire district / borough councils, requesting a meeting to discuss the approach was sent to Robert Jenrick MP on 4 September 2020. The Secretary of State has yet to respond to this request.

- 4.28 Thus it is not yet known whether Government will find collaborative models of local government reform such as Vision Derbyshire palatable as the underpinning structures to their stated ambition to establish mayoral combined authorities across England; though there are certainly examples, for example, the West Midlands where the extant mayoral combined authority works perfectly well above both two-tier and unitary forms of local government.
- 4.29 However, given the time and effort that the Leader, Chief Executive and other senior officers have put in over the past 18 months to developing Vision Derbyshire as a new model for local government in Derbyshire, it is felt important that the Council evidences its commitment to the approach. It is therefore recommended that Council approves Vision Derbyshire as the Council's preferred option for local government reform in Derbyshire at the current time.

Derbyshire County Council

- 4.30 Whilst Derbyshire County Council's Leader and Head of Paid Service have confirmed in writing their wish ... *"to build on everything that collaboration has achieved and present Vision Derbyshire as our preferred model to Government"*, in preparation for the release of the White Paper and following the Leader's involvement in a County Council only conversation with Government on 3 September 2020 where the potential opportunity of a Mayoral Combined Authority and devolution deal for the East Midlands was raised, Derbyshire County Council has recently resolved to give itself the latitude to pursue other options.

4.31

At hastily arranged meetings of Derbyshire County Council's Cabinet (15 September 2020) and Council (16 September 2020), the following resolutions were agreed, that Council:

- a) Notes the Government's intention to publish a Devolution and Recovery White Paper in Autumn 2020.
- b) Approves the consideration of the White Paper (once published) to assess the most appropriate response, in light of the details contained therein.
- c) Approves in principle, the Council's involvement in the development of a devolution deal for the East Midlands to support recovery, resilience and prosperity across the region.
- d) Approves Vision Derbyshire as the preferred route for local government reform, provided the conditions for this route as set out in the report are fully met.
- e) Approves proposals for the Leader of the Council to write to the Secretary of State to request an invitation to submit a proposal for a single tier of local government for the county in the event that Vision Derbyshire is not able to satisfy the Government's requirements for reform and a subsequent devolution deal.
- f) Mandates officers within the Council to prepare an alternative route for devolution and the development of a case for a single unitary for Derbyshire, should the conditions for the preferred route for local government reform outlined in recommendation d) not be fully met.
- g) Opposes any proposals for a new model of local government which disaggregates the county footprint due to service fragmentation and the breaking up of historical boundaries.

4.32 Within the reports to the County Council's Cabinet and Council, the Head of Paid Service also outlines the conditions for Derbyshire County Council's continued support for Vision

Derbyshire as its preferred route for local government reform in Derbyshire. These are that:

- a) The collaborative model proposed by Vision Derbyshire satisfies the Government's will for local government reform and allows for the progression of a devolution deal for the region; and
- b) All Derbyshire councils (excluding Derby City) agree to implement Vision Derbyshire in its entirety through a similar formal decision in a timescale which satisfies the Government's timetable for progression of a devolution deal for the region.

4.33 What this tells us is that if Vision Derbyshire does not meet the Government's requirements or if one of the 9 councils that are currently engaged cannot agree to move forward with Vision Derbyshire, then Derbyshire County Council is readying itself to submit a proposal to the Government to establish a county unitary authority for Derbyshire to replace Derbyshire County Council and the 8 Derbyshire district / borough councils.

4.34 There is also the sense that Derbyshire County Council is positioning itself so as to not be left behind in the race for future Government devolution deals for regional geographies (paragraph 4.24 above refers). It would ideally wish for the East Midlands to be in the next tranche of areas to be considered for Mayoral Combined Authorities and devolution deals.

Derby City Council

4.35 In parallel with the steps taken by Derbyshire County Council, the Leader of Derby City Council has separately written to Robert Jenrick MP requesting an urgent formal meeting to discuss the City Council's perspective in relation

to the impending White Paper and the potential for an East Midlands Mayoral Combined Authority.

- 4.36 In the letter, Cllr Chris Poulter also references as an imperative that he presents to the Secretary of State the potential benefits of Local Government Reorganisation to a wider Derby City area.
- 4.37 In an accompanying release to staff and partners, the Chief Executive references the Government's stated preference for new unitary councils to serve a population of between 300k and 600k, which is more than Derby's existing population; and to it being an opportune time to review local government arrangements in the City and the surrounding area.
- 4.38 This is clearly open to interpretation, but the accompanying press coverage referenced the wider area as potentially covering the district / borough geographies of South Derbyshire, Erewash and Amber Valley.
- 4.39 It is also understood that Derby City Council's Leader and Chief Executive have already opened conversations on this matter with their counterparts at South Derbyshire District Council and Erewash Borough Council.

Response of Derbyshire district / borough councils

- 4.40 The afore-mentioned activities have led to the Leader and Chief Executive engaging in multiple bilateral conversations with the Leaders and Chief Executives of other Derbyshire district and borough councils.
- 4.41 The overarching consensus is that now is not the right time for structural reform of local government in Derbyshire. At a time of national crisis, the priority must be to focus the

collective efforts of all Derbyshire councils on supporting the county's residents, businesses and communities through the now inevitable second wave of the Covid-19 pandemic rather than risk entering a phase of open hostility between councils and councillors; which will serve only to distract and take valuable resources away from the frontline services that our communities rely on.

- 4.42 Instead, the Leaders of Derbyshire's district / borough councils believe that Vision Derbyshire offers a viable alternative to local government reform; one that builds on the productive working relationship that the district and borough councils currently enjoy with Derbyshire County Council, which has served the public so well through the Covid-19 pandemic.
- 4.43 The Leaders' also consider there to be no reason why the evolution of Vision Derbyshire, as a new collaborative model of local government in Derbyshire, should in any way detract from the Government's ambition to devolve more powers and funding to regional and sub-regional bodies.
- 4.44 However, in light of the respective positions taken by Derbyshire County Council and Derby City Council, and the ongoing uncertainties around the timing of release, content and direction of the Government's planned White Paper on Devolution and Local Recovery, it is conceivable that alternative proposals may emerge in the coming months to the council's preferred option. These proposals are likely to involve structural reform of local government in Derbyshire.
- 4.45 It is therefore critical that the Leader and Chief Executive have the ability and agility to actively participate in discussions with other Derbyshire councils, the Government and other relevant partners and advisors in order to represent and protect the interests of the council; and also

the interests of the residents, businesses and communities of Chesterfield borough.

- 4.46 This might in time require the council to carry out its own options appraisal and develop its own proposals for local government reform; proposals that it considers to best meet the needs of the borough's residents, businesses and communities.
- 4.47 In asking for such authority, the Leader and Chief Executive commit to providing the Council with regular updating reports on Vision Derbyshire, the Government's White Paper on Devolution and Local Recovery and on the details of any alternative proposals as they arise.

5.0 Alternative options

- 5.1 The Council could resolve not to support the officer recommendation to approve Vision Derbyshire as the Council's preferred option for local government reform in Derbyshire.
- 5.2 If the Council was to do so, then it would automatically trigger Derbyshire County Council's fallback resolution to push ahead with proposals to establish a county unitary authority for Derbyshire to replace Derbyshire County Council and the 8 Derbyshire district / borough councils.
- 5.3 This approach would likely be contested by Derby City Council who would in all probability put forward different unitary proposals for an extended city geography and the rest of Derbyshire county.
- 5.4 If the Council was to resolve to dispense with Vision Derbyshire as its preferred option, then a further report for Council would need to be immediately prepared authorising

the Chief Executive to commission support to assist the council, with or without the involvement of other councils, to progress its own options appraisal and develop its own proposals for local government reform in preparedness for the Secretary of State potentially inviting councils in Derbyshire to develop proposals for structural local government reform (see Section 8.0 below for Legal considerations).

6.0 Implications for consideration – Council Plan

- 6.1 The ambitions of Vision Derbyshire align strongly with the council's Council Plan 2019 - 2023. Vision Derbyshire offers significant opportunities for achieving greater economies, efficiencies and effectiveness in how council facilities and services are delivered, in turn improving outcomes for our communities.
- 6.2 If the council was to have to engage in a programme of structural local government reform for Derbyshire, the council's councillors and officers would inevitably have to divert their attention away from the core delivery of facilities and services and the achievement of Council Plan priorities at a time when their efforts should be solely focused on supporting our residents, businesses and communities to recover from the devastating impacts of the Covid-19 pandemic.

7.0 Implications for consideration – Financial and value for money

- 7.1 At a meeting of Council on 26 February 2020, members approved a contribution of £17,000 from the Budget Risk Reserve to support the commissioning of PwC to take forward Phase 2 of Vision Derbyshire. No further financial contribution is sought at this time.

8.0 Implications for consideration – Legal

- 8.1 Section 101(5) of the Local Government Act 1972 provides powers for two or more local authorities to discharge functions jointly and, where they do, to arrange for the discharge of functions by a joint committee.
- 8.2 As referenced in paragraphs 4.12 and 4.13, the Vision Derbyshire 'Case for Change' proposes the establishment of a new Joint Committee for Vision Derbyshire to support strong, efficient and effective decision making. However, any proposed changes to the Council's constitution required to give effect to such a Joint Committee would need to be carefully considered and endorsed at a future Council meeting prior to implementation.
- 8.3 Section 2 of the Local Government and Public Involvement in Health Act 2007 enables the Secretary of State to invite any principal local authority, which would include Chesterfield Borough Council to submit proposals for structural local government reform, i.e. to replace existing councils for a specific geography with new unitary councils.
- 8.4 Should the Secretary of State be minded to respond to a request for an invitation(s) received from one or more councils to submit unitary proposals, then all affected upper and lower tier authorities would be invited to come forward with proposals.
- 8.5 From experience elsewhere in England, if the Secretary of State was minded to respond to Derbyshire County Council's request for an invitation to submit a county unitary proposal, i.e. to invite invitations, Chesterfield Borough Council would probably have 3 months to consider its options and put forward, potentially alongside other similarly minded

Derbyshire councils, what it felt to be the best unitary proposal for the people of Chesterfield.

- 8.6 The Secretary of State would then evaluate the proposals received against Government's established criteria for local government reorganisation and it is very likely that he / she would also have due regard to the aims and objectives of the forthcoming White Paper.

9.0 Implications for consideration – Human resources

- 9.1 No human resource implications have been identified at this stage.

10.0 Implications for consideration – Risk management

- 10.1 The implications from a risk management perspective have been set out fully within Section 4.0 of the report.

11.0 Implications for consideration – Community wellbeing

- 11.1 The Vision Derbyshire ambition sets out a stretching, future-focused and holistic commitment to improve key aspects of life for people in Derbyshire. The four commitment areas identified in paragraph 4.8 of the report and on pages 10 to 12 of the 'Case for Change' (see Appendix 1) align well with the Council Plan 2019 – 2023 'quality of life' priority, and also with the council's recently approved Covid-19 'strategic and community recovery approach'.
- 11.2 As is referenced in paragraph 4.17, the council's Assistant Director of Housing is currently chairing the Vision Derbyshire community recovery mobilisation pilot, which is an important test bed for the new collaborative approach. The pilot is currently looking at services for independent living and homelessness.

12.0 Implications for consideration – Economy and skills

- 12.1 The Vision Derbyshire ambition sets out a stretching, future-focused and holistic commitment to improve key aspects of life for people in Derbyshire. The four commitment areas identified in paragraph 4.8 of the report and on pages 10 to 12 of the 'Case for Change' (see Appendix 1) align well with the Council Plan 2019 – 2023 'making Chesterfield a thriving borough' priority, the council's Local Growth Strategy, and the council's recently approved Covid-19 'economic recovery strategy and action plan'.
- 12.2 As is referenced in paragraphs 4.18, the Leader is the member executive sponsor for the Vision Derbyshire economic recovery mobilisation pilot, which is an important test bed for the new collaborative approach. The pilot is currently looking at establishing a Derbyshire-wide Fund and aligned expert advice to encourage and support new business start-ups.

13.0 Implications for consideration – Climate Change

- 13.1 Climate Change has been identified as a priority area for early collaboration. Through transforming how the public sector works together, the ambition is for Derbyshire to exceed its climate change targets through an integrated approach incorporating low carbon tourism; transport; spatial planning and investment in low carbon industries.

14.0 Implications for consideration – Equality and diversity

- 14.1 Vision Derbyshire has the potential to deliver significant benefits for Derbyshire people through empowering them to take a proactive approach to managing their quality of life, health and wellbeing and working towards Derbyshire being

a fair society where everyone has opportunities which appeal to their ambitions.

- 14.2 As more detailed collaborative work is taken forward, all Vision Derbyshire projects and programmes will need to be assessed for equality and diversity impact.

Decision information

Key decision number	978
Wards affected	All

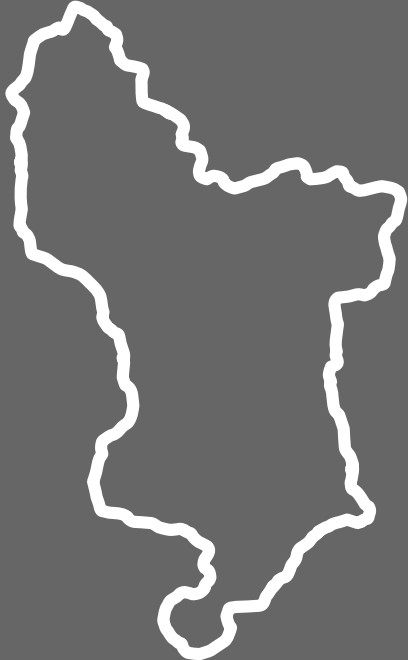
Document information

Report author
Huw Bowen – Chief Executive
Background documents
These are unpublished works which have been relied on to a material extent when the report was prepared.
Derbyshire County Council – Report of the Executive Director for Commissioning, Communities and Policy – Devolution, Vision Derbyshire and Local Government Reform (Cabinet, 15 September 2020)
Letter from Cllr Chris Poulter, Leader of Derby City Council to Rt. Hon. Robert Jenrick MP, Secretary of State for Housing, Communities and Local Government on Devolution and Local Government Reorganisation (8 September 2020)
Briefing note to Derby City Council staff and partners from Paul Simpson, Chief Executive on Devolution and Local Government Reorganisation (8 September 2020)
Appendices to the report

Appendix 1	Vision Derbyshire 'Case for Change' – Executive Summary
Appendix 2	Vision Derbyshire 'Proposition to Government'
Appendix 3	4 September 2020 Letter from the Leaders of Derbyshire County Council and the 8 Derbyshire district / borough councils to Robert Jenrick MP, Secretary of State of Housing, Communities and Local Government

DRAFT FOR DISCUSSION

Vision Derbyshire



Executive Summary
August 2020



Vision Derbyshire

Vision Derbyshire is our shared commitment across nine county, district and borough councils, to strategically collaborate to improve outcomes for people and places, speak with one voice as a county, and coordinate our resources better and more sustainably. We believe we can achieve this more effectively and efficiently together, rather than apart, and we have already begun working in this way.

Our opportunity

We believe strategic collaboration is the right way forward for Derbyshire because we recognise that with the right collaboration and mechanisms in place, we will be readily able to focus on the rapid transformation of the way Local Government works in Derbyshire to help deal with the immediate, medium and long term challenges being faced. There are advantages of two tier local government, in particular the ability to blend working at a hyper local level with a large strategic level. This has been exemplified through the pandemic crisis as Derbyshire councils have swiftly and effectively responded to local need as well as speaking with one voice in national forums.

Since the summer of 2019, we have been collectively building a shared commitment to making a step change in our collaboration, and the recent coronavirus crisis has strengthened our view to change.

We have developed Vision Derbyshire through collective engagement across nine councils. First, we agreed the principles underpinning collaboration and the priority areas for collaboration (climate change; tourism; economy; social mobility). Since then, through engagement across the nine councils, we have collectively developed a detailed case for change which outlines our intentions for Vision Derbyshire and how we will achieve our commitments. We have also commenced Vision Derbyshire pilots in specific areas to support our recovery from Covid-19 in relation to the economy and communities. The learning from the pilots has helped to inform our longer term proposals.

There is political will for Vision Derbyshire across multiple political parties, as our Leaders recognise this as the most effective way to improve outcomes for our people and places.



Vision Derbyshire

The impact

Fulfilling the ambition of Vision Derbyshire, and transforming our ways of working together, will have a significant impact on people, places and our organisations.

- **Derbyshire will be a fair society where everyone has opportunities** which appeal to their ambitions and are accessible through appropriate training routes.
- **People in Derbyshire will be better able to manage their quality of life, health and wellbeing**, through being empowered to take a proactive approach in managing this for themselves.
- **Derbyshire will exceed its climate change targets** through an integrated approach incorporating low carbon tourism; transport; spatial planning and investment in low carbon industries.
- **Derbyshire will develop an inclusive and diverse economy** through investment in new industries through businesses and training opportunities, reducing reliance on a small number of sectors and mitigating future risk.
- **Communities will drive sustainable change and will be empowered** through access to better opportunities; devolved decision making and budgets.

The estimated impact to the wider system (Derbyshire's economy, public sector and communities) is in the region of £1.08bn.

Through strategic collaboration, Vision Derbyshire councils will transform ways of working, identifying significant benefits. Vision Derbyshire councils will:

- Enable a simpler and more coherent experience for customers
- Improve staff satisfaction through removing barriers for staff which will enable collaboration, efficiency and effectiveness
- Increase service performance through a transformed culture
- Enable a stronger local government voice across the county and at a national scale.

The estimated financial benefit to Vision Derbyshire councils is in the region of £20.0 - £65.9m.



A viable alternative to reorganisation

We believe Vision Derbyshire is a viable alternative to structural reorganisation in local government.

Other councils aim to achieve holistic place-based working, financial efficiencies and improved outcomes through local government reorganisation. We believe that by focusing on strategic collaboration, Derbyshire can improve outcomes and realise financial efficiencies, delivering the benefits of reorganisation without the administrative burden, financial cost, time delays and political upheaval.

Local government structural reform can be a disruptive and lengthy process, requiring upfront investment of time and resources to agree and build new organisational structures. This can result in a preoccupation with organisations themselves and how they are structured, taking focus away from the people and places they serve. We recognise that the councils, their Leaders and Officers, are direct representatives of local people, there to serve the public in the most effective way. Vision Derbyshire, with its cross-party support, has been an active choice for leadership across Derbyshire. We have taken the time to build agreement, and form a foundation of consensus. We believe we can achieve better outcomes for people and places in Derbyshire via this alternative, non-structural reform route.

We can achieve similar improvements to LGR in terms of streamlining decision making and aligning strategies while retaining the benefits of a two-tier model. Our two-tier structure offers a breadth of skills, diversity and talent, and our local presence means we have a deep understanding of the assets and needs of our communities. This has enabled us to quickly and effectively respond to the recent pandemic, and we see this as a significant asset in better understanding and serving our communities.

It should be noted that should Derbyshire wish to take advantage of future opportunities for structural reform, this door is still open. We anticipate the Vision Derbyshire ambition for people and places will not change, and the consensus built through Vision Derbyshire will remain in place over the long term.

Our Derbyshire context: National

National Context

Our society faces unprecedented challenges.

- The 2020 coronavirus pandemic has irreversibly altered global society as well as national priorities, affecting every aspect of people's lives and changing our perception of how to achieve better outcomes for people and places.
- Our changing climate and obligation to reduce greenhouse gas emissions is a requirement on all national institutions, which will impact on every individual, and has the potential to radically change our laws and lifestyles.
- At the end of 2020, the UK will leave the EU, transforming our relationship with the countries across Europe, affecting trade, laws and human rights and freedoms for everyone in the UK.
- The demographic trend towards an increasingly older population is set to continue for a number of decades, the need for a society which can manage this demographic shift is pressing.
- There is increasing demand for local public services, underlining the importance of empowering a younger generation to support this shift financially and societally.

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The UK Government is responding to the economic impact of Covid-19 and will need to intervene in significant ways to manage this fall out. This needs to happen at a time when the pressure on public sector finances is particularly acute. The Government is committed to an agenda of devolution for Local Government, changing the relationship with regional and local institutions, and will clarify its position in a white paper in autumn 2020. The social and economic impact of Covid-19 is far reaching and governments, including the UK government are going to need to intervene in significant ways to manage the fall out. This needs to happen at a time when the pressure on public sector finances is particularly acute. We recognise that the purpose and role of Local Government in Derbyshire must be embedded in this national context.

If these changes are to be managed over the long-term, and if we are to take opportunities from these changing circumstances to do better for people in our place, Local Government must be relevant, recognisable, effective and sustainable. This national context is therefore a key driver for Vision Derbyshire.

Our Derbyshire context: Local

Local Context

In Derbyshire, we understand our context. We are aware of where we deliver positive outcomes: our residents feel safe in the place, have physical health in line with national averages, and are able to provide affordable housing. We also know where we could do better for people and places: we rank low nationally for social mobility, our manufacturing-focused economy is at risk from automation and we have a higher than average CO₂ output per person.

The coronavirus pandemic has had, and will continue to have, a significant impact on our people, place and councils in Derbyshire. There will be short, medium and long-term impact to manage. In the short term, we need to identify and support those in our communities who are most at risk either from the virus itself or the impact of societal changes such as lockdown, while harnessing the energy and enthusiasm our communities have demonstrated in supporting one another throughout the crisis. We also need to adapt the way we deliver and fund our services to be appropriate to managing the impact of the virus in the future, for instance accommodating social distancing rules and reduced council income. In the short to medium term, we need to recover our local economy and quickly adapt to key shifts for instance, more home working and a reduction in high street spending. Long term, we need to adapt Derbyshire's economy and societal fabric to be ready for future waves of this pandemic.

We recognise that as the Vision Derbyshire councils, we share a responsibility to the residents of Derbyshire, and to each other, during times of crisis and long into the future. Across the nine county, district and borough councils in Derbyshire we have a track record of collaborating to improve outcomes for people and help to make our councils more sustainable. This includes shared services for our residents, and shared resources for our organisations. Since the summer of 2019, we have been collectively building a shared commitment to making a step change in our collaboration, and the recent coronavirus crisis has strengthened our view to change. As Leaders and Chief Executives of the nine county, district and borough councils, we recognised the political will and administrative obligation of collaboration, and collectively agreed to collaborate strategically and by default.





What Vision Derbyshire will achieve (1)

We have a collective Vision Derbyshire ambition. Vision Derbyshire is about going beyond organisational boundaries to work for Derbyshire as a whole, and our ambition reflects both what we intend to achieve, and how we intend to achieve it.

At the heart of Vision Derbyshire, collaboration and innovation come together to improve outcomes. The Vision Derbyshire ambition sets out a stretching, future-focused, holistic commitment to improve key aspects of life for people in Derbyshire. Our ambition takes into account Derbyshire's unique features as a place, the needs of our local people, and combines this with our understanding of the key opportunities and threats we face externally.

This ambition is outlined in the following four commitment areas:

- 1 **Seize innovation** - pioneering skills and technologies for a sustainable future economy.
- 2 **Establish relentless ambition** - creating opportunities for everyone in Derbyshire and making these visible.
- 3 **Build proactive communities** - harnessing the energy in Derbyshire's communities and empowering people to make change.
- 4 **Live and work sustainably** - committing to a zero carbon footprint in our tourism, wider economy and ways of working.

1 Seize innovation

We will seize innovation, pioneering skills and technologies for a sustainable future economy.

- *We will have a strong, resilient and inclusive economy that is not too reliant on any one sector. There will be a balance of multiple, diverse geographical areas that all contribute to Derbyshire's polycentric, knowledge-based and innovative economy.*
- *We will innovate first, and there will be incentives for solutions to big issues. This will be participative, and we will incubate innovation with a diverse range of communities across Derbyshire.*
- *We will create strong connections and networks between entrepreneurs, larger businesses, researchers and investors to share, co-create and build on success. These hubs will become a huge asset to our people and form new communities.*
- *We will harness our assets to connect with local, national and international institutions, to nurture talent in Derbyshire, and attract diverse talent from outside.*
- *Derbyshire's businesses, large and small, will be responsible leaders in the place, developing ideas to help achieve Vision Derbyshire's ambitions and driving action.*
- *A social mobility taskforce will put equal opportunity at the heart of this collaborative activity.*



What Vision Derbyshire will achieve (2)

2 Establish relentless ambition

We will establish relentless ambition, creating opportunities for everyone in Derbyshire and making these visible.

- *We will make opportunities visible from an early age, breaking down systemic barriers to social mobility and providing role models for success, who will be a reflection of Derbyshire's diverse communities.*
- *Alignment between employers and educators/places of learning will be much stronger so that young people acquire the best skills, knowledge, and tools to meet the demands of the future economy.*
- *We will ensure that every child has equal and plentiful opportunities to thrive and excel at home, in the classroom and beyond.*
- *We will communicate the value of quaternary skills to Derbyshire's future economy.*
- *We will prioritise the creation of attractive job opportunities which align to our green economy plans and diverse industries, and provide a variety of leisure and relaxation opportunities; to attract and retain talent.*
- *We will have clearly articulated unique selling points and areas of specialty. Organisations will want to locate in Derbyshire to fulfil their ambitions.*

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3 Build proactive communities

We will build proactive communities, harnessing the energy in Derbyshire's communities and empowering people to make change.

- *Communities across Derbyshire will be given the permission, tools and power to drive change for themselves.*
- *We will work with the VCS to support proactive efforts from the community to build trust between formal and informal volunteering networks.*
- *Councils will ensure that all communities are heard equally and their voices have parity with councils', recognising that more vulnerable members of society may have less agency or confidence to speak out directly.*
- *We will recognise our influence in all policy areas and build a 'health and wellbeing/health inequality lens' into policies as a key factor in all decision making, encouraging residents to make positive choices. Good communications, simple information, and 'nudge' approaches will also help support this.*
- *Derbyshire and the East Midlands must coordinate county-wide and regional strategies to spread awareness about an issue faced across boundaries, to co-develop effective and evidence-based approaches, and jointly utilise funding sources.*



What Vision Derbyshire will achieve (3)

4 Live and work sustainably

We will live and work sustainably, committing to a zero carbon footprint in our tourism, wider economy and ways of working.

- *Housing provision in Derbyshire will be fully aligned to the long-term view of communities, the economy, and sustainability.*

In Derbyshire, individuals and communities will make proactive, conscious choices to live and work sustainably in all aspects of their lives.

- *Businesses will be responsible for developing sustainable methods to minimise environmental impact as a prerequisite of their role in co-developing our economic strategy.*

- *Derbyshire has an ambitious and powerful climate change agenda that is leading the way across English counties to become the first net zero county by 2050. Derbyshire will continue to have a clear voice in national and regional forums to share best practice and learn from others, adopting an environmental lens across all policies.*

- *Derbyshire will be the prime tourist destination for sustainable and eco-tourism. It attracts visitors from both the UK and abroad. Tourists come to visit Derbyshire due to the plethora of attractions and tailored services for tourists with a range of interests.*

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The impact on Derbyshire’s people and places (1)

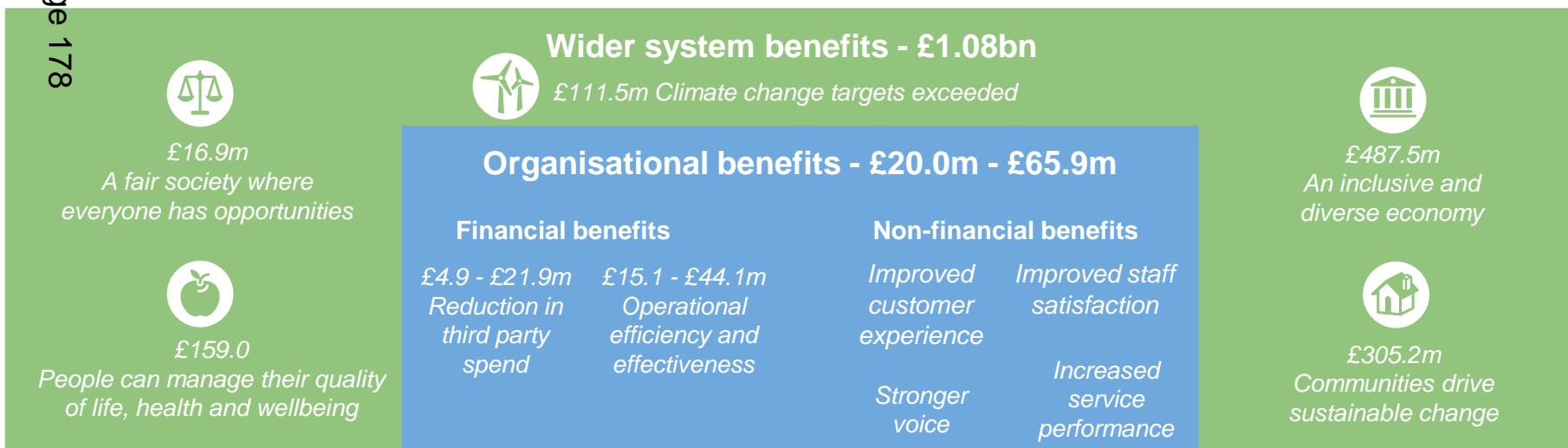
Fulfilling the ambition of Vision Derbyshire, and transforming our ways of working together, will have a significant impact on people, places and our organisations. Given the contextual challenges we are facing with a post-pandemic economic downturn and uncertainty around local government funding and income, it is critical Vision Derbyshire delivers tangible benefits, quickly. While typical structural reform would focus on consolidation of existing council functions and realising straightforward efficiency savings (albeit this can also provide an opportunity to deliver transformation), Vision Derbyshire has a more ambitious agenda of outcomes-focused transformation across a range of functions. As a result, the impact of Vision Derbyshire on the wider system can be estimated alongside benefits to the councils themselves, with the benefits incorporating innovation in ways of working as well as straightforward consolidation.

The impact has been categorised into two for this Case for Change:

- I. **Wider system benefits** accruing to Derbyshire’s wider communities, economy and public sector system. This includes the outcomes that will be improved across the people and places of Derbyshire, and a quantification of this impact.
- II. **Organisational benefits** accruing to the Vision Derbyshire councils. There are both financial and non-financial benefits.

These lenses are not mutually exclusive and there is likely to be a degree of overlap between the organisational and wider system benefits. There will be one-off costs required to help fund the transformation, as outlined in chapter 4 of this document.

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The impact on Derbyshire's people and places (2)

Vision Derbyshire will deliver significant benefits for both the wider system and the organisations.

Wider system benefits



People in Derbyshire will be better able to **manage their quality of life, health and wellbeing**, through being empowered to take a proactive approach in managing this for themselves.



Derbyshire will be **a fair society where everyone has opportunities** which appeal to their ambitions and are accessible through appropriate training routes.



Derbyshire will **exceed its climate change targets** through an integrated approach incorporating low carbon tourism; transport; spatial planning and investment in low carbon industries.



Derbyshire will develop an **inclusive and diverse economy** through investment in new industries through businesses and training opportunities, reducing reliance on a small number of sectors and mitigating future risk.



Communities will drive sustainable change and will be empowered through access to better opportunities; devolved decision making and budgets.

Estimated financial benefit:

£1.08bn

Organisational benefits



Vision Derbyshire will enable a simpler and more coherent experience for **customers**.



Vision Derbyshire will **improve staff satisfaction** through removing barriers for staff which will enable collaboration, efficiency and effectiveness.



Enablers as part of Vision Derbyshire, such as culture, business insight and analytics and performance management, will **increase service performance**.



Vision Derbyshire will enable a **stronger local government voice** across the county and at a national scale.

Estimated financial benefit:

£20.0 - £65.9m

Our commitment to working together differently (1)

Working together through Vision Derbyshire will enable us to have a much bigger impact on the lives of Derbyshire's people and places. The ambition cannot be achieved by individual organisations working in silos.

We will consider the whole place and all tiers of government when addressing systemic challenges, collaborating by default:

- *We will be outcomes-focused in all of our collaboration, maintaining focus on people and places, not organisational boundaries.*
- *We will collaborate on a regional, county-wide and local footprint, blending approaches to achieve outcomes in a multi-faceted way, and balancing local delivery with delivery at scale.*
- *We won't simply do the same activities together, we will innovate, actively considering the role of the council in relation to partners and communities in delivering outcomes.*
- *Our collaboration will allow us to speak with one voice as Derbyshire in all forums, making our offer clear.*
- *We will share resources, responsibility and decision making, and delivery of services.*
- *We will prioritise choices consistently, making better use of our scarce resources.*

We know that to effectively collaborate, and achieve this stretching ambition, we must transform *how* we work both as individual organisations and as a collective.

We will fundamentally transform our ways of working to enable effective strategic collaboration:

- *We will develop an organisational culture where everyone collaborates by default across all councils.*
- *We will unify our approach to customer service and experience across all councils in Derbyshire ensuring a consistent experience for all residents.*
- *We will align our technological and physical assets to enhance our efficiency and make best use of scarce resources.*
- *We will integrate our business insight and performance measurement information to develop a shared basis for decisions and evaluation.*
- *We will share career and training opportunities across the workforce of all councils, and align incentives.*
- *We will take advantage of economies of scale in our commissioning and procurement, sharing negotiation and contracts to get best value for money for people in Derbyshire.*
- *We will develop strategy and policy collaboratively, recognising there will be instances where a localised approach is needed.*
- *We will view our organisational transformation as a means to an end in achieving better outcomes for people and places in Derbyshire.*

Our commitment to working together differently (2)

Transforming our ways of working

We have agreed milestones over a 5-year period to drive transformation in our ways of working together as councils. Below are some of the key milestones we have agreed over the next 2 years.

- *We will have designed a consistent customer strategy and experience for all Derbyshire residents.*
- *We will have established a shared set of cultural values and ways of working.*
- *We will have gathered the requirements we need for shared technology systems.*
- *We will have established shared KPIs for Vision Derbyshire, assessed our business insight capabilities, and set a high level design for our future needs.*
- *We will have a shared approach to strategy development, and transformation, across all our councils.*

Our commitment: Governance

We know that to achieve this ambition and improve outcomes for people and places in Derbyshire, we must have clear, strong governance which enables efficient, effective decision making.

We will use every legislative power available to provide the necessary governance to transform our services and improve our offer to local people. We believe that at the heart of the new model of local government, will be **a single Joint Committee for Derbyshire councils**, to be known as the Vision Derbyshire Joint Committee.

This Joint Committee will:

- Provide **collective leadership** for Derbyshire
- Progresses **shared ambitions** for the area
- **Work together** to tackle the issues and challenges outlined in this case for change.
- Enable agile, timely and effective decision making

It is proposed that each constituent council's Leader will represent their authority on the Joint Committee. One of the first tasks of the constituent councils will be to determine which powers are to be delegated to the Joint Committee.

These new governance arrangements will demonstrate our commitment to collaboration and aims to ensure that across Derbyshire constituent members are working together to build effective solutions to and share responsibility for the challenges we face.

Effective governance is also not about just aggregating functions, Vision Derbyshire will look to ensure local services are relevant and meaningful to local people. Consideration will be given to establishing sub-committees or advisory committees at a local level, for the purpose of discharging functions at the most appropriate level.

Sources: Legal Advice provided by Geldards to the County Council on 16th August 2020

We will be working over the coming months to detail which powers are to be delegated to the Joint Committee and to further clarify and strengthen this approach against the aims of Vision Derbyshire.

These arrangements would, as a minimum:

- Establish joint arrangements to exercise authority across **all local authorities**
- **Meet frequently** to maintain pace and momentum
- Have members appointed by each authority to ensure **accountable representation**
- Vote by a simple majority in all matters to ensure swift and **effective decision making**.

As this approach develops and the new governance arrangements begin to exercise their functions, Vision Derbyshire will look in the future to how partners can be co-opted to increase collaborative working. It will also lobby government, for the provisions of statutory powers to employ staff and hold assets and funding, like those of a Combined Authority.

Joint Committees

Section 101(5) of the Local Government Act 1972 provides powers for two or more local authorities to discharge functions jointly and, where they do, to arrange for the discharge of functions by a joint committee.

Establishing a joint committee can be an effective practical way for local authorities to streamline decision making, by providing for decisions to be taken by the joint committee, rather than needing to go to each individual authority for decisions.



Improving outcomes over ten years and beyond

Vision Derbyshire is a journey. We want to start this journey by prioritising several flagship priorities, which we aim to achieve in the first 2 years. These key milestones for these are shown below. We have prioritised these milestones either because they will achieve change fast, or because they are a foundational step towards achieving a larger change.

Seize innovation	Establish relentless ambition	Build proactive communities	Live and work sustainably
<p>We will have partnerships in-place with education institutions to develop knowledge-based innovation, support new industries, and raise skill levels, and with businesses to incubate and harness SME innovation.</p> <p>We will have agreement with our regional counterparts on the key future industries for our place, and a corresponding Derbyshire economic strategy that attracts inward investment in key technologies and innovation.</p>	<p>We will have partnerships with academic institutions, and have mapped innovative career pathways for young people in Derbyshire.</p> <p>We will have a Social Mobility Commission, with agreed county-wide initiatives to work on with partners, aimed at raising young people's aspirations.</p>	<p>We will have a joint framework for how councils and communities work together, and will have key community assets mapped across the whole county.</p> <p>We will have a framework for learning setup at the local, county and regional levels to adopt best-practices and share successes.</p> <p>We will have a county-wide strategy to support community-led adult education</p>	<p>We will have a joint strategic housing plan across the county based on modelling of future population demand and industries.</p> <p>We will have green public transport gateways developed to access the national park.</p> <p>We will have jointly prioritised procurement of green technologies.</p> <p>We will have a regional forum set up to understand how to tackle climate change across the regions.</p> <p>We will have incubation spaces for green entrepreneurs to help them obtain grants/funding.</p>

Our asks of Government

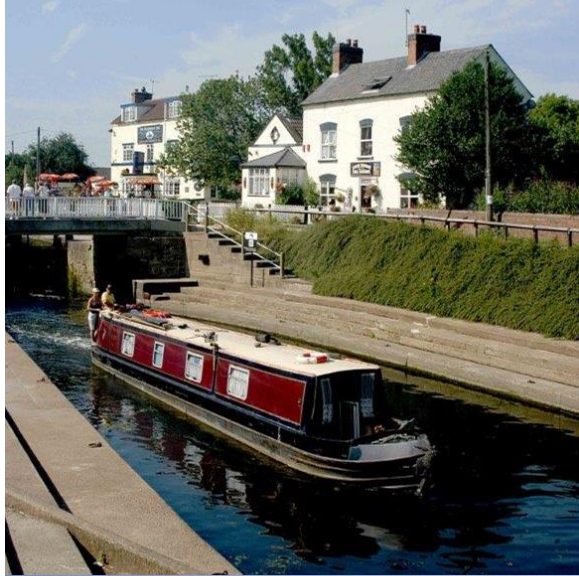
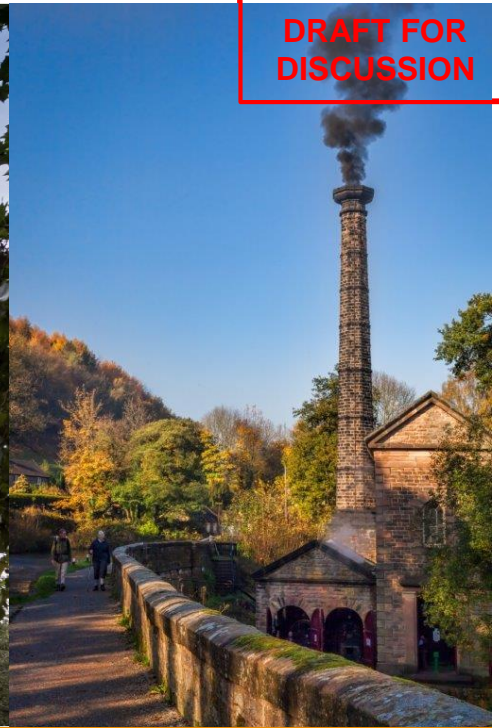


In order to deliver Vision Derbyshire, and our flagship priorities, we will need support from Central Government. The nature of this support will evolve as Vision Derbyshire progresses so an open dialogue with government will be required. Our current asks of government are highlighted below:

Our asks:

- Support for Vision Derbyshire from Government- As Vision Derbyshire is a new model, and an alternative to unitarisation we are asking the government to recognise this and support us in achieving our ambitions.
- An opportunity to continue a dialogue around our asks as Vision Derbyshire evolves- As we continue to progress Vision Derbyshire's flagship priorities and the wider ambition, there may be further asks in terms of finances, support or power. We would value the opportunity to keep an open dialogue with government for when these discussions are needed.

Seize innovation	Establish relentless ambition	Build proactive communities	Live and work sustainably
<ul style="list-style-type: none"> • Devolved powers for post-16 skills agenda • Digital connectivity investment • Resources, funding and expertise from Government to guide and support strategic investment in key new industries 	<ul style="list-style-type: none"> • Power over criteria for apprenticeship schemes to reflect the businesses we have and the diversity we want to achieve in our economy • Flexibility in use of education/skills funding to subsidise courses and increase uptake in innovative courses - area based review for Derbyshire 	<ul style="list-style-type: none"> • Greater devolution of Public Health responsibilities at the local level and devolution of all public health functions including those under section 7A of the Health and Social Care Act 2012. • Additional investment to pump prime public health aspirations, building on our successful localities programme and Thriving Communities approach, to reduce health inequalities. • Assurances around EU prosperity funding 	<ul style="list-style-type: none"> • Strategic planning powers for spatial planning on a Derbyshire-wide footprint, including housing development and transport • Power over transport franchises to introduce smart ticketing and sustainable options on a Derbyshire-wide footprint • Direct investment in housing development • Powers to raise capital through investment loans to support development



Vision Derbyshire

A united commitment to strategic collaboration between Vision Derbyshire councils to improve outcomes for people and places.



Vision Derbyshire



Vision Derbyshire is our shared commitment across nine county, district and borough councils*, to strategically collaborate to improve outcomes for people and places, speak with one voice as a county, and coordinate our resources better and more sustainably.

A new model for local government

Vision Derbyshire provides an alternative to unitarisation. Local government structural reform can be a disruptive and lengthy process, requiring upfront investment of time and resources to agree and build new organisational structures. We believe we can achieve better outcomes for people and places in Derbyshire via this alternative, non-structural reform route. We have the political commitment from our Leaders across both political parties to make this new model a reality.

An ambitious opportunity to improve outcomes

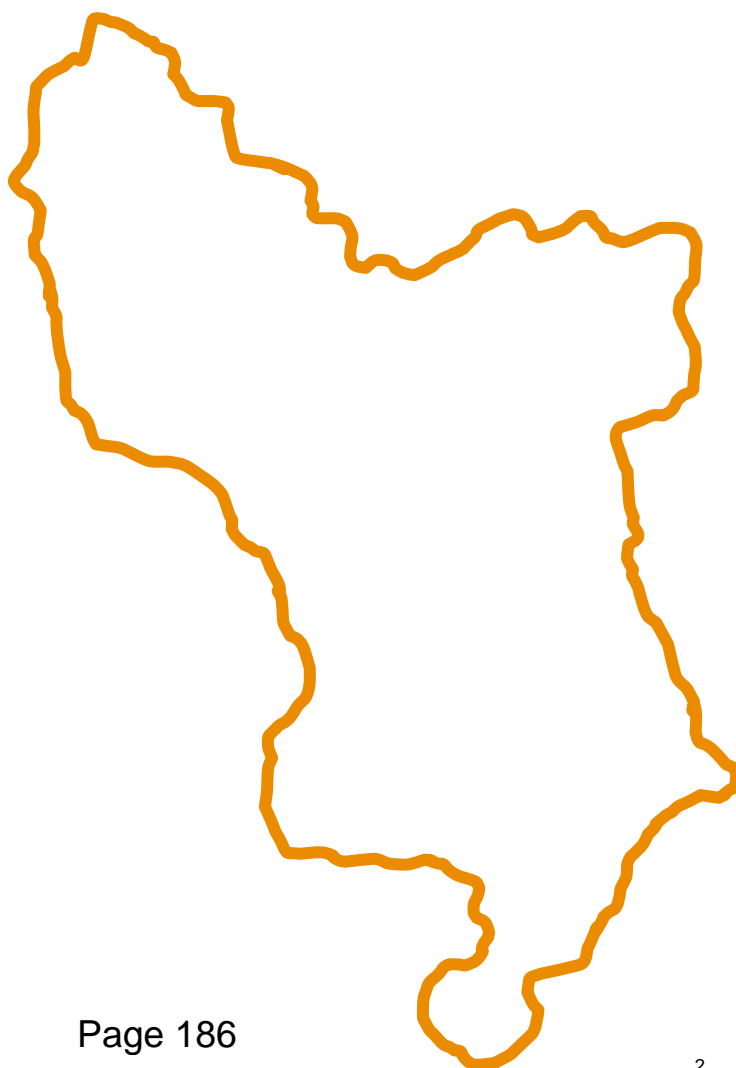
Our ambition for Derbyshire, based on extensive research, provides an opportunity to fundamentally change the lives and outcomes for people and places in Derbyshire.

An ability to speak with one voice

We recognise the importance of us being able to speak with one voice to our residents in order to provide them a clear and consistent customer experience. Vision Derbyshire will also enable us to speak with one shared voice regionally and nationally, and have greater impact in these forums.

A sustainable model for the future

Vision Derbyshire will make our councils more sustainable with an estimated financial benefit to Vision Derbyshire councils in the region of £20.0-65.9m. The model will also impact the wider system (Derbyshire's economy, public sector and communities) in the region of an estimated £1.08bn.



*Amber Valley Borough Council, Bolsover District Council, Chesterfield Borough Council, Derbyshire County Council, Derbyshire Dales District Council, Erewash Borough Council, High Peak Borough Council, North East Derbyshire District Council, South Derbyshire District Council.



Vision Derbyshire's impact

Through fulfilling the ambition of Vision Derbyshire, and transforming our ways of working together, we will have a significant impact on people, places and our organisations.

For people and places, Vision Derbyshire will:

- Create a fair society for Derbyshire where everyone has opportunities
- Enable people to better manage their quality of life, health and wellbeing
- Exceed climate change targets for people
- Develop an inclusive and diverse economy for Derbyshire
- Empower communities to drive sustainable change

£1.08bn

in wider system benefits for Derbyshire

We will enable efficiencies and improved effectiveness for Vision Derbyshire councils including:

- Enabling a simpler and more coherent experience for customers;
- Improving staff satisfaction through removing barriers for staff which will enable collaboration, efficiency and effectiveness;
- Increasing service performance through a transformed culture;
- Enabling a stronger local government voice across the county and at a national scale.

£20-66m

in estimated financial benefits for Vision Derbyshire councils



A catalyst for change

We know where we deliver positive outcomes, but we also recognise where we could do more for people and places.

We have conducted extensive data analysis to identify our current strengths and weaknesses, alongside opportunities and threats. This has enabled us to understand our own Derbyshire Context.



73% of people in Derbyshire feel 'very safe' or 'fairly safe'.

13%

A total of 13% of LSOAs in Derbyshire fall within the most deprived 20% nationally.



Derbyshire has strong business survival rates of 64% of firms in existence after 3 years compared with 61.4% for England.



The manufacturing industry accounts for 18.9% of employment in Derbyshire.

33.6m

Derbyshire has a large Visitor Economy welcoming 33.6m visitors and generating £1.7bn in 2017.



Houses are 19% more affordable in Derbyshire than nationally.

Reflecting the national picture

These outcomes need to be understood alongside the wider national picture. For example, we recognise that Covid has the potential to widen the inequalities in terms of deprivation. However, Covid has also highlighted the power of our communities, as they have rallied to support one another during the pandemic. We also recognise the potential impact of Brexit, and what this may mean for the future of Derbyshire's economy. Furthermore, we understand the current climate crisis, and how we in Derbyshire need to demonstrate our councils', businesses' and residents' commitment to tackling this. We have built this context into our understanding of the lives of people in Derbyshire.

We recognise that as Vision Derbyshire councils we share a responsibility to the residents of Derbyshire, and to each other. Across the nine councils in Derbyshire we have a track record of collaborating to improve outcomes for people and help to make our councils more sustainable. We are committed to building on these foundations, including creating shared services for our residents and shared resources for our organisations, in order to further improve outcomes for people and place.

This commitment has fuelled our Vision Derbyshire ambition.

Building Vision Derbyshire



We have taken time to build a strong commitment to Vision Derbyshire. This provides a once in a lifetime opportunity to transform outcomes for people and places of Derbyshire.

Since Summer 2019, we have been collectively building a shared commitment whilst designing a new model of local government for Derbyshire. We believe we can achieve more effectively and efficiently together, rather than apart, and we have already begun working in this way. The recent coronavirus crisis has further strengthened our view to change and demonstrated the effectiveness of our model.

We have:

- **Designed an aspirational ambition for Derbyshire** based on analysis of current state and future trends which sets out the outcomes we want to achieve for people and places
- **Made a shared commitment to fundamentally transform our ways of working** including designing a new model of governance
- **Designed a series of flagship priorities** to demonstrate the immediate value of Vision Derbyshire
- **Demonstrated the potential success of Vision Derbyshire** through applying our new ethos and way of working to tackling the homeless challenge as a collective during Covid. We also have launched 3 cross-council pilots to demonstrate Vision Derbyshire's impact across key areas of: economic recovery, community recovery and engagement and communications.



An alternative to unitarisation



Vision Derbyshire is a viable alternative to structural reorganisation in local government.

Other councils aim to achieve holistic place-based working, financial efficiencies and improved outcomes through local government reorganisation. We believe that by focusing on strategic collaboration, Derbyshire can improve outcomes and realise financial efficiencies, delivering the benefits of reorganisation without the administrative burden, financial cost, time delays and political upheaval of structural reorganisation.

Vision Derbyshire can demonstrate a compelling case against the government requirements for structural reorganisation:

- **Improved outcomes and services**

Our ambition sets out 5 key outcomes which we will relentlessly work to achieve:

- A fair society where everyone has opportunities
- Climate change targets exceeded
- An inclusive and diverse economy
- People can manage their quality of life, health and wellbeing
- Committees drive sustainable change

We will make progress against these outcomes in the immediate, medium and long term.

- **Value for money and efficiency**

We are committed to transforming how our organisations operate, including our service delivery and enablers, in order to create efficiencies and better value for money, whilst also improving outcomes.

- **Stronger and more accountable leadership**

We are developing new governance processes to ensure we are collectively accountable. We will also enable stronger strategic and local leadership which we can flex between dependent on the outcomes we are looking to address.

- **Delivery financial savings**

We will save our councils an estimated £20-65m by creating a more efficient and sustainable model for the future.

- **Broad stakeholder support**

We have strong commitment from across the both sides of our political leadership to make Vision Derbyshire a reality.

- **Immediate and long-term sustainability**

Vision Derbyshire's more efficient model will provide us sustainability in the immediate and long term with benefits being released throughout the next 5 years.

Our ambition for Derbyshire

Vision Derbyshire is about going beyond organisational boundaries to work for Derbyshire as a whole.

A fair society where everyone has opportunities

Climate change targets exceeded

An inclusive and diverse economy



Seize innovation

- Derbyshire will seize innovation to pioneer the skills and technologies of the future.
- The economy is diverse and supports ambitions regionally, county-wide and locally.
- People seek out and create innovative opportunities.
- Derbyshire pioneers new industries of the future and grows the skills to support them.
- Businesses in Derbyshire are at the forefront of decisions, and are aligned to our outcomes.



Establish relentless ambition

- Derbyshire will be the home to ambitious and empowered communities.
- Every young person in Derbyshire has opportunities which inspire them.
- People in Derbyshire have relevant, future-proofed expertise and skills.
- All children in Derbyshire start school with a good level of development.
- Derbyshire is a high-knowledge economy with plenty of quaternary job opportunities.
- Businesses want to invest, innovate and grow in Derbyshire first.



The Vision Derbyshire ambition sets out a stretching, future-focused, holistic commitment to improve key aspects of life for people in Derbyshire. Our ambition takes into account Derbyshire's unique features as a place, the strengths of our local people, and combines this with our understanding of the key opportunities and threats we face externally.

People can manage their quality of life, health and wellbeing

Communities drive sustainable change



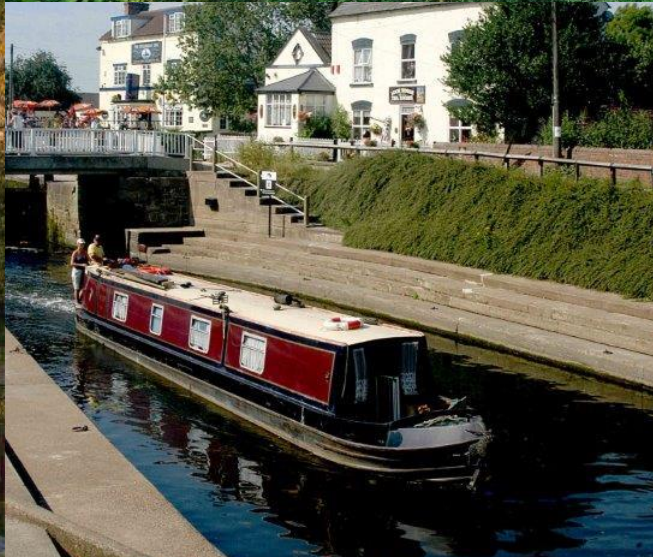
Build proactive communities

- The energy and proactivity that exists in Derbyshire is seized and emulated in future initiatives.
- Derbyshire's communities are self-sufficient and take on responsibility for change.
- All voices in Derbyshire are heard equally.
- Derbyshire has rich, shared insight into its communities which inform decisions.
- People are informed and able to make positive lifestyle choices.



Live and work sustainably

- Embedding balance and sustainability in it approaches, allowing Derbyshire to withstand future challenges and create room to grow.
- Derbyshire's housing drives good wellbeing and prosperity in communities.
- Everyone in Derbyshire makes conscious choices to live and work sustainably.
- Everything we do aligns with our climate change agenda.
- Derbyshire is a destination for net zero tourism which has a positive impact on communities.



We know that to make Vision Derbyshire a reality we will need to commit to working differently. Our ambition cannot be achieved in siloes. We will fundamentally transform our ways of working to enable effective strategic collaboration by default.

Delivering Vision Derbyshire-

A new model



Vision Derbyshire councils are committed to collaborating at all levels in order to most effectively improve outcomes for people and place.

Our model allows us to blend working at a hyper local level with a large strategic level. We will collaborate at three levels: regional/national, county-wide or local place level, depending on the nature of the outcome we are looking to improve.

In adopting this way of working, Derbyshire can blend strategic, county-wide and local approaches to tackle outcomes in a multi-faceted way, and maintain focus on people and places, not organisational boundaries.



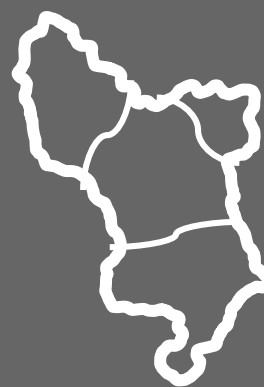
Regional and national collaboration:

This level of collaboration is where outcomes will be addressed which impact people across the wider region or nationally, and there is a need for collective regional/national activity and effort in responding to this. This level provides an opportunity for Derbyshire to have a collective clear voice and stand point in regional decisions, and in national forums.



County-wide collaboration:

This level of collaboration is where Derbyshire benefits from shared effort across the county, district and borough councils. This includes a majority of districts collaborating, sometimes with the County Council, to tackle outcomes affecting residents Derbyshire-wide. This level provides an opportunity for Derbyshire to adopt a coordinated, strategic response to county-wide outcomes.



Local place collaboration:

This level of collaboration entails activity delivered at a local level directly with and for residents. This includes collaboration across 3 or fewer district/borough councils, potentially involving the County Council on specific place-based issues, as well as activity specific to a single district/borough such as the local application of a county-wide initiative.



Delivering Vision Derbyshire- Our flagship priorities



Whilst Vision Derbyshire's ambition is long term, we will seek to have immediate impact with our flagship priorities.



Seize innovation

Laying the foundations to future-proof Derbyshire's economy, recognising the changing local and national context:

- Work with businesses and educational institutions to identify the priority industries for Derbyshire aligned to government agendas. We will also align our agenda for adults skills to these industries
- Make strategic investment in new technologies and industries.
- Closer working with partners, including the LEP, on our mutually beneficial priorities
- A consortium to provide a source of all knowledge for potential inward investments.



Build proactive communities

Building a framework for a different relationship with communities in Derbyshire by:

- Mapping assets in communities county-wide.
- Creating a framework through which decision making and budgets can be devolved.
- Building on the foundations of Thriving Communities to tell the 'story' of communities
- Create a new truly participative model for working with the communities
- Getting support from a wider group of partners in the place, recognising shared benefit across multiple organisations.



Establish relentless ambition

Raising aspirations by transforming the offer for young people in Derbyshire through:

- A new social mobility commission with partners from across the county
- A reimagined county-wide apprenticeship scheme.
- Partnerships with businesses which align to the Derbyshire's future industries
- Targeted support to people who have less access and visibility of opportunities, including those impacted by Covid.
- Aligning to the priority industries identified through 'seize innovation'.



Live and work sustainably

Sustainable and green strategic spatial planning Derbyshire-wide, including housing and transport:

- Develop a sustainable spatial vision for Derbyshire which incorporates housing and transport and minimises the carbon impact.
- Opportunity for a single public transport system in Derbyshire which maximises sustainable travel means
- Aligning the spatial plan to the priority industries, offer to young people and community assets/needs, encouraging people to stay in Derbyshire to live and work.
- Aligning council planning functions.

Delivering Vision Derbyshire- Our asks



In order to deliver Vision Derbyshire we will need support from Central Government. The nature of this support will evolve as Vision Derbyshire progresses so it is important we maintain an open dialogue.

Our asks relating to our flagship priorities:



Seize innovation

- Devolved powers for post-16 skills agenda
- 5G connectivity investment
- Resources, funding and expertise from Government to guide and support strategic investment in key new industries.



Build proactive communities

- Greater devolution of Public Health responsibilities at the local level and devolution of all public health functions including those under section 7A of the Health and Social Care Act 2012.
- Additional investment to pump prime public health aspirations, building on our successful localities programme and Thriving Communities approach, to reduce health inequalities.
- Assurances around EU prosperity funding



Establish relentless ambition

- Power over criteria for apprenticeship schemes to reflect the businesses we have and the diversity we want to achieve in our economy
- Flexibility in use of education/skills funding to subsidise courses and increase uptake in innovative courses - area based review for Derbyshire.



Live and work sustainably

- Strategic planning powers for spatial planning on a Derbyshire-wide footprint, including housing development and transport
- Power over transport franchises to introduce smart ticketing and sustainable options on a Derbyshire-wide footprint
- Direct investment in housing development
- Powers to raise capital through investment loans to support development.

Overarching asks:

- Support for Vision Derbyshire from Government - As Vision Derbyshire is a new model, and an alternative to unitarisation we are asking the government to recognise this and support us in achieving our ambitions.
- An opportunity to continue a dialogue around our asks as Vision Derbyshire evolves - As we continue to progress Vision Derbyshire's flagship priorities and the wider ambition, there may be further asks in terms of finances, support or power. We would value the opportunity to keep an open dialogue with government for when these discussions are needed.

Vision Derbyshire is transformative



Vision Derbyshire whilst building on the foundation of strong partnership working, is a truly transformative change for Derbyshire's councils, people and places.

Vision Derbyshire is truly transformative because:

It puts people at the heart of ambition

Vision Derbyshire's ambition brings together components across organisational or departmental boundaries as we recognise their collective impact on people and places.

There is power in numbers

This ambition could not be achieved by one organisation alone. Having this ambition shared across all 9 councils means Vision Derbyshire will have a much bigger impact on changing the lives of Derbyshire's people.

A clear focus for long term effort and innovation

Achieving Vision Derbyshire's ambition will not be easy, but it sets a clear long term focus for councils to work towards as a collective. The ambition will stand for years to come meaning that Derbyshire can dedicate consistent effort and innovation to progress towards it, and have a real impact on the lives of people.

We will transform our ways of working, including:

- Developing an organisational culture where everyone collaborates by default
- Unifying our approach to customer service and experience across all councils
- Aligning our technological and physical assets to enhance our efficiency and make best use of scarce resources
- Integrating our business insight and performance measurement information to develop a shared basis for decisions and evaluation
- Developing a formal, clear and committed governance approach, with a joint committee
- Taking advantage of economies of scale in our commissioning and procurement, sharing negotiation and contracts to get best value for money for people in Derbyshire.



Thank you

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Councillor Barry Lewis
Leader of the Council (Conservative)
 County Hall
 Matlock
 Derbyshire DE4 3AG

Office: (01629) 536003
 Mobile: 07920 484 207
 Email: barry.lewis@derbyshire.gov.uk

County Councillor for Wingerworth and
 Shirland (Conservative)

Ref: BL/LB
 4 September 2020

Rt Hon Robert Jenrick
 Secretary of State for Housing Communities
 and Local Ministry of Housing,
 Communities and Local Government

Simon Clarke MP
 Minister for Regional Growth & Local Government

2 Marsham Street
 Westminster
 London SW1P 4D

Dear Secretary of State/Minister

Vision Derbyshire – A New Model of Local Government for Derbyshire

We are writing to you as the Leaders of Derbyshire County Council and all eight District and Borough Councils in Derbyshire. We have been working together cross party, over the last eighteen months, committing financial resources and time, to develop a new collaborative model for local government and we would welcome a meeting to talk to you about our ambitions for the future.

We are currently in the process of finalising our case for change and proposition to Government, with all nine councils working collaboratively to address the most complex challenges facing local, regional and national government at the current time. Our plans will secure better outcomes for people and place, contribute to the Government's levelling up agenda and result in substantial financial savings, for local government and the wider system, which will support economic and community recovery and growth post-Brexit and post-Covid19. Working collaboratively will not only realise social and economic gains, but will enable councils to implement opportunities at a hyper local level within a large strategic structure.

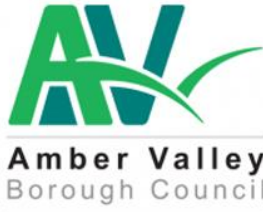
We believe that the concept we are proposing for Derbyshire provides a viable alternative to unitarisation and with additional powers, resources, freedoms and flexibilities we will be able to implement plans at speed, focussing on the outcomes we want to achieve for our residents, businesses and communities rather than costly and time-consuming structural reform. We also believe that the model we are proposing for Derbyshire will enable us to speak with one voice, support regional ambitions for a streamlined and coherent East Midlands and align to the imminent Devolution and Recovery White Paper.

We are keen to test our approach and discuss our plans with you at the earliest opportunity, not least because we feel the model is one which could be applied and adopted in other areas of the country. A meeting to discuss the concept would be of immense value and we look forward to hearing from you shortly.

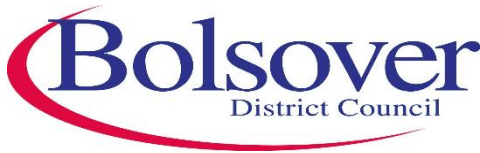
Yours sincerely
 See page 2 for signatories



Cllr Barry Lewis
Leader of Derbyshire County Council



Cllr Chris Emmas-Williams
Leader of Amber Valley Borough Council



Cllr Steve Fritchley
Leader of Bolsover District Council



Cllr Tricia Gilby
Leader of Chesterfield Borough Council



Cllr Garry Purdy
Leader of Derbyshire Dales District Council



Cllr Carol Hart
Leader of Erewash Borough Council



Cllr Anthony Mckeown
Leader of High Peak Borough Council



Cllr Alex Dale
Leader of North East Derbyshire District Council



Cllr Martyn Ford
Leader of South Derbyshire District Council

COUNCIL MEETING - 14 OCTOBER, 2020

MINUTES OF COMMITTEE MEETINGS

These Minutes are of Committee meetings taken under delegated powers since the last meeting of Council. The Minutes are for information only.

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

Employment and General Committee	7 September
Planning Committee	13 July 3 August 24 August 14 September
Standards and Audit Committee	2 July 22 July

If you require paper copies of the Minutes please contact:

Brian Offiler

Democratic Services, Town Hall, Chesterfield, S40 1LP

Tel: 01246 345229 email: democratic.services@chesterfield.gov.uk

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CABINET

Tuesday, 14th July, 2020

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
T Gilby
Ludlow

Councillors Holmes
J Innes
Mannion-Brunt
Sarvent

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

149 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor D Collins.

150 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 23 June, 2020 be approved as a correct record and signed by the Chair.

151 **FORWARD PLAN**

The Forward Plan for the four month period August to November, 2020 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

152 **DELEGATION REPORT**

Decisions taken by Cabinet Members during June, 2020 were reported.

***RESOLVED –**

That the Delegation Report be noted.

153 MINUTES OF THE SHEFFIELD CITY REGION MAYORAL COMBINED AUTHORITY BOARD

Minutes of the meeting of the Sheffield City Region Mayoral Combined Authority held on 1 June, 2020 were reported for information.

***RESOLVED –**

That the Minutes be noted.

154 MONTH 2 BUDGET MONITORING 2020/21 & UPDATED MEDIUM TERM FINANCIAL PLAN

The Interim Chief Finance Officer submitted a report to update members on the council's budget position for 2020/21, covering the General Fund Revenue Budget, General Fund Capital Programme and Housing Revenue Account.

An updated General Fund Revenue Budget forecast informed by the month 2 outturn for the financial year 2020/21 was included within section 4 of the officer's report. This showed an anticipated in-year deficit for 2020/21 of £3.246m as a consequence of the Covid-19 pandemic.

Detailed information on the medium-term outlook was provided in section 5 of the officer's report.

***RESOLVED –**

That it be recommended to Full Council that:

1. The budget monitoring position for general fund revenue budget financial performance in the first two months of the financial year 2020/21 and the implications for the general fund revenue budget for 2020/21 and the new medium-term financial plan, as detailed in Sections 4 and 5 of the officer's report, be noted.

2. The changes to the medium-term financial plan, as outlined in Sections 4 and 5 of the officer's report, be approved.
3. The updated capital programme, as outlined in Section 6 of the officer's report, be approved.
4. The arrangements for financing of the capital programme, as outlined in paragraph 6.3 of the officer's report, be approved.
5. The budget monitoring position for the first two months of the financial year 2020/21 and the implications for the Housing Revenue Account budget for 2020/21, as detailed in Section 7 of the officer's report, be noted.

REASON FOR DECISIONS

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

155 COMMUNITY INFRASTRUCTURE LEVY (CIL) EXPENDITURE

The Strategic Planning and Key Sites Manager presented a report to update members on progress with regards managing the Chesterfield Community Infrastructure Levy (CIL) programme.

The CIL is a mechanism that allows local planning authorities to raise funds from new development in order to contribute to the cost of infrastructure that is, or will be, needed to support new development. Bids for funding were invited in Spring 2019 and, following assessment in line with the CIL Expenditure Strategy, the report recommended that funding be awarded for the expansion of Poolsbrook Primary Academy, providing additional school places to support planned housing growth in the area.

The report also set out proposals for managing expenditure of the neighbourhood portion of CIL receipts, including non-parished areas of the borough.

***RESOLVED –**

1. That the progress on receipts from the Community Infrastructure Levy (CIL) be noted.
2. That CIL be awarded to support the expansion of Poolsbrook Primary Academy from the CIL funding round for 2019, in line with the assessment set out in Appendix 3 of the officer's report.
3. That the recommendation for managing expenditure of the neighbourhood portion of CIL receipts in non-parished areas of the borough, as detailed in Section 5 of the officer's report, be approved.

REASON FOR DECISIONS

To ensure that CIL expenditure takes place in accordance with the CIL Expenditure Strategy in order to ensure that CIL investment supports planned growth and sustainable development and Chesterfield's continued vitality.

156 CHESTERFIELD BOROUGH LOCAL PLAN

The Strategic Planning and Key Sites Manager presented a report on the new Chesterfield Borough Local Plan 2018-2035. The report also detailed the findings of the Inspectors' Report following the Local Plan's examination in public.

Under the Planning and Compulsory Purchase Act 2004, each Local Planning Authority is required to prepare a Local Plan for their area that addresses priorities for development and use of land. The plan must be based on robust evidence and be in accordance with the National Planning Policy Framework.

The new Local Plan covered the period up to 2035, and documented the overall strategy for the pattern, scale and quality of development including suitable and sufficient provision for:

- Housing, employment, retail, leisure and other commercial development;
- Infrastructure;
- Community facilities;
- Conservation and enhancement of the natural, built and historic environment, and planning measures to address climate change.

Formal consultation on the Local Plan started in January, 2019 followed by hearings held by independent Planning Inspectors in October and November, 2019. A further period of consultation took place earlier this year following Cabinet approval on 25 February, 2020 of the main modifications recommended by the Inspectors. The Inspectors' Report was attached at appendix B of the officer's report.

***RESOLVED –**

That it be recommended to Full Council that:

1. The Inspector's Report, attached at Appendix B of the officer's report, be noted.
2. The Local Plan 2018-2035, attached at Appendix A of the officer's report, incorporating the modifications recommended in the Planning Inspectors' Report be adopted by the Council to meet the requirement of Section 38 of the Planning and Compulsory Purchase Act 2004.
3. Delegated authority be granted to the Strategic Planning and Key Sites Manager, in consultation with the Cabinet Member for Economic Growth, to make any minor changes (including formatting and images) necessary to make the Local Plan (that do not materially affect the Plan) and associated documents ready for printing and uploading to the council website.
4. Delegated authority be granted to the Strategic Planning and Key Sites Manager, in consultation with the Cabinet Member for Economic Growth, to make necessary changes to any Supplementary Planning Documents and informal Planning Guidance currently used by the Council to make appropriate reference to the new Local Plan.

REASON FOR DECISIONS

To meet the council's duties under the Planning and Compulsory Purchase Act 2004.

The Internal Audit Consortium Manager submitted a report asking members to review Council compliance with the Code of Corporate Governance during 2019/20, and to approve the Annual Governance Statement and associated action plan for onward submission to, and sign off by the council's Standards and Audit Committee.

The report noted that the Council's Code of Corporate Governance reflected the most recent guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).

The Internal Audit Consortium Manager confirmed that the report and various supporting appendices comprising the Annual Governance Statement and associated Action Plan would be presented for final approval at the next meeting of the Standards and Audit Committee on 22 July, 2020.

***RESOLVED –**

1. That the supporting documents to the officer's report, attached at Appendices A, B, C and D, be approved and referred to the Standards and Audit Committee.
2. That a further review of Council compliance with the Code of Corporate Governance be undertaken in 12 months' time.
3. That progress with regard to implementation of the Annual Governance Statement Action Plan be actively monitored by the Corporate Management Team.

REASONS FOR DECISIONS

1. To enable the Cabinet and the Standards and Audit Committee to monitor compliance with the Code of Corporate Governance.
2. In order to comply with the requirements of the Accounts and Audit Regulations 2015.
3. To support the maintenance of sound governance arrangements at the Council.

158 COVID-19 - BUSINESS AND PLANNING ACT 2020

The Monitoring Officer presented a report to update members on the need for two new delegations in response to the Business and Planning Bill enacted in July, 2020. The new delegations had been approved by the Standards and Audit Committee on 2 July, 2020 and would enable the Council to respond promptly to any applications for pavement licences or extension of construction site hours within the statutory timeframes using suitable processes and applying appropriate governance.

***RESOLVED –**

That the delegations proposed to enable the effective discharge of the new executive functions set out in the Business and Planning Act 2020 be noted.

REASON FOR DECISION

To put in place appropriate delegations to enable the provisions of the Business and Planning Act 2020 (which contains measures to respond to the Covid-19 pandemic) to be put into effect.

159 EXCLUSION OF THE PUBLIC**RESOLVED –**

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

160 CHESTERFIELD FOOTBALL CLUB - REQUEST FOR LOAN ASSISTANCE

The Chief Executive presented a report to inform members of a request from Chesterfield Football Club Community Trust for a loan of £0.5m from Chesterfield Borough Council (CBC) to support the acquisition and operation of CFC 2001 Limited, trading as Chesterfield Football Club.

Derbyshire County Council's (DCC) Cabinet had met on 16 March, 2020 and approved in principle a loan of £0.5m to the Trust. Both Council's would complete legal due diligence processes to ensure that their respective interests were properly protected. The two £0.5m loans would be jointly secured by a legal charge on the Club's stadium.

The report noted that the loan would be repayable over a period of 15 years, on an annuity basis and with a commercial rate of interest. The loan would be repaid in full if the Trust chose to sell the Club at some point in the future.

The Trust had invited both CBC and DCC to appoint trustees to the Trust Board and the report sought approval for delegated authority to the Chief Executive, in consultation with the Leader, to make the appointment.

***RESOLVED –**

1. That Chesterfield Borough Council provides a loan of £0.5m to Chesterfield Football Club Community Trust to support the acquisition and operation of CFC 2001 Limited, trading as Chesterfield Football Club.
2. That the loan be provided on the terms set out in Sections 4 and 5 of the officer's report.
3. That delegated authority be granted to the Chief Executive, in consultation with the Deputy Leader and in conjunction with the interim Head of Finance and the Procurement and Contracts Law Manager, to finalise the terms of the loan arrangement between Chesterfield Borough Council and Chesterfield Football Club Community Trust.
4. That delegated authority be granted to the Chief Executive, in consultation with the Leader, to respond to Chesterfield Football Club Community Trust's invitation for Chesterfield Borough Council to appoint a trustee to the Trust's Board.

REASON FOR DECISIONS

To support Chesterfield Football Club Community Trust to acquire Chesterfield Football Club, ensuring the Club's survival as a going

concern and sustaining the Club's and Trust's abilities to promote the social, economic and environmental wellbeing of Chesterfield borough.

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CABINET**Tuesday, 11th August, 2020**

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
T Gilby
Ludlow

Councillors

Holmes
J Innes
Mannion-Brunt

Non-voting Member D Collins

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

162 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Sarvent.

163 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 14 July, 2020 be approved as a correct record and signed by the Chair.

164 **FORWARD PLAN**

The Forward Plan for the four month period September to December, 2020 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

165 TENANCY STRATEGY AND TENANCY POLICY CONSULTATION

The Assistant Director – Housing presented a report on the updated Tenancy Strategy and sought approval to commence consultation on the draft Tenancy Policy.

The Localism Act 2011 introduced the requirement for local authorities to produce a Tenancy Strategy that set out the guidelines which affordable housing providers should consider when developing their individual tenancy policies. The Strategy was first implemented in 2013 and had been reviewed to take into account the changes in the strategic context and to refine the tenancy review process.

The Act also required each social landlord to publish a Tenancy Policy which sought to ensure tenants were clear about the policies relating to tenancy management. There would be a consultation on the draft Tenancy Policy involving tenants, elected members and other key stakeholders before the final Tenancy Policy would be brought back to Cabinet for approval.

***RESOLVED –**

1. That it be recommended to Full Council that the revised Tenancy Strategy be approved and adopted.
2. That the draft Tenancy Policy be approved for consultation.
3. That a report be brought to Cabinet with a final draft of the Tenancy Policy for approval and adoption following the completion of the consultation.

REASONS FOR DECISIONS

1. To bring the local Tenancy Strategy up to date to include recent legislation.
2. To enable a consultation on a new tenancy policy.

166 EXCLUSION OF THE PUBLIC**RESOLVED –**

That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following item of business as it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972.

167 RESOLUTION OF DISPUTE WITH WARD RECYCLING LIMITED

The Assistant Director – Commercial Services submitted a report updating members on the progress made in resolving the dispute with Ward Recycling Limited in respect of the contract to collect recyclable waste from the kerbside.

The report recommended approval of the Council's proposal to Ward Recycling Limited, detailed in Appendix B of the officer's report, which sought to bring the dispute to an end and facilitate the smooth continuation of the remainder of the contract.

***RESOLVED –**

That the proposed approach to resolving the contractual dispute between the Council and Ward Recycling Limited, as outlined in the officer's report, be approved.

REASON FOR DECISION

To ensure a swift and satisfactory conclusion to the contractual dispute between the Council and Ward Recycling Limited.

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CABINET**Tuesday, 8th September, 2020**

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
T Gilby
Ludlow

Councillors Holmes
J Innes
Mannion-Brunt

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

169 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors D Collins and Sarvent.

170 MINUTES**RESOLVED –**

That the minutes of the meeting of Cabinet held on 11 August, 2020 be approved as a correct record and signed by the Chair.

171 FORWARD PLAN

The Forward Plan for the four month period 1 September to 31 December, 2020 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

172 DELEGATION REPORT

Decisions taken by Cabinet Members during July and August, 2020 were reported.

***RESOLVED –**

That the Delegation Report be noted.

173 ABSENCE OF MEMBERS OF THE COUNCIL

The Senior Democratic and Scrutiny Officer submitted a report to enable the Cabinet to consider, for the purposes of Section 85(1) of the Local Government Act 1972, the reasons for the absence of a Member of the Council from meetings of the Authority.

Councillor Bellamy had been prevented from attending meetings of the Authority since his last attendance on 11 March, 2020 due to illness. It was not known when he might be in a position to resume his duties.

***RESOLVED –**

1. That, for the purposes of Section 85(1) of the Local Government Act 1972, the reason for the absence from meetings of Councillor A Bellamy since 11th March, 2020, i.e. ill health, be approved and his continued absence from meetings be authorised through until the end of January, 2021.
2. That the best wishes of Cabinet be sent to Councillor Bellamy.

REASON FOR DECISIONS

To meet the requirements of Section 85(1) of the Local Government Act 1972.

174 ANNUAL REPORT TO TENANTS

The Assistant Director – Housing submitted a report seeking approval for the Annual Report to Tenants for 2019/20, as required by Homes England. A copy of the Annual Report was attached at appendix A of the officer's report.

The Annual Report included details on performance, service delivery and future improvements in relation to:

- repairs and maintenance;
- allocating homes;
- rent collection;
- tenancy and estate management;
- careline;
- value for money.

The Annual Report would be published in the next edition of the Council's 'Your Chesterfield' newsletter.

***RESOLVED –**

1. That the Annual Report to Tenants be approved.
2. That a copy of the Annual Report be published on the council's website and be issued to all tenants and households in the Borough through the 'Our Homes' section within the council's 'Your Chesterfield' publication.

REASON FOR DECISIONS

To comply with regulatory requirements.

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JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 14th July, 2020

Present:-

Councillor P Gilby (Chair)

Councillors Blank Davenport T Gilby Ludlow Serjeant Mannion-Brunt	Councillors Sarvent Brittain Holmes J Innes T Murphy K Falconer
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*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

48 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors D Collins and Simmons.

49 MINUTES

RESOLVED –

That the minutes of the meeting of Cabinet held on 9 June, 2020 be approved as a correct record and signed by the Chair.

50 COVID 19 - CHESTERFIELD ECONOMIC RECOVERY PLAN

The Assistant Director – Economic Growth submitted a report seeking approval for the Covid 19 – Chesterfield Economic Recovery Plan.

The Covid-19 pandemic represented an unprecedented risk to economies at a local, national and international scale.

The structure of Chesterfield's economy had been assessed as having a higher degree of economic resilience to the impact of Covid-19, relative to the national position.

Members and officers had been working closely with key partners, including D2N2 and SCR Local Enterprise Partnerships and the Government, as part of a strategic approach to economic recovery which would influence and be influenced by the recovery work in Chesterfield.

The Economic Recovery Plan responded to the impact anticipated at the current point in time which had been influenced by the Government support provided so far and which was likely to change in the next few months. The Plan needed to be a flexible document to allow for future changes.

The key objectives and outcomes of the Economic Recovery Plan were identified as:

- Minimise the negative impact of Covid-19 in terms of business closures and jobs lost by ensuring that businesses would be able to continue to open and operate in the short term.
- Create conditions for entrepreneurial activities to support start-ups and retention of businesses in a more resilient economy.
- Support the reskilling of our residents to enable them to compete in the changed economy.
- Enable the Town Centre to progress through recovery phases and thrive while maintaining a high level of occupancy.
- Support the Council's Climate Change programme and the continuing modal shift towards active travel and public transport.
- Continue to deliver against agreed programmes for key economic growth projects.

The Covid 19 – Chesterfield Economic Recovery Plan proposed the establishment of two new posts, Town Centre Engagement Officer and Skills Apprentice, to support the delivery of recovery actions.

***RESOLVED -**

1. That the Chesterfield Economic Recovery Plan be approved.

2. That the allocation of additional funding for the activities set out in Section 9 of the officer's report and in the Chesterfield Economic Recovery Plan be approved.
3. That the proposal to establish two new posts, of Town Centre Engagement Officer and Skills Apprentice, be approved.
4. That the Assistant Director - Economic Growth, in consultation with the Cabinet member for Economic Growth, be granted delegated authority to develop detailed proposals for administration of the new Entrepreneurial and Business Start-up Programme.

REASON FOR DECISIONS

To drive the economic recovery phase of Chesterfield's response to Covid-19 and to support Chesterfield's residents, communities and businesses.

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JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 8th September, 2020

Present:-

Councillor P Gilby (Chair)

Councillors Blank
Davenport
T Gilby
Ludlow
Serjeant
Simmons

Councillors Mannion-Brunt
Brittain
Holmes
J Innes
T Murphy
K Falconer

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

52 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors D Collins and Sarvent.

53 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 14 July, 2020 be approved as a correct record and signed by the Chair.

54 **EXCLUSION OF PUBLIC**

RESOLVED –

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

55 **MEMBER AND CIVIC SUPPORT**

The Assistant Director – Policy and Communications submitted a report reviewing the current staffing resource within the member and civic support function.

The current resource levels and the increased pressures on the member and civic support function were outlined. The report set out the alternative options and made the case for an Executive Assistant resource to support the executive level administrative and research needs of the Leader and Deputy Leader.

The report identified the financial implications of the proposed Executive Assistant post and set out the risks of not making available such an additional resource. The job description and person specification for the proposed post were attached to the officer's report at Appendix 1. The revised job description and person specification of the Member and Civic Support Officer were attached to the officer's report at Appendix 2.

***RESOLVED –**

1. That the new post of Executive Assistant (Leader and Deputy Leader) be established.
2. That the Member and Civic Support officer roles be retained, and the current post holders be assimilated into the revised Member and Civic Support officer roles.
3. That funding for the new post, as set out in section 7 of the officer's report, be approved.

REASON FOR DECISIONS

To provide the enhanced level of member and civic support required to effectively manage current and future demands of the service.

OVERVIEW AND PERFORMANCE SCRUTINY FORUM**Thursday, 25th June, 2020**

Present:-

Councillors Catt and P Innes (Chair)

Councillors	Blakemore	Councillors	Kellman
	Borrell		Snowdon
	Caulfield		Kelly
	L Collins		Coy
	Flood		Brittain
	Hollingworth		

Huw Bowen, Chief Executive +
 Councillor Tricia Gilby, Leader +
 Charlotte Kearsey, Democratic and Scrutiny Officer
 Ade McCormick, Executive Director +
 Councillor Amanda Serjeant, Deputy Leader +

+ Attended for Minute No. 47

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

No declarations of interest were received.

46 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Dyke and Fordham.

47 LEADER AND DEPUTY LEADER - OVERVIEW OF CHESTERFIELD BOROUGH COUNCIL'S COVID-19 RESPONSE

Huw Bowen, Chief Executive, delivered a presentation on Chesterfield Borough Council's (CBC) response to Covid-19.

The council made an early decision on 16 March, 2020 to turn off services and require staff and members to work from home.

The council had responsibility for the provision of essential services and a large amount of work went into adapting and delivering these services.

- Within two weeks the ICT Team enabled the contact centre staff to work from home while the contact centre received double the usual number of calls.
- Careline received 6k calls in one month, 500 of which were emergencies.
- The Revenues and Benefits Team processed a 275% increase in Council Tax Support applications and a 39% increase in new benefits claim applications.
- Almost 3k emergency repairs were carried out to properties.
- The full Waste Collection service continued throughout lockdown.
- Staff were redeployed to assist significantly affected teams, such as at the Crematorium where almost all of the cremator technicians were vulnerable and had to shield at home.
- Different arrangements were put in place for Travellers because of their vulnerability.
- All of the rough sleepers in the borough were taken off the street in compliance with the deadline and were supported through the pandemic.

A number of CBC staff had been involved with a range of groups including the Derbyshire Local Resilience Forum Strategic Coordinating Group to represent Chesterfield's interests.

CBC had provided support to the community during the pandemic:

- Four members of CBC staff were embedded within Derbyshire Voluntary Action to connect referrals from the Derbyshire Community Support Unit to local volunteers. The volunteers provided support with shopping, collecting medicines and making welfare calls. Support was also provided for new and existing community response services to establish Covid-19 secure operations.
- Eight members of staff were redeployed to support local pharmacies with medicine deliveries, a total of 7,041 of which were carried out.
- Leisure and cultural staff were redeployed to make food deliveries and support the operation of local testing facilities.

CBC had also provided support to businesses in Chesterfield:

- 661 businesses had received £18m in business rates relief for 2020/21.
- CBC had paid out £25.070m in small business grants to 2147 businesses.
- CBC was processing discretionary grant fund payments to 178 businesses.
- Rental payments from commercial tenants had been deferred for the period April through June and would be recovered over an 18 month period.
- Normal payment terms had been suspended.

The Committee was informed that the Council had continued building projects because of the benefits for local labour workers and the local supply chain.

The process of turning services back on was complicated and challenging but progress was being made. Work had been undertaken to reopen Chesterfield town centre safely, including the implementation of new signage, floor markings and safety barriers. Council staff were redeployed as town centre ambassadors to assist the public during the first few weeks of reopening.

The Chief Executive informed the committee about the economic assessment of Chesterfield in light of the pandemic. Chesterfield's economy had a higher degree of employment resilience than the national average and 85% of employment was in sectors which were theoretically operating. However, it was expected that the Chesterfield adult unemployment rate would increase from 3.2% to 8.4% and the young people rate would increase from 5.8% to 15%.

The Committee were also informed about the impacts of the pandemic on CBC finances. An additional £0.987m had been spent by the Council to respond to Covid-19 and £4.878m of income had been lost. The Council had received funding from the Ministry of Housing, Communities and Local Government which totalled £1.097m. The decision had been reluctantly taken to furlough some members of CBC staff because of concerns about balancing the budget. It was uncertain whether the Council would receive further Government funding and whether the Council would be able to operate on a deficit.

The priorities in the Economic Recovery Plan and Community Recovery Plan were detailed.

The Chief Executive was asked about the reopening of public toilets because of issues at Somersall Park and advised that a phased approach was being taken as the toilets needed to be made Covid-19 secure.

Members expressed their appreciation of the swift and comprehensive work undertaken by officers, working with other partners and volunteers, to respond to the impact of the Covid-19 pandemic in Chesterfield.

The Chair thanked the Leader, Deputy Leader, Executive Director and Chief Executive for their contribution to the meeting.

RESOLVED -

That the work of Chesterfield Borough Council in responding to and supporting the recovery from the impact of Covid-19 be noted and endorsed.

48 SCRUTINY ANNUAL REPORT

The Senior Democratic and Scrutiny Officer presented the Scrutiny Annual Report for 2019/20.

The report would be submitted to Full Council for approval on 15 July, 2020.

RESOLVED –

1. That the Scrutiny Annual Report 2019/20 be approved for submission to Full Council on 15 July, 2020.

2. That authority be delegated to the Joint Scrutiny Chairs and the Senior Democratic and Scrutiny Officer to make any late amendments to the Annual Report.

49 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM

The Senior Democratic and Scrutiny Officer submitted a report which included the details of the proposed Overview and Scrutiny Committees' Interim Work Programme for 2020/21.

The interim work programme included the following items for the next scheduled meeting of the Overview and Performance Scrutiny Forum on 17 September, 2020:

- Climate Change Action Plan
- Northern Gateway / Elder Way developments.

It was noted that further work was scheduled to finalise the scrutiny work programme for the whole of 2020/21, prior to submission to the scrutiny committees in September, 2020.

RESOLVED –

1. That the Overview and Scrutiny Work Programme 2020/21 be approved and recommended to the Council's Overview and Scrutiny Committees (OSCs).
2. That the items from the interim work programme for the Committee's next scheduled meeting on 17 September, 2020 be approved.

50 FORWARD PLAN

The Committee considered the Forward Plan.

RESOLVED –

That the Forward Plan be noted.

51 SCRUTINY MONITORING

The Committee considered the Scrutiny recommendations implementation monitoring schedule.

It was noted that monitoring of the implementation of some recommendations had been delayed by the Covid-19 pandemic, but that this would be resumed and rescheduled.

RESOLVED –

That the Scrutiny monitoring schedule be noted.

52 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Joint Scrutiny Chairs would be participating in the virtual East Midlands Scrutiny Network on 26 June, 2020.

53 MINUTES

The Minutes of the meeting of the Overview and Performance Scrutiny Forum held on 23 January, 2020 were presented.

RESOLVED –

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

**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY
COMMITTEE**

Thursday, 2nd July, 2020

Present:-

Councillor P Innes (Chair)

Councillors	Borrell	Councillors	Dyke
	Blakemore		Fordham
	L Collins		Kellman

Councillor Blank, Cabinet Member for Governance +
Councillor J Innes, Cabinet Member for Business Transformation &
Customers +
Councillor Mannion-Brunt, Cabinet Member for Health & Wellbeing +
Councillor Sarvent, Cabinet Member for Town Centres & Visitor
Economy +

Karen Brown, Transformation Programme Manager +
Christine Durrant, Executive Director +
Neil Johnson, Assistant Director – Economic Growth +
Ade McCormick, Executive Director +
Anthony Radford, Arts & Venues Manager +
Brian Offiler, Democratic and Scrutiny Officer +

+ Attended for Minute No. 42

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

No declarations of interest were received.

40 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

41 **MINUTES**

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 30 January, 2020 were presented.

RESOLVED –

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

42 **CABINET MEMBERS FOR GOVERNANCE, BUSINESS TRANSFORMATION & CUSTOMERS, HEALTH & WELLBEING AND TOWN CENTRES & VISITOR ECONOMY - COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC AND RECOVERY**

Ade McCormick, Executive Director, delivered a presentation on the work of the Council's Resources task and finish group which was producing risk assessments and guidance at corporate, service and individual (where required) levels and developing plans for returning staff safely into the workplace and opening facilities and venues to the public. The group included Human Resources officers and trades union and safety representatives.

The presentation provided details of arrangements to ensure Council buildings were Covid-19 secure, including maintenance of social distancing, and a phased approach was being adopted to reopening of buildings and services.

Arising from Members' questions and discussion, the following points were raised:

- The risk assessments were being undertaken to take account of service specific issues, including particular risks arising in areas and services open to the public and of risks for vulnerable categories (although this was not related solely to age);
- The working arrangements for the town hall and other buildings were based on maintaining a social distance of 2m as far as possible;
- The importance of enabling staff to return to work and to deliver services in a safe manner;

- The positive way in which staff had worked together, including trades union and safety representatives.

Christine Durrant, Executive Director, delivered a presentation on the work in respect of community support and recovery, including:

- Safeguarding - support for vulnerable adults and children, including domestic abuse victims and those requiring mental health support – being addressed through multi-agency working at Derby and Derbyshire Board level;
- Support for individuals ‘shielding’ and other vulnerable people – coordinating the work of local volunteers through Derbyshire Voluntary Action with the Derbyshire Community Support Hub to deliver shopping and medicines and check on people’s welfare;
- The national ‘Everyone In’ priority to house rough sleepers;
- The national proposals for the early release of prisoners.

The presentation identified some of the challenges of widening inequalities resulting from the impact of Covid-19, such as higher death rates from Covid-19, anticipated increases in unemployment, increased number of people claiming Universal Credit, the negative impact of school closures and cancelled exams, uncertainty for young people entering an unstable labour market and increased risk of food poverty, homelessness, poor mental health and loneliness.

A Chesterfield Covid-19 Strategic Health and Wellbeing Board had been established, to include the Place Alliance, the Health and Wellbeing Partnership, the Children’s Locality Partnership and the Community Safety Partnership, to build on the cooperative working and delivery of services that had emerged through the pandemic. This would work to seek to harness the massive groundswell of volunteering and community activity and to respond to the Derby and Derbyshire Local Outbreak Management Plan, which was being prepared in parallel with the Test, Trace and Isolate system.

Arising from Members’ questions and discussion, the following points were raised:

- The extent to which lessons could be learned for future actions in respect of dealing with homelessness, accommodating released prisoners, the provision of personal protective equipment (PPE) and engagement with the care home sector;

- The extent of current and potential engagement with organisations supporting the victims of domestic abuse;
- The positive contribution of Council staff who had been redeployed in supporting the community response;
- The importance of planning for a local lockdown in the event of this being necessary.

The Executive Director and the Arts and Venues Manager outlined the impact of Covid-19 on the Winding Wheel and Pomegranate Theatres, Hasland Village Hall, the Assembly Rooms and Council's rest rooms, with all venues having been closed in mid-March. All shows and films had been rescheduled or cancelled and venue bookings cancelled, with all customers and venue hirers being contacted. Whilst many had retained tickets for rescheduled shows, there had been a significant reduction in net income, and it was estimated that there would be an additional operational deficit of at least £360,000 in the current year.

A phased reopening of venues was planned over the coming months, supported by an Arts Council grant of £35,000 towards marketing, starting with the Pomegranate Theatre opening as a cinema later in July, based on risk assessments to ensure a safe environment with reduced capacity and social distancing. It was then hoped to enable regular venue hirers to return to the Winding Wheel and some live shows to the Pomegranate and Winding Wheel from the autumn, subject to the completion of suitable risk assessments in accordance with national guidance as this evolved, although it was not expected that a full programme would be resumed before the Spring of 2021.

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

- Other cinemas locally were aiming to open during July, following guidance received from the UK Cinema Association the previous week;
- The important role for the Council to support the local management committees of the community rest rooms in conducting risk assessments and developing Covid secure arrangements for their volunteers and visitors.

Ade McCormick, Executive Director, delivered a presentation on the work of the Council's Economy task and finish group.

The presentation included details of support provided to businesses through Business Rates Relief (for over 680 businesses to a total value of over £18 million), grants for small businesses (over 1,900 businesses to a total value of over £19 million), grants for retail, hospitality & leisure businesses (240 grants to a total value of £6 million) and discretionary grants for businesses such as in shared business space, bed and breakfast providers, market traders and charities (over 170 businesses to a total value of over £1.25 million). The Council had also provided support to its commercial tenants by offering a rent holiday or deferment scheme, which over 70 tenants had taken up.

Following the easing of lockdown restrictions nationally, plans for restoring the operation of the town centre were being progressed, including:

- The outdoor market restarting from 1 June, the flea market from 11 June and non-essential retail shops from 15 June, with arrangements developed with traders and retailers to support social distancing by use of physical barriers and Council staff acting as ‘ambassadors’;
- Cafes, bars and restaurants being due to reopen from 4 July, with the Police, Safer Neighbourhood Team and Licensing staff working together with operators to enable safe arrangements to be in place. It was expected that the granting and regulation of pavement licences would be devolved to District Councils by legislation later in July, and further national guidance was expected on live music venues and nightclubs later in July;
- Using ‘Reopening the High Street’ funding of over £90,000 to support communications and temporary public realm changes;
- Working with the County Council in the short term to encourage safe queueing on the highway and active travel, such as cycling, and to develop a strategic approach in the longer term.

The presentation also referred to:

- Work having started on site for the building of the Northern Gateway Enterprise Centre, due for completion in May, 2021, and work being due to start on the public realm improvements for Elder Way and Packers Row in late August, 2020;
- The ‘Revitalising the Heart of Chesterfield’ scheme comprising the reconfiguration of the outdoor market to make it a more attractive proposition for both traders and shoppers;

- The Visitor Economy Action Plan to identify measures to support the recovery and growth phase, including supporting the successful delivery of key developments, such as Peak Resort.

The Assistant Director – Economic Growth advised that Cabinet would be considering a report at its next meeting on the economic recovery plan, including addressing some of the challenges for recovery in the longer term.

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

- Two restaurants were preparing to move in to the new units on Elder Way as lockdown restrictions were lifted;
- The possibility of developing initiatives (such as tours or apps) to attract people to explore the town centre was being considered;
- There was significant interest from potential tenants in the Northern Gateway Enterprise Centre as well as the existing innovation centres;
- The business case for the 'Revitalising the Heart of Chesterfield' scheme had taken account of the motions passed by Council in respect of tourism and climate change;
- Work was continuing on the Staveley Town Deal to support the town centre in Staveley.

Members of the Committee expressed concerns that the presentations had not been distributed in advance, as they included a lot of detailed information. It was agreed that they would be distributed to Members following the meeting and that an additional meeting could be arranged if required. It was suggested that the arrangements for emergency planning and business continuity could be an issue for further consideration.

Members expressed their appreciation of the immense amount of work undertaken by officers, working with other partners and volunteers, to respond to the impact of the Covid-19 pandemic in Chesterfield. The Chair thanked the Cabinet Members for Business Transformation & Customers, Governance, Health & Wellbeing and Town Centres & Visitor Economy, the Executive Directors, the Transformation Programme Manager, the Arts & Venues Manager and the Assistant Director – Economic Growth for their contribution to the meeting.

RESOLVED -

- (1) That the work of the Council in responding to the impact of Covid-19 and supporting the recovery from it, as outlined in the presentations, be endorsed and supported.
- (2) That copies of the presentations be distributed to Members of the Committee following the meeting to enable identification of issues for an additional meeting of the Committee.

43 FORWARD PLAN

The Committee considered the Forward Plan for the period 1 August – 30 November, 2020.

It was noted that the Plan included items on the Community Infrastructure Levy Expenditure (scheduled for the Cabinet meeting on 14 July) and the Review of the Code of Corporate Governance and the Annual Governance Statement (scheduled for the Cabinet meeting on 14 July and the Standards & Audit Committee meeting on 22 July) and that representations on those reports could be submitted to the relevant portfolio holders and officers before those meetings.

RESOLVED –

That the Forward Plan be noted.

44 SCRUTINY MONITORING

The Committee considered the Scrutiny recommendations implementation monitoring schedule.

It was noted that monitoring of the implementation of some recommendations had been delayed by the Covid-19 pandemic, but that this would be resumed and rescheduled.

RESOLVED –

That the Scrutiny monitoring schedule be noted.

45 **SCRUTINY WORK PROGRAMME ARRANGEMENTS FOR 2020/21**

The Committee noted that the meeting of the Overview and Performance Scrutiny Forum on 25 June, 2020 had confirmed an interim work programme, including the following items for the next scheduled meeting of the Community, Customer and Organisational Scrutiny Committee on 24 September, 2020:

- Visitor Economy Action Plan – including ‘Heart of Chesterfield’, Market Reconfiguration, Tourism;
- Crime and Disorder items;
- Progress Report on Implementation of Universal Credit.

It was noted that further work was scheduled to finalise the scrutiny work programme for the whole of 2020/21, prior to submission to the scrutiny committees in September, 2020.

It was suggested that Members propose specific issues for further consideration once the presentations from the current meeting had been distributed in order to enable the Chair to consider arrangements for an additional meeting if required.

RESOLVED -

- 1) That the Chair consider issues and arrangements for an additional meeting of the Committee, taking account of any specific issues proposed by Members of the Committee.
- 2) That the items from the interim work programme for the Committee’s next scheduled meeting on 24 September, 2020 be approved.

ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**Thursday, 9th July, 2020**

Present:-

Councillor Brittain (Vice-Chair, in the Chair)

Councillors Coy
Hollingworth
T Gilby

Councillors

Snowdon
Catt

Liz Cook Housing

Neil Johnson
Christine DurrantEconomic Development
Executive Director**40 DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

41 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Kate Caulfield and Ade McCormick.

42 MINUTES

The minutes were accepted as a true record.

**43 CABINET MEMBERS FOR HOUSING, ECONOMIC GROWTH AND
TOWN CENTRES & VISITOR ECONOMY - COUNCIL'S RESPONSE
TO THE COVID-19 PANDEMIC AND RECOVERY**

The Executive Director presented an update to the committee of the significant impact of COVID-19 across the Borough and the Council's long-term plans. It was acknowledged that there had been a higher level of resilience in Chesterfield due to the public sector nature of its workforce but that the rates of unemployment would increase and the self-employed were particularly vulnerable.

The Council had responded promptly to the requests for Business Rate Relief and that had brought £18 million back into the economy. Grants

had also been awarded to businesses and the business rates team and the finances teams had worked very hard in this area. As a commercial landlord with 400 tenants, the council had offered payment holidays or deferment as assistance.

The markets had re-opened following a huge amount of work including with other agencies, which was really important, and the feedback had been positive. A grant of £92,000 had been received to help re-open the high street and this had helped to fund communications and also the temporary public realm adaptations.

There had been a rise in active travel, with 95% of bus routes open but only 30% in use and this was seen as a positive move, with the hope that this change might be retained.

All major developments had continued with the view that this could instil confidence in other developers to move forward with their projects.

The current priorities were to offer advice to start ups and raise the profile of the Borough to attract businesses and secure investment.

The Assistant Director for Economic Development informed the committee that approximately 50% of town centre businesses were open and as the number increased it was important to maintain social distancing. An overview of current developments in the borough was presented as follows;

- At Peak Resort, David Lloyd had started work on site and a planning application had been received for a health and wellbeing campus situated there
- The Enterprise Centre at the Northern Gateway was pushing ahead, and it was hoped that the public realm work on Elder Way and Packers Row would start at the end of August
- HS2 was maintaining progress, with a potential for 10,000 new jobs
- The Staveley Town Deal was worth £20 million and sited as a fantastic opportunity to improve wellbeing in that area

It was acknowledged that the visitor economy had been massively impacted by COVID-19 and that the Economic Development team were identifying measures to help support recovery.

The Assistant Director for Economic Development responded to a question regarding the vacant units below the Premier Inn, explaining that

there were currently two interested parties. The units were still being marketed and it was hoped that once those two units were occupied this would encourage others.

Discussion took place around levels of unemployment and the difficulties in forecasting how this would impact Chesterfield and its supply chain. The committee was assured that grant monies secured from D2N2 were contracted and therefore were guaranteed.

The Executive Director presented an overview of the Housing Service to the committee and started by highlighting the commitment of all staff right from the beginning. It was noted that even if staff couldn't do their normal job they did not hesitate to help in other roles and redeployment was seen across the Housing Service.

Careline staff made friendly calls to make sure residents were ok. The partnership working around rough sleeping had been essential and the Assistant Director for Housing and her team led on the 'Keeping everyone in' strategy county wide. The ban on evictions was being lifted 23rd August and planning work was underway to deal with any potential back log. Throughout the lockdown period there were a reduced number of calls to the homelessness team but those had now resumed.

All but emergency moves had been suspended and the allocations team were working through the backlog. A recovery plan was in place. The tenancy management and sustainment teams were focussed on supporting vulnerable tenants.

The Commercial services team responded quickly to the lockdown by producing risk assessments that allowed them to continue with emergency repairs and planned essential maintenance. It was acknowledged that the Commercial Services Team and Housing Team had worked together excellently throughout.

Members noted their appreciation to the staff and the importance of keeping services open, particularly careline. The restarting of allocations was seen as a positive move. A question was asked regarding how successful the offer of alternative accommodation had been in terms of homelessness. The Assistant Director of Housing confirmed that the procurement of a nearby hotel had been very successful as it presented an opportunity for staff to engage with the residents daily and form relationships whilst also involving other agencies.

A member asked about the redeployment and furloughing of staff. The Executive Director explained that a review was conducted at the start of lockdown by HR to identify areas that might need additional resources. Staff were asked to volunteer for redeployment and therefore some staff were moved and some retrained. There were still some staff on furlough at the time of the meeting.

Clarification was given regarding the availability of materials. No significant problems were encountered at the start of lockdown when carrying out emergency repairs, but plaster became scarce. It was made very clear to staff that if they did not have adequate PPE then they should not undertake relevant tasks. On this basis, the only service affected was Careline where there was a brief pause in service.

It was reported that corporate support had been provided by Commercial Services including sourcing and installing screens and increased cleaning services. Refuse collection continued throughout. The Parks and Open Spaces teams had worked hard to keep the parks open and consulted with the various tennis clubs, bowls clubs, angling societies etc.

Leisure centres were planning to re-open 25th July. Members would be required to book in advance before attending the facilities and activities would have a phased return for example starting with lane swimming and the gym before lessons and classes could start. Careful consideration had been given to staff and user safety in terms of reduced capacities, enhanced supervision and increased cleaning regimes.

The Cabinet Member for Health and Wellbeing advised that a video would be made available the following week on both leisure centres. The staff had been well briefed and were looking forward to welcoming back the users.

RESOLVED –

1. That the report be noted.
2. That a further update on the impact of COVID 19 on homelessness be considered by the committee at a future date.
3. That it be noted that wherever possible, reports to the Enterprise and Wellbeing Committee be prepared and submitted with the agenda.

44 FORWARD PLAN

The Forward Plan for the four month period 1 July, 2020 to 31 October, 2020 was presented for information.

RESOLVED –

That the Forward Plan be noted.

45 SCRUTINY MONITORING

The Committee considered the Scrutiny recommendations monitoring schedule.

RESOLVED -

That the Scrutiny monitoring schedule be noted.

46 SCRUTINY WORK PROGRAMME ARRANGEMENTS FOR 2020/21

The Committee noted that the meeting of the Overview and Performance Scrutiny Forum on 25 June, 2020 had confirmed an interim work programme, including the following items for the next scheduled meeting of the Enterprise and Wellbeing Committee on 1 October, 2020:

- Parks and Open Spaces Strategy
- Five Year Housing Supply
- Progress Report on the Skills Action Plan

It was noted that further work was scheduled to finalise the scrutiny work programme for the whole of 2020/21, prior to submission to the scrutiny committees in September and October, 2020.

RESOLVED -

1) That the items from the interim work programme for the Committee's next scheduled meeting on 1 October, 2020 be approved.

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