

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 on **Wednesday, 24 February 2021** at **5.00 pm** for the purpose of transacting the following business.

This meeting will be held virtually via Microsoft Teams software, for which members of the Council 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 meetings of the Council held on 16 December, 2020 and 10 February, 2021 (Pages 7 - 22)
2. Mayor's Communications
3. Apologies for Absence
4. Declarations of Members' and Officers' Interests relating to items on the Agenda.
5. Public Questions to the Council

To receive a question from a member of the public in accordance with Standing Order No. 12.

Question submitted by Max Kerley:

“Demolition of Council Houses - Rufford Close, Chesterfield

At the Council meeting on 26 February 2020 in response to my question on the above topic, Cllr Gilby informed me that a full technical/geological investigation had been undertaken to establish what created the conditions that necessitated the demolition of the brand new houses on Rufford Close. It subsequently emerged that the Council had received the report of this investigation in September 2019.

On 6 March 2020, I requested a copy of the report under the Freedom of Information Act. This request was refused by the Council on the grounds that the report was being used by the Council to engage in negotiation and possible mediation with contractors who had been involved in building the houses on Rufford Close and that the Council might use the report in legal

proceedings. The refusal of the Council to release this report is now the subject of an appeal to the Information Commissioner.

At the Council meeting on 16 December 2020 I asked the Council the following question? Based on the technical/geological report has the Council engaged in negotiations with the contractor(s) involved and reached mediation? If not, has the Council initiated legal proceedings?

Cllr Gilby refused to answer this question and also refused to answer my follow up question which was when can we expect the Council to engage in negotiations with contractors or initiate legal proceedings.

In the absence of any answer let alone a satisfactory answer I am forced to return to the question. Given that this sad affair has so far cost the taxpayers of Chesterfield about £1 million and that the Council has had the technical/geological report now for 17 months surely this is a long enough period of time for the residents of Chesterfield to be able to expect that the Council has now formulated a plan of action. Therefore, I ask yet again by what date can we expect the Council to engage in negotiations with contractors or by what date can we expect the Council to initiate legal proceedings?"

6. Petitions to Council

To receive petitions submitted under Standing Order No. 13

7. Questions to the Leader

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

8. Annual Audit Letter 2019/2020 (Pages 23 - 36)

9. Local Government Act 1972 - Exclusion of the Public

To move "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 involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act".

Part 2 (Non-Public Information)

10. Treasury Management Strategy 2021/22 (Pages 37 - 66)

11. General Fund Capital Programme 2021/22 (Pages 67 - 78)

12. Local Government Act 1972 - Re-admission of the Public

To move “That after the consideration of items containing exempt information the public be re-admitted to the meeting”.

Part 1 (Public Information)

13. HRA Housing Capital Programme 2021/22 (Pages 79 - 104)

14. HRA Budget 2021/22 - 2025/26 (Pages 105 - 114)

15. 2021/22 Budget and Medium Term Financial Plan (Pages 115 - 146)

16. Council Tax for 2021/22 (Pages 147 - 154)

17. Approval of the Annual Council Plan Delivery Plan (Pages 155 - 176)

18. Local Government Boundary Commission – Council Size submission (Pages 177 - 210)

19. Civic Arrangements 2021/22 (Pages 211 - 216)

20. Senior Pay Policy (Pages 217 - 240)

21. Minutes of Committee Meetings (Pages 241 - 242)

To receive for information the Minutes of Meetings of the following Committees:

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

22. To receive the Minutes of the meetings of the Cabinet of 15 December, 2020, 12 January, 2021, 2 February, 2021 and 9 February, 2021 (Pages 243 - 268)

23. To receive the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 12 January, 2021 (Pages 269 - 272)

24. To receive and adopt the Minutes of the meetings of the Overview and Performance Scrutiny Forum of 19 November, 2020 and 17 December, 2020 (Pages 273 - 298)

25. To receive and adopt the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 26 November, 2020 (Pages 299 - 306)
26. To receive and adopt the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 3 December, 2020 (Pages 307 - 310)
27. Questions under Standing Order No. 19

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

Question submitted by Councillor Fordham:

“To ask if the Council has plans regarding its links and relationship with the city of Yangquan in Shanxi Province, China, in the light of the planned review of the friendship cooperation between us (signed 2016 to last from 2017-2021). And to ask that this review takes into consideration the issue of human rights abuse and in particular the treatment of the Uyghur which includes forced re-education, forced labour, forced sterilisation and imprisonment. And to ask that this also includes consideration of the authoritarian repression of democracy in Hong Kong with the arrest of activists, secret trials, and crushing of political dissent?”

Question submitted by Councillor Fordham:

“To ask if representations could be made to the Polish Embassy regretting the creation of LGBT-free zones and towns in Poland and to make clear our support for inclusion and diversity of all communities, and to share with the Chesterfield Polish Society?”

28. Notice of Motion Under Standing Order No. 21

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

Chesterfield Bus and Coach Services

This Council:

1. Notes and understands that the Pandemic has caused disruption and subsequent adjustment to many local and regional services
2. Regrets that much of the specific information for individual bus stops across the Borough and at Chesterfield Coach Station have

been removed and not replaced and that responsibility for commissioning lies with DCC.

3. Understands that the coach station information centre has limited access under Covid-19, that most service information has gone on-line only and this has led to increased passenger frustration.
4. Understands that there is growing concern over the Bus Transport nationally in the context of Covid-19 and hears the Government urging people to avoid closed space public transport, whilst requiring buses and services to continue running.
5. Notes that the Climate Change Action Plan recommendation 15 “Raise with DCC and neighbouring districts options regarding local bus service regulation” reports “No progress to date”.

The council therefore commits to:

- a. Encourage and enable residents across the Borough to feed in their experience of service issues, so problems can be identified and addressed
- b. Establish a Transport Partnership with DCC and neighbouring authorities to identify and resolve longer term issues with bus and coach services including addressing the commissioning of specific services.
- c. Work with DCC and all bus and coach companies that serve the Borough to map and detail quite simply what bus and coach stops where and when and make this immediately available at each appropriate stop.
- d. To make information on which services go to and from the Borough available on the CBC website and to enable on-line signposting to correct and up-to-date coach and bus services.

By order of the Council,



Chief Executive

Chief Executive's Unit,
Town Hall,
Chesterfield

16 February 2021

COUNCIL

Wednesday, 16th December, 2020

Present:-

Councillor G Falconer (The Mayor)

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

6 MINUTES OF COUNCIL

RESOLVED –

That the Minutes of the meetings of the Council held on 14 October and 21 October, 2020 be approved as a correct record and be signed by the Chair.

7 MAYOR'S COMMUNICATIONS

The Mayor referred with sadness to the recent death of former Mayoress, Mrs Joan Wain. Members observed a minute's silence in her honour.

The Mayor referred to the following Mayoral engagements:

- Meeting virtually with the High Sheriff of Derbyshire to discuss how Chesterfield and other towns and boroughs were coping with the COVID-19 pandemic;
- The Borough Council's Remembrance Service, which, despite being scaled back, had been dignified and poignant. She thanked those who had enabled this to take place given the difficult circumstances.

The Mayor wished everybody a Happy Christmas and New Year, and she thanked Members for wearing festive attire to the Council meeting to raise funds for the Mayor's Appeal in support of Chesterfield Samaritans and the Volunteer Centre Chesterfield & North East Derbyshire.

8 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Brady, Hollingworth, Ludlow, Marriott, Rogers and Thornton.

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

No declarations of interest were received.

10 PUBLIC QUESTIONS TO THE COUNCIL

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

(1) by Max Kerley:

"At the Council meeting on 26 February 2020 in response to my question on the above topic, Cllr Gilby informed me that a full technical / geological investigation had been undertaken to establish what created the conditions that necessitated the demolition of the brand new houses on Rufford Close. It subsequently emerged that the Council had received the report of this investigation in September 2019.

On 6 March 2020, I requested a copy of the report under the Freedom of Information Act. This request was refused by the Council on the grounds that the report was being used by the Council to engage in negotiation and possible mediation with contractors who had been involved in building the houses on Rufford Close and that the Council might use the report in legal proceedings. The refusal of the Council to release this report is now the subject of an appeal to the Information Commissioner. My question to the Council is: based on the technical / geological report has the Council engaged in negotiations with the contractor(s) involved and reached mediation? If not, has the Council initiated legal proceedings?"

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

- The responses given to Mr Kerley's questions on this issue at previous Council meetings and responses provided to his requests under the Freedom of Information Act;
- The Council's willingness to assist the Information Commissioner when contacted;
- The Council following appropriate legal procedures in relation to this complex matter, which were time-consuming, and that disclosure of further detail would breach legal professional privilege.

Max Kerley asked a supplementary question as to when it was expected that mediation leading to potential compensation or legal proceedings would be commenced.

Councillor P Gilby provided a verbal response confirming that appropriate legal procedures were being followed, which were complex and time-consuming, and that she was not able to disclose further information at this stage.

(2) by Lisa Hopkinson on behalf of Transition Chesterfield:

"We welcome the appointment of the new climate officer and look forward to urgent implementation of the Climate Action Plan, agreed in February 2020. Although Covid-19 has delayed this, we hope that the Council will give the plan its utmost priority in 2021, the year of the United Nations Climate Change conference in Glasgow COP26.

The Council's plan, which was always intended as a starting point only, is largely focused on actions to address the direct emissions from the Council within their direct control. However, there are many additional actions that need to happen throughout the borough, in every sector and ward. How and when does the Council intend to engage with the wider community to ensure that carbon emissions are reduced significantly throughout the borough and how and when are councillors planning to engage with their constituents on this?"

Councillor Serjeant provided a verbal response referring to:

- The Climate Change Action Plan for 2020-23 developed by the Climate Change Working Group, including actions leading to the targets of becoming a net carbon neutral Council by 2030 and net carbon neutral borough by 2050;
- The Council's community leadership role working with other organisations and businesses to encourage environmental best practice;
- The contribution so far of a wide range of stakeholders in developing and delivering the action plan;
- The communications and engagement plan to involve other groups and individuals who had not yet engaged with the action plan.

Lisa Hopkinson asked a supplementary question as to the expected timescales for widescale engagement by the Council and councillors with the community and their constituents on this issue.

Councillor Serjeant provided a verbal response explaining that the aim was to share a draft communications plan with stakeholders in early 2021.

11 **PETITIONS TO COUNCIL**

No petitions had been received.

12 **QUESTIONS TO THE LEADER**

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

- Councillor Fordham asked whether there were plans to revitalise the existing dog park at Holmebrook Valley Park and to establish a dog park at Poolsbrook Country Park.

The Leader provided a verbal response, referring to the Council's approach to balancing the needs of dogs and dog owners with those of other users of its parks and open spaces. She explained that the Council was currently reviewing its parks and open spaces and play area strategies, which would include consideration of the options for dog parks at Holmebrook Valley Park and other locations.

- Councillor L Collins asked about the expected long-term benefits from the Staveley Town Deal for the children and young people of the wider Staveley area.

The Leader provided a verbal response, referring to potential benefits from the proposed Staveley Town Deal, including a construction skills hub at Mastin Moor to equip young people for jobs in construction, the Derbyshire Rail Innovation and Training Centre at Barrow Hill Roundhouse, which would build on interest already shown by young people through the HS2 and You project in engineering, opportunities for learning through sport at Staveley Miners Welfare Football Club and an active travel project to enable young people to get to work. She explained that a response on funding for the Staveley Town Deal bid was currently awaited from central government.

- Councillor Snowdon asked whether the Leader would agree to work on developing and submitting a proposal to government to build a prototype fusion energy plant in the borough, in support of the town's commitment to developing a carbon-free energy future.

The Leader provided a verbal response, explaining that she would continue to consider the feasibility of such proposed developments with the Council's strategic partners at the Sheffield City Region and D2N2 LEPs, with the aim of delivering cleaner energy supplies.

- Councillor S Niblock asked the Leader for her favourite Christmas carol.

The Leader provided a verbal response, referring to 'In Dulci Jubilo' and 'Fairytale of New York'.

- Councillor Borrell asked about the potential impact on the plans for the redevelopment of the area around Chesterfield rail station if the

government accepted the recommendation of the National Infrastructure Commission to not build the eastern leg of HS2 as far as Chesterfield and Sheffield.

The Leader provided a verbal response, referring to the potential benefits of the eastern leg of HS2 on the lives of people in Chesterfield and to her work with the Sheffield City Region Mayor and other Council leaders in Yorkshire and Nottinghamshire to press government to fulfil its commitment to deliver HS2 in full.

13 CHANGE TO ALLOCATION OF SEATS TO POLITICAL GROUPS AND TO MEMBERSHIP OF MEMBER LEVEL COMMITTEES - 2020/21

The Chief Executive reported that he had undertaken a review of the political balance of Committees in accordance with Section 15 of the Local Government and Housing Act 1989, following the notification to him of a change to political groups within the Borough Council, as with effect from 21 October, 2020, Councillor Bagshaw had stated that he was no longer a member of the Community Independents group and wished to be recognised as a Your Ward Independent member.

RESOLVED –

That the recent changes to the political composition of the Council be noted and that the following changes to the membership of Committees as proposed by the relevant political groups be approved:

Licensing Committee

- removal of Councillor Bagshaw as a Community Independents group member;
- addition of Councillor Bagshaw as a Your Ward Independent member;

Community, Customer and Organisational Scrutiny Committee

- removal of Councillor Bagshaw as a Community Independents group member;
- addition of Councillor Bagshaw as a Your Ward Independent member.

14 **QUARTER 2 BUDGET MONITORING 2020/21 & UPDATED MEDIUM TERM FINANCIAL FORECAST**

Pursuant to Cabinet Minute No. 5, the Acting Chief Finance Officer submitted a report outlining the budget position at the end of the second quarter, covering the General Fund Revenue Account, the General Fund Capital Programme and the Housing Revenue Account.

RESOLVED –

1. That the financial performance of the General Fund Revenue Account for the first half of the financial year and the updated medium term financial forecast, as set out in sections 5 and 7 of the officer's report, be noted.
2. That the General Fund reserves position, as set out in section 6 of the officer's report, be noted.
3. That the updated General Fund capital programme, as outlined in section 8 of the officer's report, be noted.
4. That the additions to the General Fund capital programme, as set out in paragraph 8.3 of the officer's report, be approved.
5. That the financial performance of the Housing Revenue Account for the first half of the financial year, as outlined in section 9 of the officer's report, be noted.
6. That the proposed compensation mechanism and cost recovery model to address the income shortfall to the Operational Services Division (OSD) trading account, as set out in paragraphs 5.3 and 9.1 of the officer's report, be approved.
7. That the budget preparation guidelines, as set out in paragraph 10.1 of the officer's report, be approved.

15 **LOCAL COUNCIL TAX SUPPORT SCHEME 2021/22**

Pursuant to Cabinet Minute No. 13, the Acting Chief Finance Officer submitted a report seeking approval for the Local Council Tax Support Scheme to be applied in 2021/22. The report noted that the scheme being recommended for adoption in respect of the next financial year (2021/22)

was unchanged from that which the Council was currently implementing in 2020/21.

RESOLVED –

1. That approval be granted to continue with the current Local Council Tax Support scheme for 2021/22. The scheme is based on The Council Tax Reduction Scheme England Regulations 2012 amended to reflect the following local decisions concerning the key principles of the scheme:
 - For those of working age the maximum amount of the Local Council Tax that will be eligible for reduction is 91.5% of their full Council Tax Liability;
 - The Council continues its policy of disregarding war pensions for the purposes of calculating income in respect of the Local Council Tax Support scheme;
 - The ‘taper’, i.e. the rate at which support is withdrawn as income increases, be maintained at 20%.
2. That delegated powers be granted to the Chief Finance Officer in conjunction with the Cabinet Member for Business Transformation to update the 2021/22 scheme to reflect such up-ratings of premiums, allowances and non-dependent deductions as may be determined by the Department of Work and Pensions, and in respect of other minor technical changes which may be required.
3. That approval be granted to continue the current local council tax discounts, which were originally implemented in 2013/14, as set out in paragraph 4.4 of the officer’s report.

16 LICENSING ACT 2003 - STATEMENT OF LICENSING POLICY

Pursuant to Cabinet Minute No. 14, the Licensing Officer submitted a report seeking approval for the Statement of Licensing Policy following its review in accordance with the Licensing Act 2003.

RESOLVED –

That the Statement of Licensing Policy, as attached at Appendix A to the officer’s report, be approved.

17 MINUTES OF COMMITTEES**RESOLVED –**

That the Minutes of the meetings of the following Committees be noted:

- Appeals and Regulatory Committee of 4 November and 25 November, 2020.
- Licensing Committee of 30 September and 18 November (two meetings), 2020.
- Planning Committee of 5 October, 26 October and 16 November, 2020.
- Standards and Audit Committee of 23 September, 2020.

18 MINUTES OF CABINET**RESOLVED –**

That the Minutes of the meetings of Cabinet of 29 September, 20 October, 10 November and 1 December, 2020 be noted.

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

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 20 October, 2020 be noted.

20 MINUTES OF THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM**RESOLVED –**

That the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 17 September, 2020 be approved.

21 **MINUTES OF THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE**

RESOLVED –

That the Minutes of the meetings of the Community, Customer and Organisational Scrutiny Committee of 10 September, 22 September and 24 September, 2020 be approved.

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

RESOLVED –

That the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 1 October, 2020 be approved.

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

No questions had been submitted.

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

It was moved by Councillor Serjeant and seconded by Councillor Kelly that:

“For Chesterfield Borough Council to be a single-use-plastic free Council –

The Council notes:

- The production of plastic is a significant source of greenhouse gas emissions globally which is exacerbating climate change.
- Most plastic does not decompose. As of 2015, approximately 6,300 Million tonnes of plastic waste had been generated globally, an estimated 79% of which has accumulated in landfills or the natural environment.
- This has a significant impact on marine and terrestrial ecosystems and is expected to affect both the services we get from these environments and human health.

- While a wide range of governance mechanisms have been implemented globally to control plastic pollution, these have been inconsistent (and further undermined by the widespread use of plastic PPE during the Covid pandemic).
- CBC has a strong track record of environmental policies and is currently implementing an ambitious Climate Change Action Plan (CCAP). Single use plastic does affect our indirect carbon emissions but is not specifically mentioned in the CCAP. It would, however, be included under item 34 (introduction of climate change impact assessments) and item 37 (introduction of sustainable procurement conditions for suppliers).
- While CBC does not use a great deal of single-use-plastic, usage is often prominent and can be interpreted as a visible indicator of an organisation's environmental credentials.

The Council therefore commits to:

1. Undertake a review of our internal use of single-use-plastics to provide a closer estimate of the quantities currently being ordered and used.
2. Where possible, seek to remove single use plastic from council operations by 2023 through engagement with suppliers and switching to alternative products.
3. Encourage and promote plastic free initiatives including the Plastic Free Chesterfield campaign.
4. Offer the support of the Council's Climate Change Officer in an ex officio capacity on the steering group of Plastic Free Chesterfield."

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

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COUNCIL**Wednesday, 10th February, 2021**

Present:-

Councillor G Falconer (The Mayor)

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

25 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Catt.

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

No declarations of interest were received.

27 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC**RESOLVED –**

That the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972.

28 ACQUISITION OF LEASEHOLD INTEREST

The Chief Executive submitted a report to seek Council approval to acquire the Head Leasehold interest in the Pavements Shopping Centre, and to delegate authority for the Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Economic Growth, to finalise terms and complete the acquisition.

The report explained the background to the current ownership and lease arrangements for the Pavements Shopping Centre, with Chesterfield Borough Council being the freeholder and Formcrest Construction Ltd. being the head leaseholder, with an underlease back to Chesterfield Borough Council. The Council then leased individual units directly to tenants (by way of occupational sub-tenancies), managed the centre and collected the rents and service charges from tenants, receiving a proportion of the rental income.

The report detailed the impact on the net income position of declining market rents in recent years and an increasing number of vacant units. This had been compounded by the Covid-19 pandemic.

The Council had obtained specialist expert advice from property investment advisors, Thomas Lister.

The report outlined the reasons for concluding that the preferred option would be for the Council to seek to acquire the Head Leasehold interest. This would enable the Council to take full control of a high-profile strategic town centre asset. The Pavements Shopping Centre's future development potential was considered to be a fundamental component of the Council's Growth Strategy and Covid-19 Economic Recovery Plan and complementary to the steps the Council was already taking in delivering the Northern Gateway and Revitalising the Heart of Chesterfield schemes.

The report detailed the financial considerations of the preferred option, taking account of professional advice from the Council's treasury management advisers, and referring to the implications for the Council's Treasury Management Prudential Indicators. The report also detailed the legal and risk management considerations of the preferred option and implications in respect of community wellbeing, economy and skills, climate change and equality and diversity.

RESOLVED –

1. That the acquisition of the Head Leasehold interest in the Pavements Shopping Centre be approved in order to protect the Council's financial position and secure the Centre's future as a strategic town centre asset.
2. That delegated authority be granted to the Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Economic Growth, to finalise terms and complete the acquisition of the Head Leasehold interest.

29 LOCAL GOVERNMENT ACT 1972 - RE-ADMISSION OF THE PUBLIC

RESOLVED –

That the public be re-admitted to the meeting.

30 QUESTIONS UNDER STANDING ORDER NO. 19

No questions had been submitted.

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Annual Audit Letter

Chesterfield Borough Council

Year ending 31 March 2020





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Our reports are prepared in the context of the 'Statement of responsibilities of auditors and audited bodies' issued by Public Sector Audit Appointments Ltd. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the Council. No responsibility is accepted to any member or officer in their individual capacity or to any third party. Our written consent must first be obtained before this document, or any part of it, is disclosed to a third party.

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1. EXECUTIVE SUMMARY

Purpose of the Annual Audit Letter

Our Annual Audit Letter summarises the work we have undertaken as the auditor for Chesterfield Borough Council (the Council) for the year ended 31 March 2020. Although this letter is addressed to the Council, it is designed to be read by a wider audience including members of the public and other external stakeholders.

Our responsibilities are defined by the Local Audit and Accountability Act 2014 (the 2014 Act) and the Code of Audit Practice issued by the National Audit Office (the NAO). The detailed sections of this letter provide details on those responsibilities, the work we have done to discharge them, and the key findings arising from our work. These are summarised below.

Area of responsibility	Assessment	Summary
Audit of the financial statements	●	<p>Our auditor's report issued on 27 November 2020 included our opinion that the financial statements:</p> <ul style="list-style-type: none">• give a true and fair view of the Council's financial position as at 31 March 2020 and of its expenditure and income for the year then ended; and• have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2019/20.
Other information published alongside the audited financial statements	●	<p>Our auditor's report included our opinion that:</p> <ul style="list-style-type: none">• the other information in the Statement of Accounts is consistent with the audited financial statements.
Value for money conclusion	●	<p>Our auditor's report concluded that we are satisfied that in all significant respects, the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2020.</p>
Reporting to the group auditor	●	<p>In line with group audit instructions, issued by the NAO on 4th November, we reported to the group auditor in line with the requirements applicable to the Council's Whole of Government Accounts return.</p>
Statutory reporting	●	<p>Our auditor's report confirmed that we did not use our powers under s24 of the 2014 Act to issue a report in the public interest or to make written recommendations to the Council.</p> <p>The report also confirmed that we did not exercise any other special powers of the auditor under sections 28, 29 or 31 of the 2014 Act.</p>



2. AUDIT OF THE FINANCIAL STATEMENTS

Opinion on the financial statements

Unqualified

The scope of our audit and the results of our work

The purpose of our audit is to provide reasonable assurance to users that the financial statements are free from material error. We do this by expressing an opinion on whether the statements are prepared, in all material respects, in line with the financial reporting framework applicable to the Council and whether they give a true and fair view of the Council's financial position as at 31 March 2020 and of its financial performance for the year then ended.

Our audit was conducted in accordance with the requirements of the Code of Audit Practice issued by the National Audit Office and International Standards on Auditing. These require us to consider whether:

- the accounting policies are appropriate to the Council's circumstances and have been consistently applied and adequately disclosed;
- the significant accounting estimates made by management in the preparation of the financial statements are reasonable; and
- the overall presentation of the financial statements provides a true and fair view.

Our auditor's report, stated that in our view, the financial statements give a true and fair view of the Council's financial position as at 31 March 2020 and of its financial performance for the year then ended.

Our auditor's report was modified to include an emphasis of matters paragraph. This drew attention to the financial statement disclosure explaining that COVID-19 had contributed to 'material valuation uncertainty' in the valuation of the Council's land and buildings and investment properties, and in the Council's share of Derbyshire Pension Fund's property investment assets included in the estimated net Pension Liability.



2. AUDIT OF THE FINANCIAL STATEMENTS

Our approach to materiality

We apply the concept of materiality when planning and performing our audit, and when evaluating the effect of misstatements identified as part of our work. We consider the concept of materiality at numerous stages throughout the audit process, in particular when determining the nature, timing and extent of our audit procedures, and when evaluating the effect of uncorrected misstatements. An item is considered material if its misstatement or omission could reasonably be expected to influence the economic decisions of users of the financial statements.

Judgements about materiality are made in the light of surrounding circumstances and are affected by both qualitative and quantitative factors. We set materiality for the financial statements as a whole (financial statement materiality) and set a lower level of materiality for specific items of account (specific materiality) due to the nature of these items or because they attract public interest. We also set a threshold for reporting identified misstatements to the Standards and Audit Committee. We call this our trivial threshold.

The table below provides details of the materiality levels applied in the audit of the financial statements for the year ended 31 March 2020:

Financial statement materiality	Our financial statement materiality is based on 2% of Gross Operating Expenditure.	£2.0m
Trivial threshold	Our trivial threshold is based on 3% of financial statement materiality.	£60k
Specific materiality	We have applied a lower level of materiality to the following areas of the accounts: <ul style="list-style-type: none">• Senior Officer Remuneration• Members Allowances• External Audit Fee	£5k £87k £8k



2. AUDIT OF THE FINANCIAL STATEMENTS

Our response to significant audit risks

As part of our continuous planning procedures we considered whether there were risks of material misstatement in the Council's financial statements that required special audit consideration. We reported significant risks identified at the planning stage to the Standards and Audit Committee within our Audit Strategy Memorandum and provided details of how we responded to those risks in our Audit Completion Report. The table below outlines the identified significant risks, the work we carried out on those risks and our conclusions.

Identified significant risk	Our response	Our findings and conclusions
<p>Management override of controls</p> <p>In all entities, management at various levels within an organisation are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Because of the unpredictable way in which such override could occur, we consider there to be a risk of material misstatement due to fraud and thus a significant risk on all audits</p>	<p>We addressed this risk through performing audit work over accounting estimates, financial journal entries and significant transactions outside the normal course of business or otherwise unusual.</p>	<p>Our audit procedures did not identify any material errors or uncertainties in the financial statements, or other matters that we wish to highlight.</p>
<p>Valuation of Property, Plant and Equipment and Investment Properties</p> <p>The Council's accounts contain material balances and disclosures relating to its holding of Property, Plant and Equipment, and Investment Properties with the majority of these assets required to be carried at valuation.</p>	<p>We performed a range of audit tests, including, but not limited to:</p> <ul style="list-style-type: none"> • Reviewing the valuer's qualifications, objectivity and independence to carry out the required programme of revaluations. • Testing a sample of valuations to ensure the correct methodology had been applied and were supported by appropriate evidence. • Considering the impact of assets not revalued in 2019/20 to ensure these remained materially correct at the balance sheet date. 	<p>The Council's valuer declared that the valuation of the Council's property assets were subject to 'material valuation uncertainty' as a result of COVID-19 and this was disclosed in Note 4 of the financial statements and referred to in the 'emphasis of matter' paragraph in our audit report.</p> <p>A 'material valuation uncertainty' declaration does not mean that the valuation cannot be relied upon, only that, because of the extraordinary circumstances arising from COVID-19, less certainty can be attached to the valuation.</p>



2. AUDIT OF THE FINANCIAL STATEMENTS

Our response to significant audit risks (continued)

Identified significant risk	Our response	Our findings and conclusions
<p>Valuation of the Net Pension Liability</p> <p>The Council's accounts contain material liabilities relating to the local government pension scheme. The Council uses an actuary to provide an annual valuation of these liabilities in line with the requirements of IAS19 Employee Benefits. Due to the high degree of estimation uncertainty associated with this valuation, we determined there to be a significant audit risk in this area.</p>	<p>We performed a range of audit tests, including, but not limited to:</p> <ul style="list-style-type: none"> • Liaising with the auditor of the Derbyshire Pension Fund to obtain direct assurance over the controls surrounding membership, contributions and benefits data sent to the actuary by the pension fund and the fund assets valuation in the pension fund financial statements. • Reviewing the appropriateness of the Pension Asset and Liability valuation methodologies applied by the Pension Fund Actuary, and the key assumptions included within the valuation. • Considered the impact of the remedy solution for the McCloud legal judgement on the net pension liability. 	<p>'Material valuation uncertainty' was disclosed on the Pension Fund's property investment assets as a result of COVID-19. As the Council's share of those assets in the net Pension Liability in its own balance sheet is material, the Council has disclosed this in Note 4 of the financial statements and we have reflected this in the 'emphasis of matter' paragraph in our Audit Report.</p>

Internal Control Recommendations

As part of our audit we considered the internal controls in place that are relevant to the preparation of the financial statements. We did this to design audit procedures that allow us to express our opinion on the financial statements, but this did not extend to us expressing an opinion on the effectiveness of internal controls. The matters we report are limited to those deficiencies and other control recommendations that we have identified during our normal audit procedures and that we consider to be of sufficient importance to merit being reported. We have not identified any significant control deficiencies that we are required to report to Members.



3. VALUE FOR MONEY CONCLUSION

Value for money conclusion

Unqualified

Our audit approach

We are required to consider whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The NAO issues guidance to auditors that underpins the work we are required to carry out in order to form our conclusion, and sets out the criterion and sub-criteria that we are required to consider.

The overall criterion is that, ‘in all significant respects, the Council had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.’ To assist auditors in reaching a conclusion on this overall criterion, the following sub-criteria are set out by the NAO:

- informed decision making;
- sustainable resource deployment; and
- working with partners and other third parties.

Significant audit risks

The NAO’s guidance requires us to carry out work to identify whether or not a risk to our conclusion exists. Risk, in the context of our work, is the risk that we come to an incorrect conclusion rather than the risk of the arrangements in place at the Council being inadequate.

When we perform our work, we consider whether there are any areas requiring additional audit attention as a “Significant Audit Risk”, which we report to the Standards and Audit Committee prior to finalising our conclusion. For 2019/20, we did not identify any significant audit risks.

Overall Conclusion

Our auditor’s report stated that that, in all significant respects, the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31st March 2020.



4. OTHER REPORTING RESPONSIBILITIES

Exercise of statutory reporting powers	No matters to report
Completion of group audit reporting requirements	Below testing threshold
Other information published alongside the audited financial statements	Consistent

The Code of Audit Practice and the 2014 Act place wider reporting responsibilities on us, as the Council's external auditor. We set out below, the context of these reporting responsibilities and our findings for each.

Matters on which we report by exception

The 2014 Act provides us with specific powers where matters come to our attention that, in our judgement, require reporting action to be taken. We have the power to:

- issue a report in the public interest;
- make statutory recommendations that must be considered and responded to publicly;
- apply to the court for a declaration that an item of account is contrary to law; and
- issue an advisory notice under schedule 8 of the 2014 Act.

We have not exercised any of these statutory reporting powers.

The 2014 Act also gives rights to local electors and other parties, such as the right to ask questions of the auditor and the right to make an objection to an item of account. We did not receive any such objections or questions.

Reporting to the NAO in respect of Whole of Government Accounts consolidation data

The National Audit Office, as group auditor, requires us to complete a Whole of Government Accounts Assurance Statement in respect of financial consolidation data produced by the Council. We submitted this information to the NAO on 27 November 2020.

Other information published alongside the financial statements

The Code of Audit Practice requires us to consider whether information published alongside the financial statements is consistent with those statements and our knowledge and understanding of the Council. In our opinion, the other information in the Statement of Accounts is consistent with the audited financial statements.



5. OUR FEES

Fees for work as the Council's auditor

We reported our proposed fees for the delivery of our work in the Audit Strategy Memorandum.

Having completed our work for the 2019/20 financial year, we can confirm that our final fees are as follows:

Area of work	2019/20 proposed fee	2019/20 final fee
Delivery of audit work under the NAO Code of Audit Practice	£40,383	
Fee Variations*:		
• Additional Testing on Property, Plant & Equipment and Defined Benefit Pensions Schemes		£7,952
• Additional costs associated with 2019/20, including, but not limited to: <ul style="list-style-type: none">• impact of 'Material Valuation Uncertainty' on the Council's land and buildings and its share of Pension Fund property assets;• updating audit risk assessments, including the value for money conclusion;• additional considerations of estimation uncertainty in going concern;• changes impacting pension liabilities through the McCloud and Goodwin legal cases.		£5,032
Final audit fee		£53,367

*Fee variations subject to confirmation from PSAA.

Fees for other work

In addition to delivering audit work under the NAO's Code of Audit Practice, we have been engaged by the Council to carry out two pieces of assurance work as follows:

Area of work	2019/20 proposed fee	2019/20 final fee
Assurance**:		
• Certification of Housing Benefit Subsidy Claim	£7,000	
• Pooling of Housing Capital Receipts Return	£4,000	

**Work is ongoing



6. FORWARD LOOK: AUDIT CHANGES 2020/21

Changes to the Code of Audit Practice

The Code of Audit Practice (the Audit Code), issued by the Comptroller and Auditor General, prescribes the way we carry out our responsibilities as your auditors. On 1st April 2020 a new Code came in to force and will apply to our work from 2020/21 onwards.

The new Audit Code continues to apply the requirements of International Standards on Auditing (ISAs) to our audit of the financial statements. While there are changes to the ISAs that are effective from 2020/21 the Audit Code has not introduced any changes to the scope of our audit of the financial statements. We will continue to give our opinion on the financial statements in our independent auditor's report.

There are however significant changes to the work on value for money arrangements, and the way we report the outcomes of our work to you.

The auditor's work on value for money arrangements

From 2020/21 we are still required to satisfy ourselves that you have made proper arrangements for securing the economy, efficiency and effectiveness in your use of resources, however unlike under the 2015 Audit Code, we will no longer report in the form of a conclusion on arrangements. Instead, where our work identifies significant weaknesses in arrangements, we are required to report those weaknesses to you, along with the actions that need to be taken to address those weaknesses.

Our work will focus on three criteria specified in the revised Audit Code:

- Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;
- Governance: how the body ensures that it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.

Under the new Audit Code, we will be expected to report and make recommendations as soon as we identify a significant weakness in arrangements, as opposed to reporting our conclusion on arrangements at the end of the audit cycle as has previously been the case.

Reporting the results of the auditor's work

We currently issue you with an Annual Audit Letter which provides a summary of our work across all aspects of our audit. From 2020/21 the Annual Audit Letter will be replaced by the Auditor's Annual Report. This will continue to provide a summary of our work over the year of audit but will also include a detailed commentary on your arrangements in place to achieve economy, efficiency and effectiveness. This commentary replaces the conclusion on arrangements that was previously provided and will include details of any significant weakness identified and reported to you, follow up of any previous recommendations made, and our view as to whether recommendations have been implemented satisfactorily.

The new Audit Code will result in additional officer time and auditor time and therefore audit fees.



6. FORWARD LOOK: AUDIT CHANGES 2020/21

Redmond Review

In September 2020, Sir Tony Redmond published the findings of his independent review into the oversight of local audit and the transparency of local authority financial reporting. The report makes several recommendations that, if implemented, could affect both the financial statements that local authorities are required to prepare and the work that we as auditors are required to do.

The report and recommendations are wide-ranging, and includes:

- the creation of the Office of Local Audit and Regulation (OLAR), to manage, oversee and regulate local audit;
- reviewing reporting deadlines;
- reviewing governance arrangements in local authorities, including the membership of the Standards and Audit Committee; and
- increasing transparency and reducing the complexity of local authority financial statements.

The recommendations and findings will now be considered by the Ministry of Housing, Communities and Local Government and we look forward to working with all stakeholders to implement changes to ensure the development and sustainability of local audit.

The full report is available here: <https://www.gov.uk/government/publications/local-authority-financial-reporting-and-external-audit-independent-review>



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Mazars is an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services*. Operating in over 90 countries and territories around the world, we draw on the expertise of 40,400 professionals – 24,400 in Mazars' integrated partnership and 16,000 via the Mazars North America Alliance – to assist clients of all sizes at every stage in their development.

*where permitted under applicable country laws

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For publication

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

Meeting:	Council
Date:	24 February 2021
Cabinet portfolio:	Housing
Report by:	Liz Cook- Service Director-Housing

1.0 Purpose of report

- 1.1 To seek approval for the public sector housing capital programmes for 2020/21 and 2021/22 and to provide an indicative programme for 2022/23 to 2025/26.
- 1.2 This report is due to be considered by Cabinet at its meeting on 23 February, 2021.

2.0 Recommendations

- 2.1 That the Housing (Public Sector) revised Capital Programme for 2020/21 is approved.
- 2.2 That the Housing (Public Sector) Capital Programme for 2021/22 is approved and its procurement, as necessary, be authorised.

- 2.3 That the Housing (Public Sector) Capital programmes for 2022/23 to 2025/26 are provisionally approved.
- 2.4 That the in-house delivery of the Programme be approved.
- 2.5 That the Service Director – Housing and/or Acting Chief Finance Officer be authorised to vire between programmes and budgets to manage the Capital Programme as set out in the report.

3.0 **Revised Capital Programme 2020/21**

- 3.1 The 2020/21 programme has been revised to recognise changes during the year. The principle ones are delayed starts on two major schemes, due to the Covid pandemic, (Brockwell New Build and Newland Dale Estate Improvements). These have been compensated by an increase to the Grangewood Estate Improvement Scheme and to the Property Acquisitions budget.
- 3.2 The delayed works have been incorporated into the 2021/22 programme.

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

- 4.1 The overall financial strategy continues to focus on the maintenance of the Decent Homes Standard, improving the non-traditional housing stock, delivering improvements to the estate environment and increasing the development programme of new council housing. There will be a continued increasing focus on affordable warmth and energy efficiency.
- 4.2 Cabinet will be asked to approve revenue support for the 2021/22 Housing Capital Programme which is £5,740,550 identified in the HRA revenue budget report, which is on this agenda.

- 4.3 The Council has sold 34 homes through the Right to Buy as of 13th January 2021. At this time last year 57 homes had been sold. The HRA Business Plan for the coming years assumes sales of 50 in 2021/22, 40 in 2022/23, 30 in 2023/24, 25 in 2024/25 and 25 in 2025/26. Additional receipts from Right to Buys exceeding those in the self-financing assumptions (21) can be retained in Chesterfield for the provision of new affordable housing. This money must be spent within 3 years and will require a funding contribution of 70% from the HRA resources. The receipts accumulated to date have been spent on delivery of the new build council house programme and property acquisitions.
- 4.4 The HRA Business Plan, is in development and will be presented to a future Cabinet meeting. The preparation of the business plan demonstrated that there will have sufficient funding available to meet this 70% funding contribution on the assumption that all of the mitigating actions to improve the financial viability, are realised. If these retained receipts are not used within 3 years, then they must be returned to MCHLG with 4% plus base rate interest. Therefore, in order to ensure that the receipts are retained in Chesterfield for the provision of new affordable housing, the following actions have and will continue to be undertaken:
- Continue with the planned new build programme within the Housing Capital Programme
 - The five-year programme of new build sites is included in the Housing Capital programme for 2021/22-2025/26.
 - Work with other local Registered Providers in exchange for a proportion of the stock on site and nomination rights.
 - Continue the strategic acquisition programme
- 4.5 The forecast total level of funding available for investment in the stock is enough to maintain the stock at 100% Decency based on the 2017 stock condition survey in the next five

financial years (2021/22 to 2025/26). A new Stock Condition Survey will be carried out in 2021/22.

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

- 5.1 The introduction of Self Financing in the HRA introduced the potential to borrow to finance investment in the stock up to and beyond the Decent Homes Standard.
- 5.2 The proposed 2021/22 programme and in each of the following four years continues to broadly reflect the capital programme used in the HRA Business Plan in previous years and addresses needs arising due to the ageing stock as identified in the Stock Condition Survey. Details are shown in Appendix 1.
- 5.3 Currently 100% of the housing stock meets the Decent Homes Standard at the 2 December 2020 and we fully anticipate this will continue to be 100% at the 31 March 2021.
- 5.4 The focus of the programme remains on the modernisation of properties to maintain the Decent Homes Standard with the balance of activity over the next twelve months concentrating on building elements such as roofs, windows and improvements to external estate environments.
- 5.5 The 2017 Stock Condition Survey carried out by Savills, identified that the condition of the housing stock has improved since the previous survey in 2014. The investment in the stock has been directed into the right areas with significant investment being made in relation to typical decent homes works, such as kitchens, bathrooms, electrical installations, heating and external doors and as such less expenditure is required.
- 5.6 The HRA revenue budget report shows that additional borrowing will be required to finance the capital programme

for the 5-year period 2021/22 to 2025/26. The costs associated with this additional borrowing have been included within the revenue budget. There is a risk that balances may be lower than forecast if, for example, housing rent bad debts (write offs) increase above the levels assumed, this would lead to an increased borrowing requirement.

- 5.7 The Housing Capital Programme has been set in accordance with the profile set out in the stock condition survey. By ensuring that work is planned and procured in accordance with this survey, the unit prices identified within the survey, should be achievable and not pose any substantial risk of increase in process due to rising building cost inflation. This will also ensure that sufficient capacity within the workforce, both internal and external contractors, is available and maintained.
- 5.8 Many of the programme for 2021/22 have already been procured in 2020/21 to ensure timely delivery.
 - 5.8.1 The Central Heating Programme will continue in order to remove the risk of large-scale heating failures as a result of the age of the boilers and the non-availability of the required parts.
 - 5.8.2 The roof replacement programme will continue to be one of the largest areas of works to ensure that properties maintain the Decent Homes Standard. The roofing programme will run in conjunction with chimneys, soffits and fascia's and rainwater goods, to minimise the need to scaffold.
 - 5.8.3 The replacement programme for aging UPVC windows and External Wall Insulation will continue.
 - 5.8.4 Programmes have been included for external work to blocks of flats, in conjunction with estate environmental improvements, garage site improvements and fences, gates,

footpaths and drives for general needs properties. The Blocks Refurbishment Programme is attached in Appendix 3.

- 5.9 Members previously approved a programme of environmental improvements at Barrow Hill, London Boroughs Estate and continued provision has been made for the second phase of this work which commenced in September 2020.
- 5.10 New build housing programmes working with external partners will continue at Brockwell Court (21 homes). Additional new sites have been identified and developments planned at Markham Court (1 unit), Middlecroft (12 units) and Westwood Avenue (17 units).
- 5.11 All new housing projects are being designed and built to standards that exceed the minimum standards as set out in Part L Conservation of Fuel and Power of the current building regulations through installation of energy efficient boilers and increased levels of insulation in the floors, walls and ceilings. During construction all materials are locally sourced from sustainable materials. For future use, sustainable features such as cycle stores are introduced, electric car charging points and rainwater recycling through collection points in the garden. Water usage is calculated and features such as perforated taps and low flow baths introduced to reduce consumption.
- 5.12 The investment proposed in the Housing Capital Programme will make a significant contribution to ensure the Council's Housing stock is improved to increase its SAP ratings and ensure all homes are efficient and provide affordable warmth for our tenants. In delivering programmes of work for example the block refurbishment programmes specific consideration will be given to energy efficiency and the components used in window replacements, heating replacement systems will be regularly reviewed to ensure improved SAP ratings and make positive reductions on tenants utility bills.

- 5.13 The successful programme of strategic housing acquisitions remains to allow the purchase of properties which meets housing need and increases the housing stock.
- 5.14 The refurbishment of one general needs and two further sheltered housing schemes to ensure that older person's accommodation remains accessible and meets the future needs of our aging population will continue.
- 5.15 The fire risk improvement works to blocks identified in the Compliance Review undertaken by Savills in December 2019 will continue.

6 Investment Principles

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

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

7 In House Share of Programme

7.1 Appendix 1 shows the portion of the Capital programme that is its proposed will be delivered in house to ensure continued

operational effectiveness. Consideration has been given to the level of in house resources allowing for use of external contractors to support the delivery of the Capital Programme to address the backlog of works from 20/21 as a consequence of the Covid pandemic.

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

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

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

8 Supporting Local Contractors

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

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

9 Financial Implications

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

10 Risk Management

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

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

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

11 Equalities Impact Assessment (EIA)

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

12.0 Recommendations

12.1 That the Housing (Public Sector) revised Capital Programme for 2020/21 is approved.

- 12.2 That the Housing (Public Sector) Capital Programme for 2021/22 is approved and its procurement, as necessary, be authorised.
- 12.3 That the Housing (Public Sector) Capital Programmes for 2022/23 to 2025/26 are provisionally approved.
- 12.4 That the in-house share of the Programme be approved.
- 12.5 That the Service Director – Housing and/or Acting Chief Finance Officer be authorised to vire between programme heads and budgets to manage the Capital Programme as set out in the report.
- 13.0 **Reasons for recommendations**
- 13.1 The Council will be able to maintain its ‘Decent Homes Standard’ targets in line with the Council’s Vision and Corporate Plan.
- 13.2 The condition of the Public Sector housing stock and its environment will be maintained and improved.
- 13.3 To contribute to the aims of the Borough Housing Strategy and to deliver the HRA Business Plan.

Glossary of Terms	
HRA	Housing Revenue Account
VFM	Value for Money

Decision information

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

Document information

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

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HOUSING CAPITAL PROGRAMME - 2020/ 21 + 4 Year plan

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

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

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

HRA Business Plan | Chesterfield BC

Major Repairs & Development Financing

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

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

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

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Section 1 – Clear aims and objectives

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

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

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

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

Eg. specific sections of the community, employees

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

3. What outcomes do you want to achieve?

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

appropriate

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

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

Eg. conflicting interests, budget limitations etc.

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

5. Any other relevant background information

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

Section 2 – Collecting your information

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

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

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

Section 3 – Additional engagement activities

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

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

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

Section 4 – What is the impact?

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

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

<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
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10. Details of anticipated negative impacts.

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

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

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A	<i>If no, please explain why:</i>
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Section 5 – Recommendations and monitoring

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

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

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

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

Include review date etc if applicable

The Housing Capital Improvement Programme is monitored annually.

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Section 6 – Knowledge management and publication

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

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

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Appendix 3 Blocks Refurbishment Programme

2020/21

Ashcroft Court	1 block	Old Whittington
Seaton Court	1 block	Dunston

2021/22

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

2023/24 – 2024/25- 2025/26

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

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For publication

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

Meeting:	Council
Date:	24 th February 2021
Cabinet portfolio:	Cabinet Member for Housing
Directorate:	Finance Housing

1.0 Purpose of report

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

2.0 Recommendations

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

3.0 Reasons for recommendations

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

4.0 Report Details

- 4.1 Background

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

4.1.8 This report is due to be considered by Cabinet at its meeting on 23 February, 2021.

4.2 Information Included

4.2.1 The following information is attached:

- Annexe 1 - Statutory HRA Operating Account (Summarised)

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

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

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

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

4.3 Financial Position at Year End 2020/21

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

HRA Balances

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

Estimated Balance 31.3.21	(8,191)	(9,286)
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4.3.2 The probable outturn includes the following approved additions to the 2020/21 estimate:

Carry Forward from 2019/20

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

4.3.3 The original 2020/21 budget forecast a reduction in the HRA balance of £10,343,590. The revised 2020/21 budget shows a reduction in the HRA balance of £15,447,910, a difference of £5,104,320. The main reasons for the variation are an increase in revenue funding for the capital programme (£4,046,860) due to an increased capital programme and a reduction in available capital receipts, and an increase in the bad debts provision (£605,000).

4.3.4 As approved as part of the Council's financial strategy (Cabinet, 10th November 2020), in September 2020 OSD moved to a cost recovery model where the HRA meets in full the costs of providing the service rather than payments being made in accordance with the current schedule of rates. Although there has been a reduction in the number of repairs made during the year to date, any repairs budget savings have been offset by the additional costs being incurred in working in a Covid19 secure way.

4.4 Financial Strategy 2021/22

4.4.1 The financial strategy for the HRA is to deliver a balanced and sustainable budget which is self-financing in the longer term and which reflects both the requirements of tenants and the strategic vision and priorities of the council.

4.4.2 The HRA cannot run at an overall deficit and risks will continue to be identified and managed effectively. Cabinet approved a series of strategy and policy changes in May 2016 to mitigate the impact of the 1% rent reduction for a 4-year period commencing in April 2016. These changes significantly improved the financial viability of the HRA. They included reductions to the responsive repairs budget, a reduced and rephased capital programme, moving rent collection to a 52 week basis to mirror the payment of Universal Credit to claimants and taking action to reduce

income lost through bad debts (rent arrears) and having properties stood empty (voids).

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

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

4.5 Initial Budget Forecast 2021/22

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

HRA Balances

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

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

4.6 Organisational Development Framework & Future Savings

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

- 4.6.2 An organisational development (OD) approach and framework has been adopted with the aim of achieving *'A joined-up approach to aligning resources, working practices and performance with our strategic ambitions; shaping capability and culture to enable resilient delivery of our priorities'*. This approach will provide a framework in which to operate and collaborate, as One Council, to continue to improve performance and drive value for money for the communities in Chesterfield. Work is progressing to set out the OD strategy in more detail with a programme of activity to support significant transformation requirements, which are by nature Council wide and corporately led.
- 4.6.3 As part of the approval of the new corporate leadership structure in October 2020, it was recognised that in order to achieve the objectives of that restructure, revisions to service portfolios would require restructuring of the tiers below. The service directors will be considering capacity, capability and service alignment, and this work will form a key project within the OD programme.
- 4.6.4 It is proposed that an invest to save approach is used to enable the council to fund the development and support of the OD framework. This funding would support upfront investment in resources to deliver the OD programme, including any changes to the organisational structure required to support this approach; the OD programme development would then lead to the identification of future savings to fund any recurring costs, as well as seeking to repay the initial investment over time.
- 4.6.5 The detailed programme and funding strategy are currently in development. The aim is to set out the OD strategy and programme in a report to Joint Cabinet and Employment and General Committee and then to full Council in April.

5 Alternative options

- 5.1 There are no alternative options to consider.

6 Implications for consideration – Council Plan

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

7 Implications for consideration – Financial and value for money

- 7.1 Financial and value for money implications are detailed in section 4.

8 Implications for consideration – Legal

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

9 Implications for consideration – Human resources

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

10 Implications for consideration – Risk management

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

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

11 Implications for consideration – community wellbeing

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

12 Implications for consideration – Economy and skills

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

13 Implications for consideration – Climate Change

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

14 Implications for consideration – Equality and diversity

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

Decision information

Key decision number	1008
Wards affected	All

Document information

Report author	Contact number/email
Karen Ludditt	01246 936276 Karen.ludditt@chesterfield.gov.uk
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
Annexes to the report	
Annexe 1	Statutory HRA Operating Account

HOUSING REVENUE ACCOUNT BUDGETS 2020/21 TO 2025/26

STATUTORY HRA OPERATING ACCOUNT

SUMMARY

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

For publication

2021/22 Budget and Medium-Term Financial Plan

Meeting:	Council
Date:	24 th February 2021
Cabinet portfolio:	Leader of the Council
Directorate:	Finance

1.0 Purpose of report

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

2.0 Recommendations

That Council:

- 2.1 Approves the revised budget for 2020/21 (Section 4.3).
- 2.2 Approves the overall revenue budget summary for 2021/22 (Section 4.5 and Appendix A).
- 2.3 Notes the Collection Fund and the Tax Base forecasts (Section 4.6).
- 2.4 Approves the use of the capital receipts flexibility to fund the revenue costs of the ICT Improvement Programme which will lead to budget savings (Section 4.7).
- 2.5 Notes the budget forecasts for 2022/23 and the medium term and the need to address the projected deficits (Section 4.8).
- 2.6 Notes the intention to develop a detailed programme and funding strategy for Organisational Development (Section 4.9).

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

3.0 Reasons for recommendations

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

4.0 Report Details

4.1 Background

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

- 4.1.4 The Local Government Finance Settlement on 10th February 2021 confirmed:
- Revenue Support Grant (RSG) settlement funding for 2021/22 (this amounted to £444k for the Council)
 - New Homes Bonus (NHB) funding allocations for 2021/22
 - Council Tax referendum principles for shire districts, which allow for an increase in the council tax level for a Band 'D' property in 2021/22 of up to 1.99% or £5 whichever is the greater
- 4.1.5 The Council Tax must be set at the Council meeting on 24th February, and this report is due to be considered by Cabinet at its meeting on 23 February, 2021 in order to finalise its proposals for achieving a balanced budget.
- 4.2 Policy & Financial Planning Framework
- 4.2.1 A copy of the Council's Financial Strategy is attached at Appendix C. The overall aim is to establish a framework for aligning the revenue and capital spending proposals with the Council's strategic priorities as set out in the Council Plan. This report covers the application of the strategy for the next five years. The Medium-Term Financial Plan (MTFP) is supported by other financial strategies including the Capital Strategy, the Treasury Management Strategy, and the Asset Management Plan.
- 4.2.2 The MTFP is just one of several plans and strategies that link into the overall Council Plan; others include the Workforce Plan, the HRA Business Plan, the Local Development Framework, etc. These are designed to help ensure that the Council provides economic, efficient and effective services, delivers value for money and achieves continuous improvement.
- 4.2.3 The Council Plan should guide the Council's resource allocation and performance management arrangements. The Council Plan has been developed in tandem with the preparation of the MTFP.
- 4.3 Revised Budget 2020/21
- 4.3.1 The Council approved the original budget for 2020/21 on 26th February 2020. It was also agreed that the Council Tax be increased by £5 to £169.89 for a Band 'D' property. After allowing for planned savings a surplus of £16k was forecast.

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

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

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

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

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

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

4.4 Business Rates

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

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

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

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

4.5 2021/22 Net Expenditure Estimate

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

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

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

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

4.6 Council Tax & Collection Fund

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

Tax Base – Band ‘D’ Properties

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

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

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

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

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

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

4.7 Flexible Use of Capital Receipts Strategy

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.9 Organisational Development Framework & Future Savings

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

4.10 Reserves & Balances

- 4.10.1 The Council maintains a General Working Balance and several other earmarked reserves. A review of all the reserves and provisions has been undertaken as part of the budget process.

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

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

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

4.11 Consultation

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

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

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

4.12 Other Local Council Taxes

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

- **Staveley Town Council** – Band ‘D’ tax increased by 1.5% to £99.05 (£97.59 in 2020/21); &
 - **Brimington Parish Council** – no increase with the Band ‘D’ tax held at £22.43 (£22.43 in 2020/21).
- 4.12.2 Derbyshire County Council resolved on 3rd February 2021 to increase its Council Tax by 2.5% to £1,383.07 (£1,349.34 in 2020/21).
- 4.12.3 Derbyshire’s Police & Crime Commissioner set the Constabulary’s precept and Council Tax on 4th February 2021 – the Band D tax will be £241.60, an increase of £15 (6.6%) (£226.60 in 2020/21).
- 4.12.4 The Derbyshire Fire and Rescue Authority set its precept and Council Tax on 11th February 2021 – the Band D tax will be £79.27, an increase of 1.98% (£77.73 in 2020/21).
- 4.12.5 Details of the Council Taxes for each major preceptor and by each tax band are shown in Appendix G.
- 4.13 Calculation of Expenditure
- 4.13.1 The calculation of expenditure required under Section 32 of the Local Government Finance Act 1992 is shown at Appendix F.
- 4.14 Chief Financial Officer’s Assurances
- 4.14.1 The Local Government Act 2003 (section 25) requires the Chief Financial Officer (CFO) to report on the robustness of estimates and the adequacy of financial reserves when the statutory calculations to determine the Council Tax are reported. The CFO is the officer responsible for administration of the Council’s financial affairs for the purposes of Section 151 of the Local Government Act 1972.
- 4.14.2 **Robustness of estimates** – subject to the risks and uncertainties highlighted elsewhere in this report and in Appendix E, the CFO is satisfied that the estimates are based on the best available information and that procedures are in place to ensure the estimates are accurate and reliable. Budget responsibility is devolved to service managers who are best placed to complete the budget working papers. The central Accountancy Team co-ordinate the budget process and check through all budget working papers. The Council’s procedures allied to experienced

staff and a robust approach to risk management minimise the inherent risks and uncertainties in the forecasting process.

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

set to be published shortly will show a more accurate position and demonstrate that the Council has a well balanced approach to financial management.

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

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

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

5.0 Alternative options

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

6.0 Implications for consideration – Council Plan

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

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

7.0 Implications for consideration – Financial and value for money

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

8.0 Implications for consideration – Legal

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

9.0 Implications for consideration – Human resources

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

10.0 Implications for consideration – Risk management

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

11.0 Implications for consideration – community wellbeing

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

12.0 Implications for consideration – Economy and skills

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

13.0 Implications for consideration – Climate Change

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

14.0 Implications for consideration – Equality and diversity

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

Decision information

Key decision number	1004
Wards affected	All wards

Document information

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

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GENERAL FUND REVENUE ESTIMATES SUMMARY

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

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BUDGET STRATEGY

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

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

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FINANCIAL STRATEGY

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

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

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

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

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

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

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

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

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

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

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

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

MOVEMENTS ON RESERVES & PROVISIONS

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

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KEY BUDGET RISKS & SENSITIVITY ANALYSIS 2021/22

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

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CALCULATION OF EXPENDITURE – SECTION 32 LGFA '92

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

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COUNCIL TAXES 2021/22

COUNCIL TAXES								
COUNCIL AREA	VALUATION BAND/PROPORTION OF BAND 'D' TAX							
	A	B	C	D	E	F	G	H
	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
	£	£	£	£	£	£	£	£
CHESTERFIELD BOROUGH:								
Staveley Town	182.62	213.07	243.50	273.94	334.81	395.69	456.56	547.88
Brimington Parish	131.54	153.47	175.40	197.32	241.17	285.02	328.86	394.64
All Other Areas	116.59	136.03	155.46	174.89	213.75	252.62	291.48	349.78
MAJOR PRECEPTING AUTHORITIES:								
Derbyshire CC	922.05	1,075.72	1,229.40	1,383.07	1,690.42	1,997.77	2,305.12	2,766.14
Derbyshire Fire & Rescue	52.85	61.65	70.46	79.27	96.89	114.50	132.12	158.54
Derbyshire Police	161.07	187.91	214.76	241.60	295.29	348.98	402.67	483.20
	0.6667	0.7778	0.8889	1.0000	1.2222	1.4444	1.6667	2.0000
TOTAL COUNCIL TAX PAYABLE IN EACH AREA								
COUNCIL AREA	VALUATION BAND/PROPORTION OF BAND 'D' TAX							
	A	B	C	D	E	F	G	H
	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
	£	£	£	£	£	£	£	£
Staveley Town	1,318.59	1,538.35	1,758.12	1,977.88	2,417.41	2,856.94	3,296.47	3,955.76
Brimington Parish	1,267.51	1,478.75	1,690.02	1,901.26	2,323.77	2,746.27	3,168.77	3,802.52
All Other Areas	1,252.56	1,461.31	1,670.08	1,878.83	2,296.35	2,713.87	3,131.39	3,757.66

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For publication

Council Tax 2021/22

Meeting:	Council
Date:	24 th February 2021
Cabinet portfolio:	Leader
Directorate:	Finance

1.0 Purpose of report

- 1.1 To set the Council's own Council Tax for 2021/22.
- 1.2 To set the aggregate amounts of Council Tax for 2021/22, including all of the precepting authorities, for each area/category of dwelling within the Borough in accordance with requirements of the Local Government Finance Act 1992.

2.0 Recommendations

- 2.1 That it be noted that at its meeting on 28th January 2021 the Employment and General Committee calculated the following tax base amounts for the year 2021/22 in accordance with regulation made under Section 31B of the Local Government Finance Act 1992 as:

- (a) 29,268.96 being the tax base calculated for the whole Council area.
- (b) For those areas to which a parish precept applies:

Staveley Town Council	4,243.38
Brimington Parish Council	2,408.75

- 2.2 That the Council approves the calculation of the Council Tax requirement for the Council's own purposes for 2021/22 (excluding parish precepts) as **£5,118,848**.
- 2.3 That the following amounts be calculated for the year 2021/22 in accordance with Sections 31 to 36 of the Act:
- (a) **£104,531,772** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (gross expenditure) taking into account all precepts issued to it by Parish Councils;
 - (b) **£106,127,463** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (gross income including grants and the use of reserves);
 - (c) **£26,344** being the deficit on the Council tax elements of the Collection Fund and **£7,162,530** being the deficit on the Business Rate elements;
 - (d) **£5,593,183** being the amount by which the aggregate at 3.3(a) above exceeds the aggregate at 3.3(b) above plus 3.3(c), calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year. Please note that this is the total of the Borough's requirement of **£5,118,848** plus the total parish precepts of **£474,335**.
 - (e) **£191.10** being the amount at 3.3(d) above divided by 3.1(a) above, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
 - (f) **£474,335** being the aggregate amount of all special items (parish precepts) referred to in Section 34(1) of the Act.
 - (g) **£174.89** (Band 'D' Council Tax) being the amount at 3(e) above less the result given by dividing the amount at 3(f) above by the amount at 3.1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates. The tax does not exceed the principles set by the Secretary of State for determining excessive tax increases and triggering a referendum.

Parts of the Council's area:

- (h) The following being the amounts calculated by adding the amount at 3.3(g) to the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned in 3.3(f) divided in each case by the amount at 3.1(b), calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more items relate.

Parish	Band 'D' Tax £
Staveley	273.94
Brimington	197.32

- (i) The amounts given by multiplying the amounts at 3.3(g) and 3.3(h) by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation band

Part of the Council's area	Valuation Band							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Staveley Town Council	182.62	213.07	243.50	273.94	334.81	395.69	456.56	547.88
Brimington Parish Council	131.54	153.47	175.40	197.32	241.17	285.02	328.86	394.64
All other parts of the Borough	116.59	136.03	155.46	174.89	213.75	252.62	291.48	349.78

- 2.4 That it be noted that for the year 2021/22 the Derbyshire County Council, the Derbyshire Fire and Rescue Service and the Derbyshire Police & Crime Commissioner have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Precepting Authority	Valuation Band							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Derbyshire County Council	922.05	1,075.72	1,229.40	1,383.07*	1,690.42	1,997.77	2,305.12	2,766.14
Derbyshire Fire & Rescue Service	52.85	61.65	70.46	79.27	96.89	114.50	132.12	158.54
Derbyshire Police & Crime Commissioner	161.07	187.91	214.76	241.60	295.29	348.98	402.67	483.2

*The Derbyshire County Council Tax increase of 1.00% is to support the delivery of adult social care duties and responsibilities in 2021/22, equivalent to an additional £13.49 for dwellings in Council Tax Valuation Band 'D', which is included in the £1,383.07 in the table above.

- 2.5 That, having calculated the aggregate in each case of the amounts at 3.3(i) and 3.4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2021/22 for each of the categories of dwellings shown below:

Part of the Council's area	Valuation Band							
	A 6/9	B 7/9	C 8/9	D 9/9	E 11/9	F 13/9	G 15/9	H 18/9
	£	£	£	£	£	£	£	£
Staveley Town Council	1,318.59	1,538.35	1,758.12	1,977.88	2,417.41	2,856.94	3,296.47	3,955.76
Brimington Parish Council	1,267.51	1,478.75	1,690.02	1,901.26	2,323.77	2,746.27	3,168.77	3,802.52
All other parts of the Borough	1,252.56	1,461.31	1,670.08	1,878.83	2,296.35	2,713.87	3,131.39	3,757.66

3.0 Reasons for recommendations

- 3.1 There is a statutory requirement for the Council to set a balanced budget and a Council Tax for each financial year. The format of the Council Tax resolution is based on the model recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA).

4.0 Report Details

4.1 Background

The Councils budget is set out in the 2021/22 Budget & Medium Term Financial Plan, General Fund and Housing Capital Programmes and Treasury Management Strategy reports. The budget reports form the basis of the Council Tax recommendation in this report.

The Borough Council, as the Tax Collecting Authority, is required by the Local Government Finance Act, 1992 to set the Council Tax for its area by adding its own tax to those of the Major Precepting Authorities (in this case Derbyshire County Council, Derbyshire Fire & Rescue Service and Derbyshire Police and Crime Commissioner) and the local Precepting Authorities (in this case Staveley Town Council and Brimington Parish Council).

Under the Local Government Act 1992 the Council is required to determine whether it's relevant basic amount of council tax for a financial year is excessive. Where the increase exceeds the principles determined by the Secretary of State the authority is required to hold a council tax referendum. For 2021/22 an increase is deemed to be excessive for a shire district council if it is 2% or more above the 2020/21 level and more than £5 above the 2020/21 level.

5.0 Alternative options

- 5.1 It is within the gift of the Council to put forward alternative council tax levels for the Chesterfield Borough element of the council tax calculation.

6.0 Implications for consideration – Council Plan

- 6.1 In preparing the budget estimates for the coming financial year and updating the medium-term financial plan, detailed consideration has been given to the need for the Council's finances to be at levels

appropriate to enable the Council to deliver in full on the priorities and objectives that it has set itself for the remaining term of the Council Plan through March 2023. Consideration and approval of the council tax increase forms part of that process.

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

7.0 Implications for consideration – Financial and value for money

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

8.0 Implications for consideration – Legal

- 8.1 The Borough Council, as the Tax Collecting Authority, is required by the Local Government Finance Act, 1992 to set the Council Tax for its area by adding its own tax to those of the Major Precepting Authorities (in this case Derbyshire County Council, Derbyshire Fire & Rescue Service and Derbyshire Police and Crime Commissioner) and the local Precepting Authorities (in this case Staveley Town Council and Brimington Parish Council).

- 8.2 Under the Local Government Act 1992 the Council is required to determine whether it's relevant basic amount of council tax for a financial year is excessive. Where the increase exceeds the principles determined by the Secretary of State the authority is required to hold a council tax referendum.

9.0 Implications for consideration – Human resources

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

10.0 Implications for consideration – Risk management

- 10.1 Risks associated with the proposed council tax increase are considered in the medium term financial plan to which this council tax increase relates.

11.0 Implications for consideration – community wellbeing

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

12.0 Implications for consideration – Economy and skills

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

13.0 Implications for consideration – Climate Change

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

14.0 Implications for consideration – Equality and diversity

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

Decision information

Key decision number	1005
Wards affected	All

Document information

Report author	Contact number/email
Helen Fox	Helen.fox@chesterfield.gov.uk
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
Appendices to the report	

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For Publication

Council Plan Delivery Plan – 2021/22

Meeting:	Council
Date:	24.02.21
Cabinet portfolio:	Deputy Leader
Directorate:	Corporate

1.0 Purpose of the report

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

2.0 Recommendation

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

3.0 Reasons for recommendations

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

4.0 Report details

4.1 Background

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

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

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

4.4 This report is due to be considered at the Cabinet meeting on 23 February, 2021.

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

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

4.6 Staff across the Council were re-deployed to support key Covid-19 response activities including ensuring key services such as the crematorium could be maintained but also to support new areas of work including business grant allocations, food and medicine deliveries, supporting testing facilities, town centre ambassadors and supporting the community and voluntary sector volunteering

programmes. This re-prioritisation of resources and Covid-19 related safety measures including social distancing have had a significant impact on the Council's ability to deliver on some of the commitments within the Council Plan and the associated delivery plan for the majority of 2020/21.

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

4.8 Council Plan Delivery Plan for 2021/22

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

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

4.10 Council Plan 2019 – 2023 commitments

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

5.0 Alternative options

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

6.0 Implications for consideration – Council Plan

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

7.0 Implications for consideration – Financial and value for money

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

8.0 Implications for consideration – Legal

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

9.0 Implications for consideration – Human resources

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

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

10.0 Implications for consideration – Risk management

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

11.0 Implications for consideration – Community wellbeing

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

12.0 Implications for consideration – Economy and skills

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

13.0 Implications for consideration – Climate Change

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

14.0 Implications for consideration – Equality and diversity

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

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

Decision information

Key decision number	1010
Wards affected	All

Document information

Report author
Donna Reddish – Service Director – Corporate
Background documents
These are unpublished works which have been relied on to a material extent when the report was prepared.
None
Appendices to the report
Appendix 1 – Council Plan Delivery Plan 2021/22
Appendix 2 – Revised Council Plan commitments

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Council Plan 2019 – 2023: Year 3 Delivery Plan

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

Priority – Making Chesterfield a thriving borough

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

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

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

Priority – Improving quality of life for local people

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

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

Priority – Providing value for money services

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

Additional data we will be tracking in 2021/22 to inform decision making and priorities	<ul style="list-style-type: none">• Trend information from complaints (new complaints system due in 2021/22 – which will improve data• Service level consultation information• IIP employee survey
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Council Plan – Commitments for close of plan in March 2023

Changes based on Covid-19 impact assessment and latest information

Making Chesterfield a thriving borough

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

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

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

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

Priority – Improving quality of life for local people

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

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

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

Priority – Providing value for money services

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

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

For Publication

Local Government Boundary Commission Review – Council Size Submission

Meeting:	Council
Date:	24.02.21
Cabinet portfolio:	Governance
Directorate:	Corporate

1.0 Purpose of the report

- 1.1 To approve a submission to the Local Government Boundary Commission on the size of the Council as part of the full review of electoral boundaries within the borough.

2.0 Recommendation

- 2.1 That the draft submission to the Local Government Boundary Commission recommending a Council size of 40 is approved.

3.0 Reasons for recommendations

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

4.0 Report details

4.1 Background

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

is directly accountable to the Speaker's Committee of the House of Commons.

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

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

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

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

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

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

- The representational role of councillors in the local community and how they engage with people, conduct casework and represent the council on partnership organisations

4.7 This report is due to be considered at the Cabinet meeting on 23 February, 2021.

4.8 Proposed Council size

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

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

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

number of 2,200. This is in line with the majority of our nearest neighbour group (compact large town/small city authorities) in their 2019 counts

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

4.10 Timetable for the review

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

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

5.0 **Alternative options**

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

6.0 Implications for consideration – Council Plan

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

7.0 Implications for consideration – Financial and value for money

7.1 The impact of the Council's budget and value for money for residents was considered as part of the proposal. Reducing the Council size from 48 to 40 would save £49,000 per annum in basic allowances plus potentially a further £26,000 from special responsibility allowances, supplies and services and staffing.

7.2 The medium term financial plan reported to Cabinet in February is based on the existing arrangements. No budget savings have been included from the review.

8.0 Implications for consideration – Legal

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

9.0 Implications for consideration – Human resources

9.1 The development of the proposal was led by officers from the Corporate Directorate with input from the Senior Leadership Team and the Economic Growth Directorate. The next stages of the review will require extensive further input from these teams to promote and encourage engagement in the Commission's consultations on warding patterns and to develop Chesterfield Borough Council's consultation responses.

9.2 Following the Commission's final recommendations an assessment will be made regarding the resources required to implement the governance and electoral changes in preparation for the May 2023 election and launch of the new arrangements.

9.3 An assessment will also need to be undertaken regarding the future committee administration, member support requirements and impact on electoral administration before making any recommendations on staffing resource changes.

10.0 Implications for consideration – Risk management

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

11.0 Implications for consideration – Community wellbeing

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

12.0 Implications for consideration – Economy and skills

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

13.0 Implications for consideration – Climate Change

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

14.0 Implications for consideration – Equality and diversity

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

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

Decision information

Key decision number	1011
Wards affected	All

Document information

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

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Chesterfield Borough Council

Council Size Submission

On behalf of Chesterfield Borough Council

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How to Make a Submission

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

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

About You

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

Submission from: Chesterfield Borough Council, following Full Council recommendation

Reason for Review (Request Reviews Only)

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

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

Local Authority Profile

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

Chesterfield Borough Overview

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

Key challenges

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

Key statistics include:

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

Our key challenges include:

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

Council Plan and service provision

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

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

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

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

Local Government context

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

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

Parliamentary constituency context

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

The Context for your proposal

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

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

Future Electorate Size

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

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

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

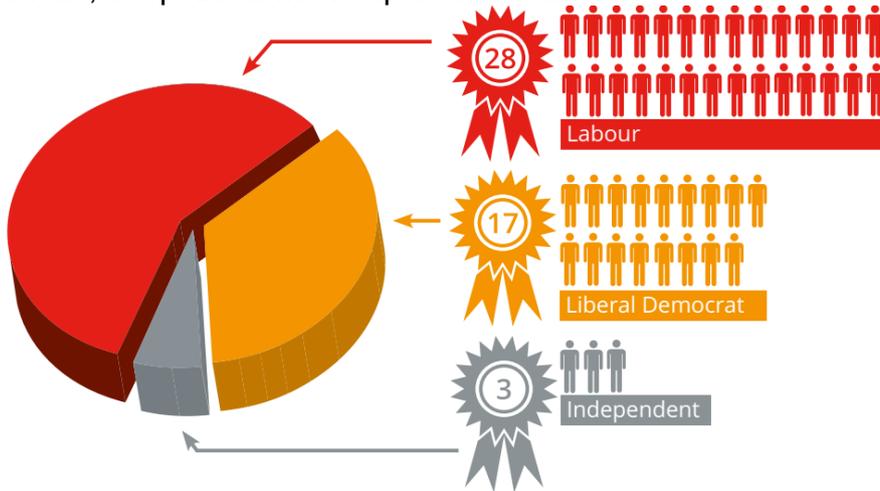
Some of these sites however need considerable investment and remediation and are therefore likely to come forward towards the end of the plan period. The Council is required by the National Planning Policy Framework to identify a supply of specific deliverable sites sufficient to provide five years'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

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

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

Governance overview

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



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

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

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

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

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

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

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

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

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

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

Council Size

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

Strategic Leadership

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

Governance Model

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

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

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

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

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

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

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

Portfolios

There are currently eight Portfolios (structure chart provided)

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

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

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

Delegated Responsibilities

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

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

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

Accountability

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

Internal Scrutiny

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

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

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

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

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

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

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

Statutory Function - Planning

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

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

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

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



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

Statutory Function – Licensing

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

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

Other Regulatory Bodies

Appeals and Regulatory Committee

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

Employment and General Committee

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

Standards and Audit Committee

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

External Partnerships

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

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

Community Involvement

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

Community Leadership

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

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

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

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

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

Casework

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

Support for councillors

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

Other considerations

Local Government Nearest Neighbour Group Comparisons

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

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

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

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

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

Financial implications

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

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

Organisation structure and workforce

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

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

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

Equality and diversity

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

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

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

Council size options considered and analysis summary

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

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

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

Summary

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

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

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

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

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

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Section 1 – Clear aims and objectives

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

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

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

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

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

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

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

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

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

3. What outcomes do you want to achieve?

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

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

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

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

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

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

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

5. Any other relevant background information

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

Section 2 – Collecting your information

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

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

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

Section 3 – Additional engagement activities

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

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

Section 4 – What is the impact?

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

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

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

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

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

Section 5 – Recommendations and monitoring

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

Helped to shape the proposal and inform the preferred option.

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

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

For publication

Civic Arrangements 2021/22 (GV000)

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

1.0 Purpose of the report

- 1.1 To confirm arrangements for the civic year 2020/21 in respect of the following:
- a) Election of Mayor of the Borough
 - b) Election of Deputy Mayor of the Borough
 - c) Annual Council Meeting
- 1.2 To provide members with an update on the arrangements for the associated civic events, namely the Annual Civic Service and Parade and Mayoral Dinner.
- 1.3 This report is due to be considered by Cabinet at its meeting on 23 February, 2021.

2.0 Recommendations

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

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

3.0 Reasons for recommendations

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

4.0 Report details

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

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

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

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

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

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

4.6 Annual Civic Service, Parade and Mayoral Dinner

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

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

5.0 Alternative options

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

6.0 Implications for consideration – Council Plan

6.1 There are no implications for the Council Plan.

7.0 Implications for consideration – Financial and value for money

7.1 There are no financial or value for money implications.

8.0 Implications for consideration – Legal

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

9.0 Implications for consideration – Human resources

9.1 There are no implications on human resources.

10.0 Implications for consideration – Risk management

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

11.0 Implications for consideration – community wellbeing

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

12.0 Implications for consideration – Economy and skills

12.1 There are no implications for economy and skills.

13.0 Implications for consideration – Climate Change

13.1 There are no implications for climate change.

14.0 Implications for consideration – Equality and diversity

13.1 There are no implications for equality and diversity.

Decision information

Key decision number	Non-key
Wards affected	All wards

Document information

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For publication

Approval of the Senior Pay Policy Statement 2021-22

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

1.0 Purpose of the report

- 1.1 To seek approval to a revision of the current Senior Pay Policy Statement in accordance with the Localism Act 2011 and the Local Government (Transparency Requirements) (England) Regulations 2014.
- 1.2 This report is due to be considered by Cabinet at its meeting on 23 February, 2021.

2.0 Recommendations

- 2.1 That the revised Senior Pay Policy Statement be approved by Full Council.

3.0 Reasons for recommendations

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

4.0 Report details

- 4.1 A first version of this Policy was developed in March 2012 following the implementation of the Localism Act 2011. Section 38 (1) of the Act requires that English and Welsh local authorities produce a Senior Pay Policy Statement for 2012/13 and each financial year after that.

In 2014, the Department for Communities and Local Government published a revised Local Government Transparency Code on 3 October 2014 which sets out the requirement to publish data relating to Senior Pay. This Policy adheres to these requirements.

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

5.0 Alternative options

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

6.0 Implications for consideration – Council Plan

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

7.0 Implications for consideration – Financial and value for money

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

8.0 Implications for consideration – Legal

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

9.0 Implications for consideration – Human resources

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

10.0 Implications for consideration – Risk management

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

11.0 Implications for consideration – community wellbeing

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

12.0 Implications for consideration – Economy and skills

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

13.0 Implications for consideration – Climate Change

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

14.0 Implications for consideration – Equality and diversity

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

Decision information

Key decision number	1002
Wards affected	All wards

Document information

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

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Senior Pay Policy Statement

Policy Guiding Principles 2021/22

Prepared by: Human Resources

Date: January 2021

For Review: January 2022

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Senior Pay Policy Statement

1. Introduction

1.1 Legislation

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

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

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

1.2 Scope

This Senior Pay Policy Statement will cover the following areas:

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

1.3 Context

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

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

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

1.4 Definitions

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

- Chief Executive
- Executive Director x 2

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

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

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

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

2. Background to Pay and Grading

2.1 Whole Workforce

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

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

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

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

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

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

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

2.2 Living Wage

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

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

2.3 Corporate Management Team

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

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

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

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

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

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

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

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

3. Senior Management Salaries

3.1 Senior Leadership Team - Benchmarking

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

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

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

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

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

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

3.2 Package over £100,000

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

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

3.3 New Corporate Leadership Team

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

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

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

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

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

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

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

4. Terms and Conditions of Service

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

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

5. Additional Payments

5.1 Election Duties

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

5.2 Acting Up Payments

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

5.3 Honoraria

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

5.4 Telephone Rental

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

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

5.5 Car Mileage and Expenses

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

5.6 Other financial benefits

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

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

- Unsocial hours payments
- Overtime Payments

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

6. Incremental Progression

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

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

7. Lowest Paid Employees

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

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

8. Relationship between salaries

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

9.Pensions

9.1 Contributions

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

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

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

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

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

9.2 Discretions

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

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

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

9.3 Re-employment of employees in receipt of a pension

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

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

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

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

10. Payments on Termination of Employment

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

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

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

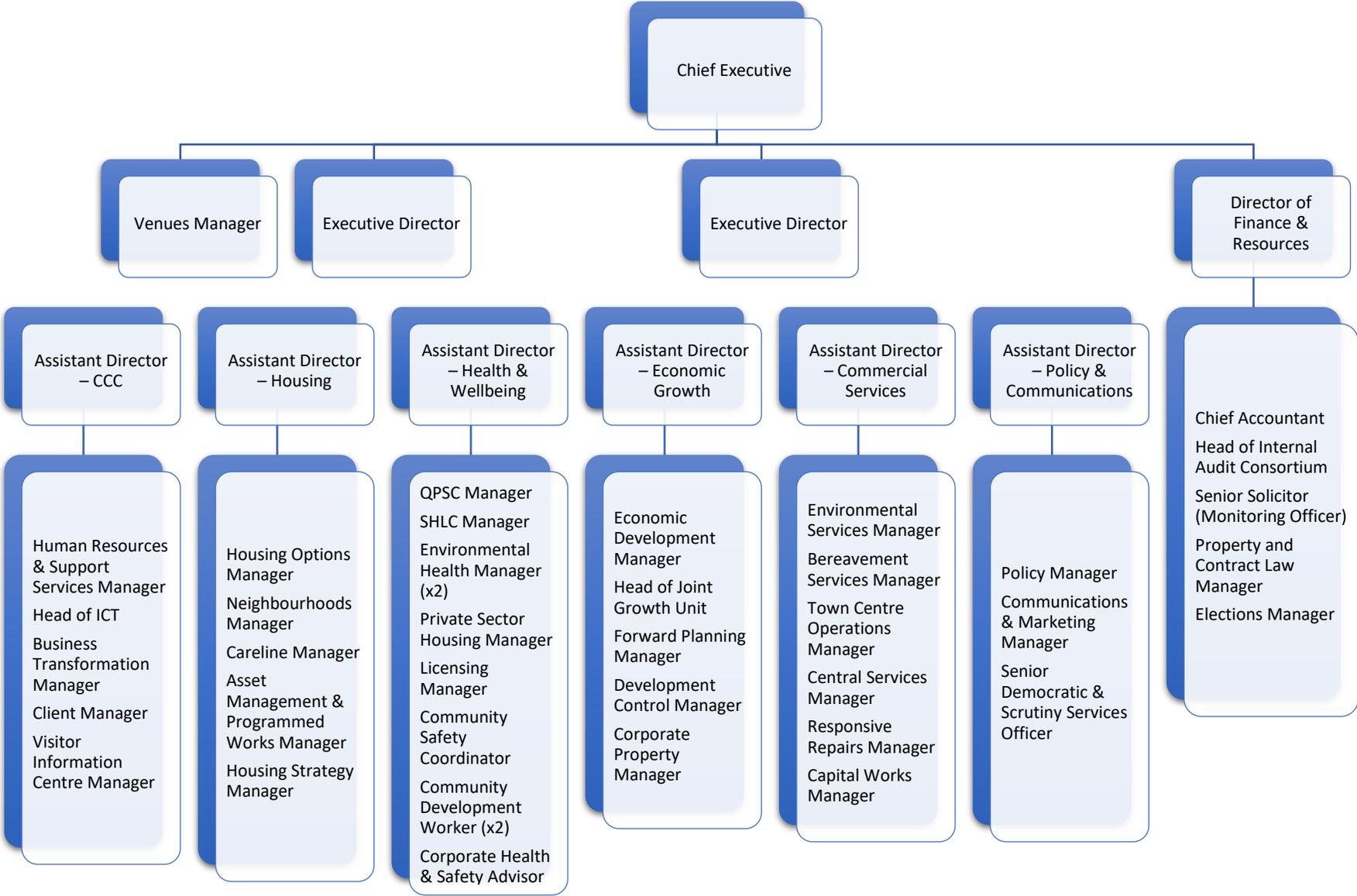
The Local Government Pension Scheme has a duty to ensure exit payments remain within the cap and interim policies have been introduced whilst ongoing legal challenges are finalised. The Council will adhere to these regulations.

11. Publication of Information

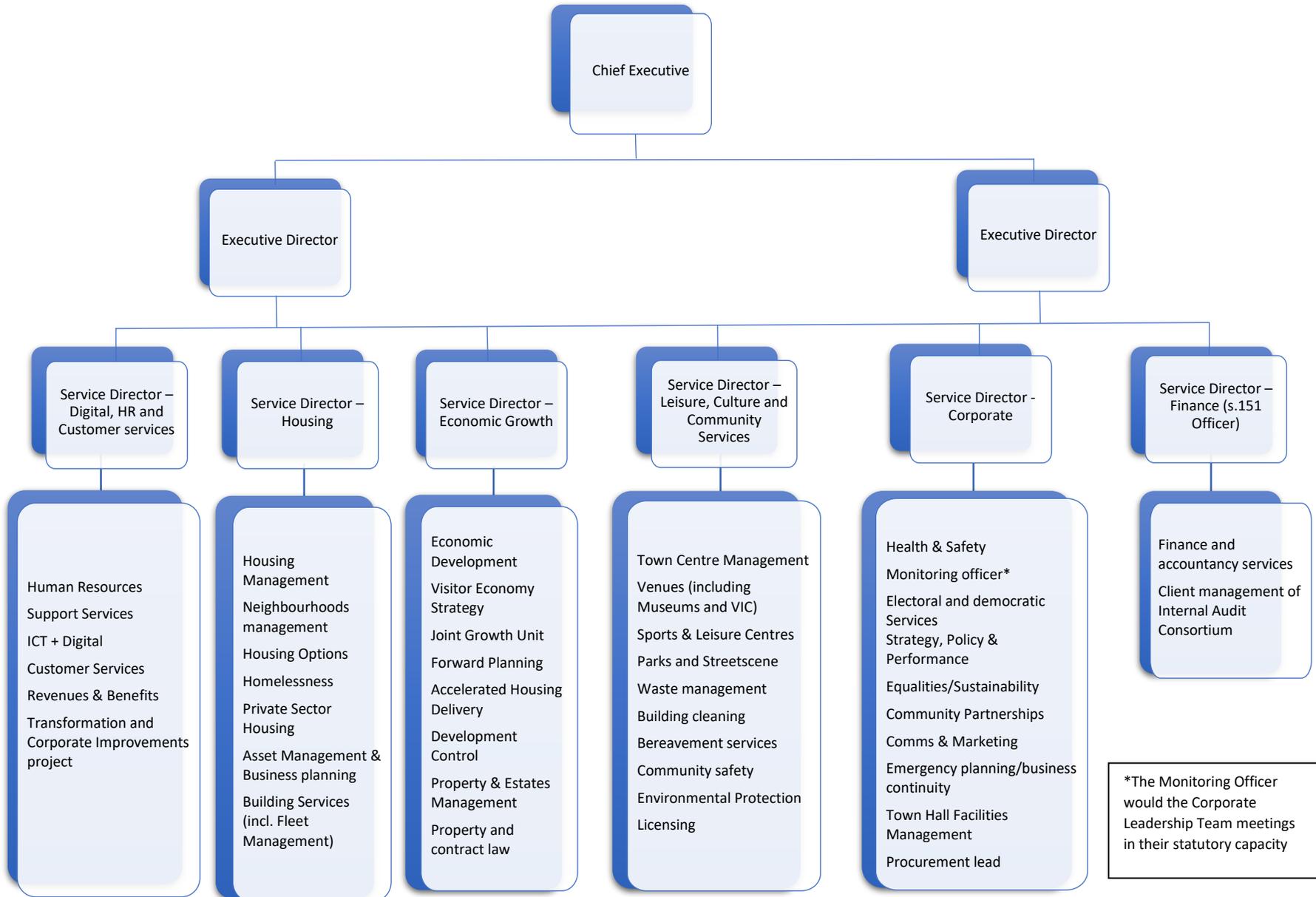
Information relating to the salaries of senior management is already published on the council's website. This policy statement, which has been approved by Full Council, will also be made available and placed on the website from March 2021

Current Corporate Management Team Structure (October 2020)

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Proposed Corporate Leadership Team Structure (1 November 2020)



Chesterfield Borough Council

Equality Impact Assessment - Preliminary Assessment Form

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

Service Area: HR

Section: HR

Lead Officer: Kate Harley

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

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

Existing

Changed

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

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

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

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

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

Please tick the appropriate columns for each group.

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

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

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

Yes
No

Q5 - Reasons for this decision:

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

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

COUNCIL MEETING - 24 FEBRUARY, 2021 **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.

Appeals and Regulatory Committee	16 December 19 January
Employment and General Committee	28 January
Licensing Committee	6 January 27 January 10 February
Planning Committee	7 December 4 January
Standards and Audit Committee	25 November 3 February

If you require paper copies of the Minutes please contact:

Democratic Services

Democratic Services, Town Hall, Chesterfield, S40 1LP

Tel: 01246 345273 email: democratic.services@chesterfield.gov.uk

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CABINET

Tuesday, 15th December, 2020

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Holmes
J Innes

Councillors

Mannion-Brunt
Sarvent
D Collins

Non-voting P Innes
Members

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

17 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Ludlow.

18 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 1 December, 2020 be approved as a correct record and signed by the Chair.

19 **FORWARD PLAN**

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

***RESOLVED –**

That the Forward Plan be noted.

20 **STAVELEY TOWN DEAL INVESTMENT PLAN**

The Interim Director (Projects), Michael Rich, presented a report to update Members on the Staveley Town Investment Plan that had been submitted to Government as part of the national Town Funds programme.

Staveley was chosen to develop proposals for a Town Deal as part of Government's £3.6bn Towns Fund. A prospectus was issued in November, 2019 which set out the aims of the programme and required eligible towns to establish a Town Deal Board to lead the process of developing a vision, strategy and investment plan for each town.

The Town Deal Board was convened in January 2020 with Ivan Fomin, Managing Director of MSE Hillier, appointed as independent chair and Councillor Tricia Gilby as vice-chair. Further guidance was issued in June, 2020 which provided greater detail on the Town Deal process and set out revised timelines for towns to submit their Town Investment Plans.

To inform the development of the Staveley Town Investment Plan, engagement activities took place during late summer and autumn 2020. These activities included a community survey, focus groups and material generated through the national 'my town' website. A copy of the engagement plan was attached at Appendix 1 of the officer's report. Thinking Place consultants used the results of the engagement activities to generate a new vision for Staveley.

The Town Investment Plan set out how the vision for Staveley would be delivered over the long term and made the case to Government for funding to be allocated to specific Towns Fund projects. A copy of the Town Investment Plan was attached at Appendix 2 of the officer's report.

The final stage of the process would involve the development of a full business case for each of the projects included within the Town Investment Plan. As the accountable body for the funds allocated to Staveley, Chesterfield Borough Council would be responsible for running the business case assurance process.

The Chair thanked Ivan Fomin, Lindsay Wetton, Lynda Sharp, Michael Rich and the consultants for their work in developing the Plan.

***RESOLVED –**

1. That the Staveley Town Investment Plan submitted to the Ministry for Housing, Communities and Local Government on 11 December, 2020 be noted and endorsed.
2. That the proposed allocation of resources to fund a masterplan review for Staveley Town Centre be noted and endorsed.
3. That the role which Chesterfield Borough Council will play throughout the 5 year Town Deal programme as the accountable body for the Towns Fund allocated to Staveley be noted.

REASON FOR DECISIONS

To ensure that Cabinet is aware of the work underway within the Town Deal programme and the role that Chesterfield Borough Council will play as the accountable body for future funding within that programme.

21 GENERAL FUND REVENUE BUDGET SUMMARY

The Acting Chief Finance Officer submitted a report to update members on the development of the General Fund Revenue Budget Summary for 2021/22 and future years.

The latest revised budget for 2020/21 showed a projected deficit of £165k. The report attributed the deficit largely to the impact of the Covid-19 pandemic on the Council's main income streams, notably the sports centres, car parks and venues.

The Acting Chief Finance Officer reported that the Council had made good use of various Government Covid-19 reliefs and grant schemes including the furlough scheme, compensation for lost sales fees and charges income and the cultural recovery grants scheme.

The report also provided an update on the Medium Term Financial Forecast. The latest projected deficit for 2021/22 was £40k, which increased to £183k by 2025/26. The deficit position for 2021/22 assumed savings from the ICT Digital Innovation Programme and that the Council's core trading income streams would be sustained at estimated levels.

The Acting Chief Finance Officer advised that, in advance of the final General Fund Revenue Budget Summary report for 2020/21 being agreed

by Full Council on 24 February, 2021, work would be undertaken between Cabinet Members and the Corporate Leadership Team to identify further savings and income generation proposals.

***RESOLVED –**

1. That the updated budget projections for 2020/21 and future years, as detailed in Appendix A of the officer's report, recognising the difficulty of producing accurate estimates in the current climate and the continued risks associated with these budget estimates, be noted.
2. That work continues to refine the draft estimates for 2020/21 and future years and to develop budget saving proposals to address the forecast deficits from 2021/22.
3. That the changes to budget assumptions outlined in paragraph 7.3 of the officer's report be approved.

REASON FOR DECISIONS

To keep Members informed about the council's current financial standing, the budget estimates for 2020/21 and 2021/22 and the latest medium term financial forecasts.

22 LEISURE CENTRES FEES AND CHARGES 2021/22

The Service Director – Leisure, Culture and Community Wellbeing submitted a report setting out the proposed fees and charges for sport and leisure activities at Queen's Park Sports Centre and Staveley Healthy Living Centre for 2021/22.

The proposed fees and charges were detailed in Appendix 2 of the officer's report.

***RESOLVED –**

1. That the proposed fees and charges, as detailed in Appendix 2 of the officer's report, be approved and implemented from 1 April, 2021 until 31 March, 2022.

2. That the Service Director – Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Health and Wellbeing, be granted delegated authority to apply appropriate fees and charges to new activities that are introduced during the period covered by this report.
3. That the Service Director – Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Health and Wellbeing, be granted delegated authority to adjust the approved fees and charges to maximise promotional opportunities to stimulate usage, support the retention of customers and/or to respond to external market forces.

REASON FOR DECISIONS

In accordance with the Council's Financial Regulations, it is necessary for all fees and charges to be reviewed annually.

23 OUTDOOR LEISURE FEES AND CHARGES 2021/22

The Environmental Services Manager submitted a report setting out the proposed fees and charges for outdoor leisure facilities for 2021/22.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That an increase of 3% be introduced from 1 April 2021 for:
 - the hire of pitches for football;
 - the hire of recreation grounds and community rooms in parks; and
 - to the ground rent charge for circus, funfairs and one off events.
2. That the arrangements for the hire of bowling greens, tennis courts and cricket pitches be reviewed in line with current lease arrangements.
3. That there be no increase in ticket prices for the miniature railway (currently £2 for an individual or £5 for a family ticket).

4. That the Environmental Services Manager, in consultation with the Cabinet Member for Health and Wellbeing, be granted delegated authority to adjust the approved fees and charges to maximise promotional opportunities to stimulate usage, support the retention of customers and/or to respond to external market forces.

REASON FOR DECISIONS

To comply with the Council's Budget Strategy.

24 WASTE MANAGEMENT FEES AND CHARGES 2021/22

The Environmental Services Manager submitted a report setting out the proposed charges for the collection and disposal of waste for 2021/22.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That the proposed fees and charges, as detailed in Appendix 1 of the officer's report, be approved and implemented from 1 April, 2021.
2. That the Environmental Services Manager, in consultation with the Cabinet Member for Health and Wellbeing, be granted delegated authority to adjust the approved fees and charges to maximise promotional opportunities to stimulate usage, support the retention of customers and/or to respond to external market forces.

REASON FOR DECISIONS

To comply with the Council's Budget Strategy.

25 ENVIRONMENTAL HEALTH FEES AND CHARGES 2021/22

The Senior Environmental Health Officer submitted a report setting out the proposed fees and charges for various environmental health functions for 2021/22.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That the proposed fees and charges, including concessionary rates (where applicable), as detailed in Appendix 1 of the officer's report, be approved and implemented from 1 April, 2021.
2. That the Senior Environmental Health Officer be granted delegated authority to have discretion to offer reduced charges for micro-chipping of dogs at promotional events and campaigns associated with the mandatory chipping that came into effect in April 2016.
3. That the Senior Environmental Health Officer be granted delegated authority to offer an alternative enforcement option, which could include a caution or prosecution, for fly-tipping offences instead of issuing a fixed penalty notice.

REASON FOR DECISIONS

In accordance with the Council's Financial Regulations, it is necessary for all fees and charges to be reviewed annually.

26 CEMETERY FEES AND CHARGES 2021/22

The Bereavement Services Manager submitted a report setting out the proposed fees and charges for the Council's cemeteries for 2021/22.

The proposed fees and charges were detailed in Appendix A of the officer's report.

***RESOLVED –**

1. That the proposed fees and charges for the council's cemeteries, as detailed in Appendix A of the officer's report, be approved and implemented from 1 April, 2021.
2. That the Bereavement Services Manager be granted delegated authority to reduce the fees and charges where appropriate.

REASON FOR DECISIONS

To generate income to contribute to the costs of providing and

maintaining a burial service.

27 VENUES FEES AND CHARGES 2021/2022

The Arts and Venues Manager submitted a report setting out the proposed fees and charges for venue and equipment hire at the Pomegranate Theatre, The Winding Wheel Theatre, the Assembly Rooms in the Market Hall and Hasland Village Hall for 2021/22.

The proposed fees and charges were detailed in Appendices A to E of the officer's report.

***RESOLVED –**

1. That the proposed theatre hire charges for the Pomegranate Theatre, as detailed in Appendix A of the officer's report, be approved and implemented from 1 April, 2021.
2. That the proposed room hire charges for The Winding Wheel Theatre, as detailed in Appendix B of the officer's report, be approved and implemented from 1 April, 2021.
3. That the proposed equipment hire charges at The Winding Wheel Theatre, as detailed in Appendix B of the officer's report, be approved and implemented from 1 April, 2021.
4. That the proposed theatre hire charges for The Winding Wheel Theatre for professional companies and commercial use, as detailed in Appendix C of the officer's report, be approved and implemented from 1 April, 2021.
5. That the proposed room hire charges at the Assembly Rooms in the Market Hall, as detailed in Appendix D of the officer's report, be approved and implemented from 1 April, 2021.
6. That the proposed room hire charges at Hasland Village Hall, as detailed in Appendix E of the officer's report, be approved and implemented from 1 April, 2021.

REASON FOR DECISIONS

To make further progress towards a sustainable financial position for the venues.

28 **CHESTERFIELD MARKET FEES AND CHARGES 2021/22**

The Town Centre Operations Manager submitted a report setting out the proposed fees and charges for Chesterfield's open markets and the Sunday Car Boot sale for 2021/22. The report proposed no increases to the fees and charges.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That there be no increase to the fees and charges for Chesterfield's open markets and Sunday Car Boot sale for 2021/22.
2. That, as part of the market reconfiguration project being undertaken in 2021, the pricing structures be reviewed to identify the premium and secondary pitches, follow best practice adopted nationally and ensure a value for money approach is taken to realise the full income potential of the market.
3. That the Service Director for Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Town Centres and Visitor Economy, be granted delegated authority to apply appropriate fees and charges to new activities that are introduced during the period covered by this report; and to also negotiate pitch fees to support individual traders by responding to external forces that may impact directly on trading as well as initiatives to support new and start-up traders.

REASONS FOR DECISIONS

1. The impact of COVID-19 has significantly reduced market income since March 2020 and continues to do so. Visitor, shopper and worker numbers to the town centre are directly impacting market occupancy, utilisation and income generation. Footfall in the town centre is significantly reduced and, trading opportunities are therefore greatly weakened.

2. Trader numbers have steadily improved since 15 June when nonessential retailers could return to the market, however the market is fragile and trader morale and confidence is extremely low. The second national lockdown from 5 November to 2 December only further exacerbated the situation.
3. In line with delegated authority, and with both Cabinet Member and SLT approval, concessionary rates for Traders have been in place since 23 March, initially free rent until July, £5 until September and currently £10, all per stall, across all market days. This is under continuous review but is deemed necessary to support the market.
4. Whilst many of the Traders have been able to obtain financial assistance through the Discretionary Grant Scheme a significant number do not qualify for any assistance, as they do not meet the criteria required to apply. The Council continues to support the traders through targeted marketing schemes and infrastructure investment, including shop local, Christmas lights and Christmas promotional activity, all aimed at driving footfall safely into the town centre.
5. Although income will not be achieved for 2020/21, to increase any fees for markets could further exacerbate market occupancy and damage the council's reputation in relation to bringing footfall safely back to the town centre.

29 **CAR PARKS FEES AND CHARGES 2021/22**

The Town Centre Operations Manager submitted a report setting out the proposed fees and charges for car parks for 2021/22. The report proposed no increases to the fees and charges.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That there be no increase in the fees and charges for car parks for 2021/22.
2. That tariffs be reviewed for 2022/23.

3. That all residents of the Borough will continue to benefit from free parking in 2021/22 before 10am and after 3pm Monday to Saturday and all-day Sunday, and Bank Holidays at selected surface car parks using the Resident Parking Scheme.
4. That the Service Director for Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Town Centres and Visitor Economy, be granted delegated authority to apply appropriate negotiated fees for new activities and opportunities that are introduced or arise during the period covered by this report.

REASONS FOR DECISIONS

1. The 2020/21 Car Park Fees and Charges report notes that if the income target for 2020/21 is achieved then there will be no increase in tariffs for 2021/22 and a review will be made for 2022/23. As there has been limited opportunity to achieve any meaningful income comparison it is felt that the fees and charges review for 2021/22 should take this into consideration and the next review made for 2022/23.
2. The impact of COVID-19 has significantly reduced car park income since March 2020 and continues to do so. Visitor, shopper and worker numbers to the town centre are directly impacting on car park utilisation and income generation.
3. Although the income target will not be achieved for 2020/21 to increase any fees for parking could further exacerbate parking uptake and damage the Council's reputation in relation to bringing footfall safely back to the town centre.

30 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 on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972.

31 SALE OF LAND TO THE EAST OF LINACRE ROAD

The Service Director – Economic Growth presented a report seeking approval to accept the headline offer from Kier Living Limited to purchase land owned by the Council located east of Linacre Road for a new housing scheme.

The report also outlined the proposal for the Council to purchase 26 new affordable homes as part of the proposed development; the homes would be offered to applicants on the Council's housing register.

***RESOLVED –**

1. That the 'headline' offer from Kier Living Limited, KLL, to purchase land owned by the Council located east of Linacre Road, as set out in Appendices A and B of the officer's report, be accepted.
2. That delegated authority be granted to the Executive Director, in consultation with the Cabinet Members for Economic Growth and Housing, to approve the final terms and detailed contract of sale and conclude the transaction.
3. That the future purchase of 26 affordable housing units from KLL through the Housing Revenue Account capital programme be approved, and that delegated authority be granted to the Executive Director, in consultation with the Cabinet Members for Housing and Economic Growth, to agree the final details of the acquisition and conclude the transaction.

REASONS FOR DECISIONS

1. The financial offer made represents good commercial value and 'a substantial offer' for the site, based on advice provided by BNP Paribas, the council's surveyor and market advisor.
2. The outline housing scheme of 285 units achieves the outcomes of the original site development brief/masterplan, and also supports the council to meet a number of housing delivery and planning objectives as set out within the council's Housing Strategy and the adopted Local Plan, the Chesterfield Borough Local Plan 2018-2035.

CABINET**Tuesday, 12th January, 2021**

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Ludlow
Holmes

Councillors

J Innes
Mannion-Brunt
Sarvent
D Collins

Non-Voting P Innes
Members

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

33 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

34 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 15 December, 2020 be approved as a correct record and signed by the Chair.

35 **FORWARD PLAN**

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

***RESOLVED –**

That the Forward Plan be noted.

36 DELEGATION REPORT

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

***RESOLVED –**

That the Delegation Report be noted.

37 COLLECTION FUND REVISED ESTIMATES

The Acting Chief Finance Officer presented the Collection Fund revised estimates for 2020/21 which predicted an estimated deficit of £704,062 on the Council Tax elements of the Collection Fund.

The report noted that the deficit would usually be recovered in the following financial year (2021/22) from all precepting authorities. However, due to the Covid19 pandemic, billing authorities were being allowed to spread the deficit over the next three financial years from 2021/22 to 2023/24. Therefore £260,830 would be recovered in 2021/22 and £221,616 in each of 2022/23 and 2023/24.

***RESOLVED –**

That the estimated deficit on the Council Tax Collection Fund of £704,062 for the financial year 2020/21 be agreed and allocated to the major precepting authorities as detailed in Appendix A of the officer's report.

REASON FOR DECISION

To fulfil a statutory requirement and to feed into the budget setting process for 2021/22.

38 COMMEMORATIONS REVIEW OUTCOMES AND CONSULTATION APPROVAL

The Service Director – Corporate presented a report on the findings of the commemorations review that had been undertaken to develop a broader understanding of the borough's monuments, statues, plaques and street names.

In June 2020, the Leader made a commitment to review the appropriateness of commemorations on public land within Chesterfield Borough. As part of the review, residents were asked to identify any monuments, statues, plaques and street names that they would particularly like to be considered. Two street names were identified due to concerns about potential links to a British Crown colony, however the review revealed that it was most likely that the streets were named after a former Freeman of the Borough.

Phase 2 of the review would involve a public consultation on the potential for further commemorations including how best to commemorate key figures, organisations, historical events and communities. The review would also look at how to improve access to information about the monuments, statues, plaques and street names already in place across Chesterfield Borough.

***RESOLVED –**

1. That the findings from phase 1 of the commemorations review, and the work undertaken to develop a broader understanding of the borough's monuments, statues, plaques and street names, be noted.
2. That phase 2 of the review, including further public consultation to inform future commemoration activity, be commenced.
3. That information on the Chesterfield Borough Council website regarding street naming and re-naming be improved, and that Derbyshire Building Control be requested to also review and improve information on their website.
4. That Chesterfield Borough Council works with Derbyshire County Council and Chesterfield Civic Society to seek to improve the information listed about current and future blue plaques to provide more historical context and support educational opportunities.

REASON FOR DECISION

To improve access to information about current commemorations within Chesterfield Borough and to help to shape future plans.

TECHNICAL GUIDANCE DOCUMENT

The Senior Environmental Health Officer presented a report seeking approval for the East Midlands Network (Chesterfield) Air Quality Technical Guidance document, which was attached at Appendix 1 of the officer's report.

The document had been developed in partnership with the Council's Environmental Health and Planning teams, and set out guidance for dealing with planning applications where air quality needed to be addressed. The document also aimed to help developers provide the information needed to demonstrate that proposed developments would protect and improve the environment and promote health.

***RESOLVED –**

That the East Midlands Network (Chesterfield) Air Quality Technical Guidance document, attached at Appendix 1 of the officer's report, be approved.

REASONS FOR DECISION

1. The East Midlands Network (Chesterfield) Air Quality Technical Guidance document has been developed in partnership with the Council's Environmental Health and Planning teams and will support ongoing joint working on how best to improve air quality through the planning process.
2. In addition to the above and to address the part relating to the wider impacts of air quality across the East Midlands area, the Technical Guidance document has been produced in collaboration with other local authorities in the East Midlands region including Derbyshire County Council Public Health.
3. The document provides technical guidance and supports Policy CLP14 ('A Healthy Environment') of the Chesterfield Borough Local Plan. The Local Plan 2018 - 2035 provides a framework for determining planning applications following its adoption in July 2020.

The Service Director – Housing presented a report recommending the Council house rent and service charge levels for 2021/22 for approval.

Social housing rents were set according to the Government's national social rent policy and the Welfare Reform and Work Act 2016. In accordance with the Government's National Social Rent Policy, which came into effect on 1 April, 2020, the report recommended that council house rents increase by CPI plus 1% which equated to a real increase of 1.5% in 2021/22. This would give an average social rent in 2021/22 of £79.36 per week and an average affordable rent of £98.25 including services per week.

A detailed summary of the proposed service charge levels for 2021/22 was attached at Appendix A of the officer's report. It was noted that the proposed charges had been devised to ensure that as far as practicable services break even on costs.

***RESOLVED –**

1. That, for 2021/22, individual social rents be set based on the current National Social Rent Policy, giving a rent increase of 1.5% with effect from 5 April, 2021.
2. That, for 2021/22 and onwards, where a social rent property is re-let to a new or transferring tenant the rent level be increased to the target rent for that property.
3. That, for 2021/22, individual affordable rents be set based on the current National Social Rent Policy giving a rent increase of 1.5% with effect from 5 April, 2021.
4. That, for 2021/22, and onwards, where an affordable rent property is re-let to a new or transferring tenant the rent level be set by reference to 80% of the market rent (including service charges where applicable) for a similar property at the time of letting or the formula rent for the property, whichever is the greater.
5. That the Housing Revenue Account service charges for 2021/22 be increased as set out in Appendix A of the officer's report.

REASONS FOR DECISIONS

1. To enable the council to set the level of council house rents in accordance with Government guidelines and the Rent Standard.
2. To enable the council to set service charges for 2021/22 and to ensure the cost of delivering services moves towards a break-even position.
3. To contribute to the council's corporate priority 'to improve the quality of life for local people'.

CABINET**Tuesday, 2nd February, 2021**

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Ludlow
Holmes
J Innes

Councillors

J Innes
Mannion-Brunt
Sarvent
D Collins
P Innes

Non-voting
Members

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

42 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

43 **MINUTES**

RESOLVED –

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

44 **FORWARD PLAN**

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

***RESOLVED –**

That the Forward Plan be noted.

45 CHESTERFIELD RAILWAY STATION MASTERPLAN

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

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

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

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

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

***RESOLVED –**

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

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

REASONS FOR DECISIONS

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

46 EXCLUSION OF THE PUBLIC

RESOLVED –

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

47 HOLLIS LANE LINK ROAD PHASE 1 DELIVERY

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

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

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

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

***RESOLVED –**

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

REASONS FOR DECISIONS

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

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

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Ludlow
Holmes
J Innes

Councillors Mannion-Brunt
Sarvent
D Collins
P Innes

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

49 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

50 **EXCLUSION OF THE PUBLIC**

RESOLVED –

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

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

The Executive Director submitted a report updating members on the recent substantial operational difficulties with the performance of Ward

Recycling Ltd, the contractor that delivers the Council's kerbside waste recycling service. As a result, the contractual arrangements required urgent consideration by members.

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

***RESOLVED –**

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

REASON FOR DECISIONS

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

JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE**Tuesday, 12th January, 2021**

Present:-

Councillor P Gilby (Chair)

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

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

2 APOLOGIES FOR ABSENCE

No apologies for absence were received.

3 MINUTES**RESOLVED –**

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

4 EXCLUSION OF PUBLIC**RESOLVED –**

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

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

5 OPERATIONAL ARRANGEMENTS FOR THE ENTERPRISE CENTRES

The Economic Development Manager and Service Director - Economic Growth submitted a report seeking approval for the proposed operational arrangements for the Enterprise Centres.

The report outlined the background of the Tapton and Dunston Innovation Centres. The target occupation for the Centres was 80% occupancy and both Centres had maintained a consistently high occupancy level over the years. The positive lettings position led the Council to seek to develop the portfolio further. In 2016, proposals to develop a new Enterprise Centre on part of Holywell Cross car park were brought forward.

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

The report identified the financial implications of the proposed staffing structure, the alternative options and the implications for consideration.

***RESOLVED –**

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

REASON FOR DECISIONS

To ensure that the Innovation and Enterprise Centres can operate efficiently, providing a quality service to tenants, both existing and new, and that they can continue to play a valuable role in supporting the local economy as it seeks to recover from the Covid-19 pandemic.

6 PROCUREMENT - FUTURE ARRANGEMENTS

The Service Director - Digital, HR and Customer Services submitted a report seeking approval for the proposed future arrangements for procurement.

In 2015, Chesterfield Borough Council opted to enter into a shared service with the Chesterfield NHS procurement consortium to deliver procurement activity over £25,000 in value. In April 2019, following a restructure of NHS support services within Derbyshire, the procurement consortium was transferred to a Wholly Owned Subsidiary, known as Derbyshire Support and Facilities Services (DSFS).

Over the period of the shared service, key performance indicators were not regularly achieved by the NHS or DSFS. As other councils ended their contractual arrangement and moved away from the shared service, local authority knowledge, skills and capacity were eroded.

Internal audits highlighted inadequate controls within the procurement service. The Council worked with the NHS and DSFS to resolve issues but the required improvements were not seen. The need for improved governance was recognised in the Council's annual governance statement.

A contractual review had been undertaken to determine the recommended future procurement service delivery model. The conclusion of the contractual review recommended that the procurement service was brought back in house during early 2021.

The report set out the proposed staffing structure for the in house Procurement Service. The implications for consideration and the risks of not transforming the Council's Procurement Service were identified.

***RESOLVED –**

1. That the procurement service be returned to in house delivery during 2021.
2. That the proposed structure for the in-house procurement service, designed to strengthen the Council's capacity and expertise in procurement and successfully deliver the Council's procurement strategy for the period 2020 – 2023 be approved.
3. That budget growth of £266,000, split between the Housing Revenue Account and the General Fund, to support funding of the strengthened procurement service be approved and the costs offset 3 by the procurement savings generated over the next two financial years.
4. That the Service Director – Digital, HR and Customer Services, in consultation with the Cabinet Member for Business Transformation and Customers and Cabinet Member for Governance, be granted delegated authority to implement the proposed changes.

REASON FOR DECISIONS

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

OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Thursday, 19th November, 2020

Present:-

Councillor Catt (Chair)

Councillors Blakemore Borrell Caulfield L Collins Dyke Flood Fordham Hollingworth	Councillors Kellman Snowdon Kelly Coy Brittain T Gilby
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Councillor Sharon Blank, Cabinet Member for Governance +++++
 Helen Fox, Acting Chief Finance Officer ++
 Councillor Tricia Gilby, Leader +
 Councillor Jean Innes, Cabinet Member for Business Transformation and Customers +
 Charlotte Kearsey, Democratic and Scrutiny Officer
 Ade McCormick, Executive Director +++++
 Donna Reddish, Service Director – Commercial +++
 Councillor Amanda Serjeant, Deputy Leader +++++
 Richard Staniforth, Deputy Chief Accountant ++

+ Attended for Minute No.8
 ++ Attended for Minute No.9
 +++ Attended for Minute No.10
 ++++ Attended for Minute No.11
 +++++ Attended for Minute No.9 and 10

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

No declarations of interest were received.

2 APOLOGIES FOR ABSENCE

No apologies for absence were received.

3 FORWARD PLAN

The Forum considered the Forward Plan.

RESOLVED –

That the Forward Plan be noted.

4 SCRUTINY MONITORING

The Forum considered the Scrutiny recommendations implementation monitoring schedule.

RESOLVED –

That the Scrutiny monitoring schedule be noted.

5 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM

The Work Programme for the Overview and Performance Scrutiny Forum was considered.

RESOLVED –

That the Work Programme be approved.

6 OVERVIEW AND SCRUTINY DEVELOPMENTS

There was no update.

7 MINUTES

The Minutes of the Overview and Performance Scrutiny Forum held on 17 September, 2020 were presented.

RESOLVED –

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

8 **LEADER AND CABINET MEMBER FOR BUSINESS TRANSFORMATION AND CUSTOMERS - ARVATO AND KIER TRANSITION: LESSONS LEARNT**

RESOLVED –

That consideration of this item be deferred and that the Committee be reconvened in December, 2020 to enable its consideration.

9 **DEPUTY LEADER - BUDGET UPDATE**

The Deputy Leader, Acting Chief Finance Officer and Deputy Chief Accountant attended to present a report updating the Committee about Chesterfield Borough Council's (CBC) budget.

The Council approved the original General Fund budget for 2020/21 on 26 February 2020. The original budget for 2020/21 forecasted a surplus of £16k and the indications were that the medium-term outlook would continue to be challenging. The Medium-Term financial forecast approved by full Council on 26 February 2020 showed increasing deficits of £723k in 2021/22 rising to £827k by 2023/24.

The impact of the coronavirus pandemic and the council's response to it in the first quarter of this financial year led to a revised deficit forecast of £3.246m being reported to members as part of the 'Month 2 Budget Monitoring 2020/21 & Updated Medium Term Financial Forecast' report in July. This deficit was mainly due to lost income arising from the closure of sports centres, car parks, and venues during the first national lockdown.

The Council started quarter 2 with a forecast deficit of £3.246m for the financial year 2020/21. At the end of the second quarter the position had improved to an anticipated deficit of £192k at year end. A summary of the key variances was provided in the table at paragraph 2.1 of the officer's report. One of the key variances was a third tranche of the Covid-19 grant was received from the Ministry for Housing, Communities and Local Government (MHCLG) in the sum of £205k. On the 21 October a fourth tranche of £587k was announced by MHCLG. These grants brought the

total received by the Council, across all four tranches of funding, to £1,889k.

The council had continued to submit Coronavirus Job Retention Scheme grant claims to HMRC. The estimate at month two was that the council might receive £500k in grant funding through this scheme. It was now anticipated that the council would receive £697k, an increase of £197k.

The council would also be eligible for Job Retention Scheme Bonus payments of £147k on the basis that no furloughed staff had been made redundant.

The Government had also provided new burdens grant funding of £160k for administering business rates reliefs and payments of Small Business Grants and Discretionary Grants to local businesses.

MHCLG launched an income compensation scheme which partially reimbursed local authorities for lost income from sales, fees and charges in 2020/21 as a result of the pandemic. CBC had recently submitted the first claim to MHCLG for the period April to July for £998k. It was estimated that this would provide around £2m of income to the council by the end of the year. MHCLG had indicated that the claims would be subject to assurance testing before payment were made.

However, the MHCLG income compensation scheme excluded reimbursement for lost rental income and demand for industrial, commercial and retail units had fallen due to the Covid-19 pandemic which had resulted in an additional cost pressures of £68k because the council was liable to pay business rates on void units.

Sheffield International Venues had recently advised the council that the current lease arrangements for Tapton Park Golf Course were no longer viable and requested financial assistance to allow the continued operation of the facility. The impact of agreeing a rent holiday for 2020/21 had been included in the quarter 2 financial position.

All of the council's budget holders had been tasked with carrying out fundamental reviews of the cost centres for which they were responsible. This work aimed to identify and agree further savings as part of the in-year annual budget review and resetting process. This work would be followed by a 'check and challenge' process involving Service Directors and the accountancy team with a curb on all non-essential spend. It was

hoped that these activities would bring the General Fund Revenue Account for 2020/21 back into balance. A review of current reserves and provisions was also underway to identify any earmarked monies that could be repurposed.

The medium-term financial plan demonstrated a more challenging outlook from 2021/22 onwards with annual forecast deficits of at least £700k. In response to this position, Council approved an action plan to eliminate the forecast deficits over the life of the medium-term financial plan. These were to be developed by officers and approved by members during 2020/21 so that savings could be realised for the start of 2021/22. It was hoped that this would place the medium-term financial plan on a path to a balanced position through 2024/25.

The impact of Covid-19 has meant that officer time in the first six months of the financial year has understandably been diverted to managing the council's response to the pandemic and to supporting residents, businesses and communities through the response and recovery stages. Immediate steps were now being taken to determine how much of the action plan could be delivered before the end of the financial year to avoid the need for more difficult decisions to be made as part of the 2021/22 budget setting process.

Due to the accounting arrangements for council tax and business rates income the consequences of any reduction in collection rates in the current financial year would not be felt until the following financial year. The Government had indicated that any deficits on the collection fund could be spread over three financial years rather than the normal one-year period. An analysis of the impact of this on future years' budgets would be included in the final budget reports to Cabinet and Council in February 2021.

The most significant risks and pressures to the Medium-Term financial forecast based on the best available information were outlined in the officer's report:

- Delivering budget savings at the required level and at the right time continued to be a challenge and it would become more difficult to achieve as easier options were exhausted. Future budget savings proposals were now focused on several larger savings programmes rather than those delivering smaller savings.

- Fees and charges income may be impacted by further closures imposed by local lockdowns in response to Covid-19 and the state of the economy due to continuing uncertainty around Covid-19 and Brexit. This may have a significant impact on the substantial annual income that the council generates.
- Property rents from industrial, commercial and retail units had also been affected by the state of the economy. Current occupancy levels remained high and the Council continued to invest in its rental properties, however, income from the council's interests in the Pavements and Vicar Lane Shopping Centres were continuing to decline.
- A programme of capital receipts from the sale of surplus assets had been a significant source of funding for the capital programme. The pipeline of assets sales was reducing which would mean that future capital projects would need to be funded from borrowing.
- The Council tax referendum limit for 2021/22 may be capped at 1.99%.

Members asked whether the viability issues at Tapton Park Golf Course were due to the pandemic or a different issue. The Acting Chief Finance Officer advised that the Chief Executive of the golf course had approached CBC with their viability concerns and CBC had requested to see copies of their accounts to understand the problems and how CBC could help. The rent assumption for the golf course had been reduced in the budget as a prudent approach.

Members noted that the two largest losses were from the sports centres and car parks and enquired how much of the losses would be reimbursed by MHCLG compensation and grants. The Acting Chief Finance Officer advised that approximately 60% of the income had been compensated and some money had been received from the furlough scheme. Another area of significant losses was rent and the Government was not willing to reimburse lost rent so Councils were required to cover this loss.

In the Budget Update report to Cabinet, it was noted that the Operating Services Department (OSD) had recorded a trading deficit because of the pandemic and this loss would be compensated by the ringfenced Housing Revenue Account (HRA) and Members asked whether this was normal practice. The Acting Chief Finance Officer advised that there was a

ringfence between the HRA and General Fund, however, the OSD was outside both entities because it was operated as a trading account. This practise had been required in the 1980's and CBC had continued the arrangement.

The Acting Chief Finance Officer was asked how much was not covered by the Income Compensation Scheme referred to in paragraph 2.25 of the officer's report. The Acting Chief Finance Officer explained that the council had been reimbursed for their whole claim, however, the scheme did not allow council's to claim for 100% of their losses. In total about 60-65% of the council's losses would be covered.

Members asked about the meaning of the other movements column of the table in paragraph 2.1 of the officer's report and they were informed that there were around 100 small movements which had been too minor to be detailed line by line.

A question was asked about where the information regarding service debts was shown and the Acting Chief Finance Officer advised that this information had been detailed in the report to Cabinet and no debt changes or increased borrowing was expected.

The Acting Chief Finance Officer was asked how long it was likely to take for the impacts of the second national lockdown to be seen. Budget holders had been asked to review their budgets to be included in the budget report to Cabinet in December.

Members enquired about the different types of borrowing referred to in Appendix B of the officer's report and the Acting Chief Finance Officer explained that Local Government usually borrowed from two different places, either internally or the Public Works Loan Board. CBC had decided to go with internal borrowing in the past because it was less costly to use spare money in reserves which were not making large returns.

Members thanked the Acting Chief Finance Officer and the Deputy Chief Accountant for all of their hard work in the challenging circumstances.

RESOLVED –

That the Budget Update report be noted

10 **DEPUTY LEADER - COUNCIL PLAN PROGRESS UPDATE**

The Deputy Leader and Service Director - Corporate attended to present a report updating the Forum about the progress of the Chesterfield Borough Council Plan.

The Council Plan 2019 – 2023 was agreed by Council in February 2019. The plan identified the Council's key priorities, objectives and commitments over a four year period. Annual delivery plans are developed to track and challenge progress across the four years.

The current position was outlined in the officer's report. The Covid-19 pandemic had brought fast moving and unprecedented challenges to communities and organisations. Chesterfield Borough Council (CBC) had to quickly reprioritise to ensure core services could be delivered, while supporting additional emergency planning, community response and economic measures.

Staff across the Council were re-deployed to support key Covid-19 response activities which included ensuring that key services, such as the crematorium, could be maintained but also supporting new areas of work. New areas of work included processing business grant applications, food and medicine deliveries, supporting testing facilities, town centre ambassadors and supporting the community and voluntary sector volunteering programmes. This had a significant impact on the Council's ability to deliver on elements of the delivery plan for 2020/21. This impact had been assessed alongside the performance progress and some recommendations had been made regarding re-prioritisation and deferral of elements.

Appendix 1 of the officer's report demonstrated the progress which had been made on the 41 milestones which were being tracked during 2020/21 as well as the impact of the Covid-19 pandemic:

- 63% of milestones within the delivery plan for 2020/21 had been impacted by the Covid-19 pandemic to a medium or high extent.
- 54% of the milestones remained on target for delivery by the end of March 2021.
- A further 22% of milestones were currently rated as amber for delivery, actions had been put into place to improve where possible.
- 24% of milestones are rated red as it was certain that delivery would not be possible during 2020/21.

In the “making Chesterfield a thriving borough” section 58% of the milestones remained on target for delivery in 2020/21. Excellent progress had been achieved on key projects including:

- Commencement of construction on the Northern Gateway Enterprise Centre.
- First phase of commercial development at Waterside.
- Seeking to maximise Staveley Town Deal potential - £500k of funding had been secured so far.
- Successfully bidding for £2.4 million in external funding to help secure maximum benefits from HS2 for Chesterfield communities and businesses.
- Progressing ambitious plans for the Heart of Chesterfield project including securing a further £650k in external funding to support market improvements.
- Refreshing the skills action plan and activities to ensure it would respond to the significant employment and skills challenges emerging from the pandemic, particularly for young people.

There were instances where the milestone would be delivered in terms of Council activity but would not be as successful in terms of outcomes due to the impact of the Covid-19 pandemic.

There are a number of milestones which due to the impact of the Covid-19 pandemic would not be achievable during 2020/21:

- The HS2 and you programme was paused from March 2020 due to the impact of the Covid-19 pandemic on school provision. Conversations with schools have indicated that they would require a significant amount of recovery and catch up time for students and that they may not be able to re-join the programme until 2021.
- Progress on the preparation of the Visitor Economy Action Plan had been delayed as other projects have been prioritised, most notably in relation to the Council’s response to the Covid-19 pandemic. The Covid-19 pandemic has had a major impact on the visitor economy. The delay in preparing the Action Plan would provide an opportunity to better understand the potential longer-term impacts of Covid-19 on the visitor economy and appropriately respond to these within the Action Plan.
- The events programme had been critically impacted by the Covid-19 pandemic. Major events for 2020/21 had been cancelled due to social distancing requirements. Teams across the Council worked hard to provide alternative digital provision with a range of activities

for residents of all ages to try. Social media, print and web campaigns had also been launched to support the key aim of economic recovery of our High streets as part of our economic recovery plan.

- Expanding the visitor offer at the Pomegranate and Winding Wheel Theatres would not be possible during 2020/21 due to the social distancing guidance and recovery period required for core provision.
- Progress in the development of the business units at Calow Lane had been impacted by Covid-19 pandemic reprioritisation. Economic Development resources had been focused on economic recovery planning and ensuring key live projects could operate safely within the new health and safety and social distancing guidelines.

In the “improving quality of life for local people” section 73% of the milestones remained on target for delivery in 2020/21. Strong progress had been achieved on key milestones including:

- The Covid-19 pandemic placed a focus on rough sleeping and the Rough Sleeping Strategy. The Getting Everyone In and Keeping Everyone In requirements improved access to support and accommodation.
- The private sector stock condition survey had been completed and work was being undertaken to determine investment priorities.
- The improvement works at Grangewood had been completed as part of the work to deliver year 2 of the five-year housing environmental schemes programme. Phase 1 at Barrow Hill had also been completed and phase 2 was progressing on time and within budget.
- Significant progress against key areas of delivering year 1 of the climate change plan.
- Following successful virtual meetings of the Equality and Diversity Forum virtual events were being planned for late autumn and winter 2020/21.
- Core elements of the Care Leaver Offer had been put in place including council tax support, housing policy changes and key worker activity plus enhanced leisure provision.
- Core elements of the Armed Forces Covenant action plan had been put in place.

There were two milestones that due to the impact of the Covid-19 pandemic would not be achievable during 2020/21:

- Develop and deliver schemes and trials to increase recycling rates - Maintaining core services has been key during the Covid-19 pandemic. Despite the challenges waste and recycling services have continued to perform well but there had not been capacity to develop new schemes and trials during this period.
- Plan and deliver the 2020/21 local democracy programme - Conversations with schools has indicated that they will require a significant amount of recovery and catch up time for students and that they may not be able to re-join the programme until 2021.

In the “provide value for money services” section 27% of the milestones remained on target for delivery in 2020/21. One of which, the ICT improvement programme, had been fundamental to enabling services to continue during the Covid-19 pandemic.

48% of the milestones in this priority area had been rated as amber, mainly due to delays caused by the reprioritisation required for Covid-19 or the fluid situation emerging around impact and recovery. These areas were being prioritised in the second half of the year.

There were three milestones that due to the impact of the Covid-19 pandemic would not be achievable during 2020/21:

- Review the Council’s commercial approach, services and investment portfolios and deliver actions resulting from the review - Covid-19 has had a major impact on the Council’s commercial activity and as the short, medium and longer terms impacts emerge they would inform the review and help to develop our future approach.
- Develop our future ICT Strategy for 2022/2023 onwards - Maintaining the progress on the current ICT programme had been the priority. This had enabled rapid transformation to allow services to keep running during the pandemic. The medium and long-term impacts of the pandemic would have a major influence on the future ICT programme.
- Complete the Investor in People Assessment improving silver scores in key areas - The Investors in People assessment was due to take place in January 2021, however due to the impact of the Covid-19 pandemic this has been delayed until 2022.

There continued to be ongoing uncertainty around future Covid-19 restrictions. On 5 November 2020 the second national lockdown was announced which would last until 2 December 2020. The pandemic

continued to have a significant impact on community and economic response, core service delivery and Council Plan delivery.

Members enquired whether CBC was still paying compensation to Jomast. The Service Director explained that CBC were paying Jomast for the marketing work they were carrying out to attract tenants. There was a clause in contract regarding rent liability and the Service Director believed that CBC were still liable to pay the rent.

Members asked about the new appointment referred to in the officer's report and the Service Director explained that CBC had successfully applied for Government funding to support High Street recovery and part of this funding was for a new fixed term contract for a full time post within the Town Centre team.

Members noted that the target for recycling had not been achieved but thanked staff for continuing the service during the first national lockdown when many other councils did not.

Members asked about the Economic Recovery Plan and the Service Director explained that CBC had been able to obtain funding for Town Centre work which had been used to make the area Covid-19 secure, marketing and business support.

Members noted that there had been significant impact on the visitor economy because of the cancellation of major events. The Service Director was asked about the inclusion of the Motor Fest and Chesterfield Pride events because CBC did not organise these events. The Service Director explained that a large amount of work had taken place to include all events which take place in the borough.

Members thanked the Service Director for the work which had been carried out relating to rough sleepers but noted that sofa surfers had not been included. It was explained that it was very challenging to break the figures down into categories because it was hard to identify people.

The Service Director was asked for an explanation about the ICT Improvement Programme project being rated red and members were advised that a stop check piece of work needed to be carried out because there had been so much change in response to Covid-19.

Members asked if there was a risk of losing funding if the HS2 Eastern Leg did not go ahead and the Service Director explained that there were clauses to secure funding so if CBC complied with the clauses then the funding would not be lost.

RESOLVED –

That the Council Plan Progress Update report be noted

Councillor Fordham left the meeting at this point.

11 CABINET MEMBER FOR GOVERNANCE - COVID 19 EMERGENCY PLANNING / BUSINESS CONTINUITY

The Cabinet Member for Business Transformation and Customers and Executive Director attended to present a report about Covid-19 Emergency Planning/Business Continuity.

In 2005 Chesterfield Borough Council (CBC) had contracted with Derbyshire County Council to deliver its Emergency Planning and Business Continuity service. The Council benefited from joint working, gaining access to a larger, skilled Emergency Planning team and the provision of a dedicated Emergency Planning resource for 2.5 days per week.

To further strengthen the Council's capacity and co-ordination of emergency and business continuity events, the Council identified two senior officers to act in emergency planning liaison roles. These staff members work alongside the Derbyshire County Council Emergency Planning team and with the Council's Strategic Leadership Team and Corporate Management Team to respond to an emergency or business continuity event.

The Council had detailed emergency and business continuity plans in place, which are regularly updated. Access to the plans could be obtained by authorised personnel through Resilience Direct, an online private network which enabled civil protection practitioners to work across geographical and organisational boundaries during the preparation, response and recovery phases of an event or emergency.

Dependent on the size and scale of the emergency or business continuity event, different types of strategic and tactical groups would be initiated to

effectively 'manage' the event and this would be determined when an emergency or business continuity event was triggered.

At a local level, CBC regularly reviewed and updated service specific business continuity plans. The leadership team reviews, agrees and documents the priority services for protection and restoration in an emergency and this process would then inform the relevant activities which must be undertaken when the business continuity plan is invoked.

Individual Corporate Business Continuity Plans exist in respect of winter planning, flood planning and a flu pandemic.

On 23 March 2020, the government announced the first national lockdown. These conditions and restrictions were unprecedented and required the immediate implementation of business continuity activities so that the Council could prioritise the delivery of key services where it was legal and safe to do so. Whilst most emergencies or business continuity events would be short lived, the Coronavirus pandemic had been unique in that CBC has remained in a business continuity position for nine months and the end date is unknown.

In response to this, the CBC business continuity activity had been and would continue to be delivered in three phases:

1. Response – the work CBC did to deal with the 1st national lockdown.
2. Recovery – the work CBC did to reopen business and bring our workforce back in a covid-19 secure way.
3. Response and recovery – the work CBC has been doing to deal with the 2nd national lockdown whilst supporting communities and businesses in longer term recovery.

The following business continuity structure has been implemented to enable the management of the coronavirus business continuity activity across Derbyshire:

- Chief Executive and Leader attendance at the Derbyshire Local Outbreak Board.
- Executive Director attendance at the Local Resilience Forum Strategic Co-Ordination Group and Recovery Group.

- Corporate Management Team attendance at the Local Resilience Forum Tactical Co-Ordination Group and at specific partner working groups which are focused on communications, community wellbeing including homelessness and workforce.
- Tactical meetings of the CBC leadership team, initially held daily and reduced to twice weekly after moving into the recovery phase.
- Regular communications in place between the Corporate Management Team and their respective portfolio holders.
- Three task and finish groups have been implemented to deliver recovery activities. These groups are focusing on the economy, community wellbeing and the safety of our workforce.

The Covid-19 pandemic has presented CBC with unprecedented risks, disruption and changes to working practices. Whilst the business continuity plans have provided clear 'structure' and guidance on process, the Council did not have a 'ready prepared' business continuity plan which could be immediately followed and has adapted to each situation as we have moved further into the pandemic.

During the initial lockdown period the Council had to temporarily close offices, services and facilities and many of our staff were asked to work from home or were redeployed into other roles.

The services which were closed during the response phase of the pandemic were detailed in the officer's report. Many of the services were reopened from July onwards, in a covid19-secure way, but closed again in the second national lockdown from 5 November 2020.

There were a number of challenges in reopening services. To ensure CBC premises were Covid-19 secure customer and employee flow was redesigned, desk spaces were adjusted and additional safety screens and speech transfer systems were provided.

140 service specific risk assessments were developed to ensure safe ways of working. The risk assessments were developed alongside trade union colleagues, who were complimentary about CBC's approach. This activity will not need to be redone as services reopen again as the

Council took the approach of a robust design which would be fit for purpose on a long-term basis.

The following new activities were required during the response and recovery phases and have been coordinated through the tactical task and finish teams:

- Provision of support to local pharmacies to deliver medicines and food parcels. Over 10,000 prescriptions were delivered by CBC staff.
- Provision of marshalling at Covid-19 testing stations.
- Delivery of the 'keeping people in' initiative.
- Delivery of business grants to Chesterfield businesses, totalling £26.95m.
- Delivery of further Test and Trace grants within the community to those on low income and need to self-isolate.
- Delivery of the 2nd phase of business grants which were generated by the need for a 2nd national lockdown and movement to local tiered restrictions.
- Co-ordination and live streaming of virtual meetings.
- Development of new policies to support redeployment, furlough, flexible furlough and agile working.

In support of these activities, the Council developed a central list of available resources, co-ordinated by the HR business partners, and have redirected those staff from 'closed' or low priority services to support the new activities.

Work has taken place to mitigate the negative impacts of business continuity. Work was already underway to strengthen the Council's ICT resilience and put the technology in place to enable staff to work from home. This underpinning work was critical in enabling the Council to maintain core service delivery and protecting staff during the pandemic. The ICT team continued to deliver the ICT Improvement programme as well as manage business as usual activity and support new activities generated through our pandemic business continuity work.

HR Business Partners worked with employees to support them with 'new ways of working'. In recognition of the assistance that staff may need, HR launched an Employee Assistance Programme which enabled the workforce to obtain support by telephone. This service has been very

positive for the few employees who have used it, but take up has been low and further promotion is required.

The Council implemented 'test and trace' procedures and it has been clear from the tracking data collected that the spread of infection had a much bigger impact on our workforce immediately prior to the 2nd phase of lockdown than it did in March 2020. 2% of our workforce have received a positive covid test and 4% are self-isolating because they have been in close contact with someone

who is positive. Implementation of robust test and trace activity across the workplace has been time-consuming and resource hungry. The Council has had no Covid-19 riddor reportable cases, which is testament to the hard work and rigour when developing risk assessments, safe ways of working and test and trace activity.

On 5 November 2020, the government implemented a second national lockdown and the Council responded quickly and effectively. Lessons learned exercises were completed at the end of the first lockdown and this learning has been used to support scenario planning for the second wave. In addition, work has been undertaken to review and revise risk assessments for Tier 2 and Tier 3 local restrictions so that the Council could implement relevant changes quickly.

A temporary grants team had been implemented to ensure that businesses obtain grant funding quickly and efficiently. During the 1st phase of lockdown, grants were administered manually, and the data collection process was very time consuming. For the latest set of grants, administration processes had been streamlined and partially automated using the Council's CRM solution. The processes had been designed and built within a week and improved to allow for 'faster payments' to be made direct to business bank accounts.

The officer's report identified barriers to progress:

- Further work was required to digitise paper based customer records. Completion of this activity would enable agile working to be completed effectively. The Council still issues a large amount of 'post'. This requires office-based staff to print, label and post out documents to customers. Implementation of the Customer Portal, 'My Chesterfield', is the first step toward sending correspondence electronically for those customers who choose to receive their mail in this way.

- Restrictions in availability of staff through isolating or shielding may mean some services need to be reduced or delayed, especially in some specialist areas, where it is difficult to share resources.
- Implementation of a range of collaboration technologies, including the popular Zoom or FaceTime applications, will enable officers to effectively collaborate with community members who may not use Microsoft Teams as a preferred tool.

The officer's report identified the CBC's future plans to continue to respond to the latest set of restrictions, whilst also working on recovery activities.

Members noted that the second lockdown had felt very different and enquired what had changed to enable services and businesses respond more effectively. The Executive Director advised that there had been both positive and negative differences: there had been improved supply and communication but people were fatigued by the first lockdown which had impacted on compliance.

Members emphasised the need for customer records to be digitalised and enquired what information was still kept on paper. The Executive Director explained that some information needed to be stored for a certain period of time and some work cases were kept in hard copy.

It was noted that a need for the Council to be able to use Zoom and Facetime was not just important for community and voluntary organisations but also councillors. This was a key issue which the ICT Team were trying to resolve while ensuring security.

Members enquired how staff were coping with new and old roles. The Executive Director advised that it had been challenging with workloads peaking and troughing. The senior leadership team would be continuing to take a personal approach to understanding how staff were coping.

The Executive Director was asked whether there was a problem with a backlog of routine tasks from the lockdown. Members were informed that staff and tasks needed to be prioritised so non-priority tasks remained which needed to be cleared. This process was being priority driven.

Members enquired why CBC had provided the laptops to Arvato staff and the Executive Director explained that the primary reason was to ensure that all teams could work together and it was a pragmatic approach in the circumstances.

RESOLVED –

That the Covid-19 Emergency Planning/Business Continuity report be noted.

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OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Thursday, 17th December, 2020

Present:-

Councillor L Collins (Chair)

Councillors	Borrell	Councillors	Snowdon
	Catt		Kelly
	Caulfield		Coy
	Dyke		Brittain
	Flood		T Gilby
	Fordham		
	Kellman		

Councillor Tricia Gilby, Leader +
 Councillor Jean Innes, Cabinet Member for Business Transformation and Customers +
 Charlotte Kearsey, Democratic and Scrutiny Officer
 Rachel O’Neil, Service Director – Digital, HR and Customer Services +

+ Attended for Minute No.15

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

No declarations of interest were received.

13 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Hollingworth.

14 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC

RESOLVED –

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

15 **LEADER AND CABINET MEMBER FOR BUSINESS TRANSFORMATION AND CUSTOMERS - ARVATO AND KIER TRANSITION: LESSONS LEARNT**

The Leader, Cabinet Member for Business Transformation and Customers and the Service Director – Digital, HR and Customer Services attended to present a report about the lessons learnt from the Arvato and Kier services transitioning in-house.

On 24 April, 2018, members approved the early return of the ICT and Human Resources services in-house service delivery from Arvato to support the successful implementation of the Council's ICT Improvement Programme. These services were transitioned on 18 October, 2018. Nineteen employees from ICT and Human Resources were successfully transferred to the council. The transition project which enabled this transfer was completed within a three month timescale. Positive feedback was received from the Unions and from ICT and Human Resources employees on the process which was followed. The ICT and Human Resources teams have been strengthened following their return.

On 14 January, 2020 the Joint Cabinet and Employment and General Committee approved that the remaining services, delivered through the Public Private Partnership arrangement with Arvato, would be returned to in-house service delivery at the end of the 10 year partnership arrangement. The Assistant Director – Customers, Commissioning and Change was granted delegated authority to make arrangements for the transition of these services.

On 9 June, 2020, members subsequently approved an accelerated transfer of Kier employees and that transition of the remaining services managed by Arvato should be moved to 17 January, 2021. These changes were made to protect the employment of Kier employees working on the Chesterfield Borough Council (CBC) contract whilst also enabling key officers to focus on the development and delivery of critical services during the Covid-19 pandemic.

The Kier services were transferred to the Council on 31 July 2020. Twenty-seven Kier employees were successfully transferred to the council. This transition project was completed within a seven-week timescale, which was extremely challenging to deliver. The project members worked collaboratively to achieve such a stretching timescale

and again, the transition process was well received by the transferring employees.

A team had been implemented to deliver the transition projects, consisting of officers from Legal, Finance, Information Security, Human Resources and ICT services within CBC, Arvato and Kier. The CBC team members were co-ordinated by a Transition Project Manager who had been recruited on a fixed term basis, until 31 March 2021. The project team was now working towards transferring the remaining services to the Council, with 148 employees due to transfer to Chesterfield Borough Council from 18 January 2021. The transition project was in its final phase and planned activities remained on track.

A transition management board, made up of senior officers from Arvato or Kier and the Council, was put in place to ensure successful delivery of the transition. The Board meets monthly, or more frequently, as required by the programme.

A jointly agreed plan had been developed for each of the three transition projects. The plans detailed the activities which needed to be completed in order to deliver a successful transition and covered three workstreams: Human Resources, Operations and Commercial and Legal. The plans had been incorporated into the Council's partnership arrangement and acted as a legal document. Alongside these plans, CBC developed a change management plan and stakeholder engagement plan, in recognition of the changes which will occur as services return to the Council.

Trade Unions and employee representatives had been supporting the consultation activities which were required in order to deliver a successful TUPE transfer. Training had been provided to employee representatives to enable them to complete their roles effectively. Positive engagement had been received throughout the consultation processes.

The officer's report reviewed the costs of transition. To enable the TUPE transfer to take place, the transferring company would be responsible for providing anonymised 'early liability information (ELI)' to CBC. This information was used to help determine the likely cost of the service on its return and to develop the future budget working papers. This data also enabled the Council to determine any 'measures' or changes which it intended to implement at transfer. Consultation was then undertaken on

the proposed measures. No later than 28 days before the transfer date, the transferring company would be required to provide named liability information. This would enable the Council to set up payroll records for the transferring employees and ensure that the correct TUPE terms and conditions were implemented. Only at the point of transfer can the final costs be accurately confirmed.

The budgets which were required to successfully deliver ICT and HR services were identified as part of the Council's ICT Improvement transformation programme which was approved on 25 April, 2018. Both of the service areas had undergone planned growth as the Council worked towards strengthening its ICT resilience and digital capability. The ICT Improvement programme remained on track and within budget.

The Service Director – Digital, HR and Customer Services, in conjunction with the Executive Director and Cabinet Member for Business Transformation and Customers, agreed a one-off settlement fee to facilitate the early transfer of Kier services. This was funded from within the existing budget approved by Council for the financial year 2020/2021. The Council also paid additional fees to Kier for the 'non-core' activities that their staff completed. Non-core activities typically related to the Council's capital programmes activity or to the commission generated through property sales.

The council had received the first set of anonymised ELI data for the Arvato employees who would return in January 2021. This information had helped to shape an early working budget and had informed the content of the 'measures' letter which had been provided to Arvato. The Council was now participating in consultation with affected employees on these measures. As final costs could not be confirmed accurately until the transfer of the service was complete, it was not yet possible to determine exact savings with certainty.

The Council had a suite of Key Performance Indicators (KPI's) which have been used to measure the performance of Arvato services, detailed in Appendix B of the officer's report. As transactional services would be reviewed upon their return to in-house delivery, an updated suite of performance indicators would be introduced.

The officer's report noted the lessons learned from transitioning services;

- A collaborative approach to designing and delivering the exit plan had helped ensure that transferring employees were engaged in the transfer.
- Implementing cross service project teams at the start of the transfer in 2018 and using these same employees to complete the remaining transition projects had helped to improve efficiency. Where personnel changes had occurred, it had taken time to rebuild trust and collaboration.
- Detailed technical information had not been readily available from Arvato or Kier. Pragmatic decisions have been taken on the level of information which was acceptable to receive at transfer. The project team had completed 'lessons learned' exercises at the end of each transition project and used this data to inform future transfers.

Barriers and obstacles to the successful transition included the Covid-19 pandemic which had added extra complexity as staff have needed to balance business as usual activities, transition activities and the additional workloads brought about because of the coronavirus pandemic. This has resulted in the final transfer of staff being delayed from October 2020 to January 2021. Good progress had been made in transferring the Arvato and Kier services to in-house delivery and the programme was on track to complete the final transfer by 18 January 2021.

Members asked about the number of staff transitioning who had previously worked for CBC and the Service Director advised that the vast number of staff transitioning were on Arvato terms and conditions.

Members enquired about how successful consultation and working with the Trade Unions had been. The Leader and Service Director informed the Forum that the Trade Unions had given positive feedback about previous transitions. The Service Director noted that the most difficult issue had been removing the bonus in the terms and conditions of some Arvato staff but all staff had been offered the National Joint Council pay in line with the other CBC staff.

Members sought clarification of the cost savings detailed in the officer's report and enquired what would happen to the non-core payment activities going forward. The Service Director advised that a service charge had been agreed in the contract with Arvato and, as CBC had been unable to specify what capital and regeneration work would take

place, payment for non-core work had been agreed. However, CBC had been paying twice for this work as it was being carried out by Arvato staff at the same time as the core work. The staff transitioning would be carrying out both core and non-core work as these tasks would continue to be required.

The Service Director was asked what had not improved since the ICT and HR teams had transferred in 2018 and whether the ICT process papers had been completed. The Forum was advised that the Arvato ICT team had not been asked to write down processes because there would be significant change very quickly after the transition. Instead multiple workshops were organised to obtain information from the Arvato ICT team. Process papers had now been put in place for the CBC ICT team which was a significant improvement. Regarding the Kier transition there were 7 weeks to complete the whole transition so it had not been possible to put process papers in place. It had been the intention to push for the processes to be in place on the transition of the remaining Arvato staff but due to the Covid-19 pandemic this had not been possible and a pragmatic approach had been taken to focus on key tasks.

Members noted the amount of work needed to complete TUPE transfers which could be very challenging and enquired about the review of KPI's, including the difference in CBC KPI's and the timeframes. The Service Director explained that the services needed to be understood in detail before KPI's could be set and the pandemic would have significantly impacted services going forward. The KPI's were very important but they would not be like for like and they would not be revised immediately.

RESOLVED –

1. That the Arvato and Keir transition: lessons learned report be noted.
2. That an annual update on the lessons learned from the Arvato and Keir transitions be brought to the Overview and Performance Scrutiny Forum.

**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY
COMMITTEE**

Thursday, 26th November, 2020

Present:-

Councillor L Collins (Chair)

Councillors Bagshaw
Borrell
Blakemore

Councillors Dyke
Kellman

Councillor Caulfield +++++

Councillor J Innes, Cabinet Member for Business Transformation +
Councillor Serjeant, Deputy Leader ++

Liz Cook, Assistant Director – Housing +++

Kate Harley, Human Resources Manager +

Donna Reddish Assistant Director – Policy and Communications ++

Brian Offiler, Democratic and Scrutiny Officer

+ Attended for Minute No. 4

++ Attended for Minute No. 5

+++ Attended for Minute No. 6

++++ Attended for Minute Nos. 6 and 7

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

No declarations of interest were received.

2 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Flood.

3 MINUTES

The Minutes of the meetings of the Community, Customer and Organisational Scrutiny Committee held on 10 September, 22 September and 24 September, 2020 were presented.

RESOLVED –

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

4 CABINET MEMBER FOR BUSINESS TRANSFORMATION AND CUSTOMERS - INVESTING IN OUR STAFF - APPRENTICESHIP PROGRAMME

The Human Resources Manager presented a report on the progress of the Council's apprenticeship programme.

The report set out the background to the current apprenticeship programme since the introduction of the Apprentice Levy and Public Sector Targets in 2017. The Council had achieved the target number of apprentices each year and had recently been awarded Top 100 Employer status in the National Apprenticeship Awards by national government.

To date 26 new recruits had been employed as apprentices on condition that they would secure a permanent role with the Council on completion of the apprenticeship. New apprentices were paid the relevant age-related national minimum wage in the first year and the rate for the job in the second year. A further 73 existing employees had undertaken apprenticeships as development opportunities, with good rates of retention and career progression.

It was noted that there had been challenges as the national programme had evolved, including:

- The change from apprenticeship frameworks to apprenticeship standards, requiring alternative qualifications to be found in some cases;
- The requirement for all apprentices to achieve Level 2 Maths and English, requiring additional support in some cases;
- The requirement for 20% of working time to be off the job;
- The support required by apprentices with special needs being provided by the Council, rather than by education providers as previously;
- The interruption to some apprenticeships during the Covid-19 lockdowns.

Relationships had been built with providers to address these challenges as far as possible, and it was planned to continue to identify apprenticeship opportunities in the future both when recruiting and for existing staff.

Arising from Members questions the following points were clarified:

- Apprenticeships were available in areas such as enforcement and horticulture;
- Meeting the 20% off the job requirement was particularly challenging for those in more senior roles undertaking apprenticeships;
- There had been a 50/50 gender balance in the number of apprentices in 2019/20. Data in respect of disability was not readily available as this relied on self-declaration by individuals, although applicants declaring a disability were guaranteed an interview.

Members expressed their appreciation of the work undertaken by the Human Resources team and managers to enable the apprenticeship programme to be successful.

The Chair thanked the Cabinet Member for Business Transformation and Customers and the Human Resources Manager for their contribution to the meeting.

RESOLVED –

That the work undertaken to date and the planned work on the Council's apprenticeship programme be supported.

5 DEPUTY LEADER - EXTERNAL COMMUNICATIONS

The Assistant Director - Policy and Communications presented a report on the effectiveness of the Council's external communications, particularly during the Covid-19 pandemic.

The report outlined the communications activities undertaken during the pandemic, working effectively with partner agencies and the community and voluntary sector through the Derbyshire Local Resilience Forum, in order to deliver consistent messages to warn and inform using national and local campaigns. Methods had included press releases on service changes and key messages, social media messages and a Covid-19 hub

on the website, all of which had been seen as reliable and timely sources of information.

The report also referred to how internal communications had been adapted to support and inform staff and Members, including the weekly Members' e-bulletin.

Whilst noting the increasing proportion of the general population regularly using the internet, the report outlined the alternative means used to engage with those at risk of digital exclusion, including the 'Your Chesterfield' publication delivered to all homes, local print and broadcast media, printed information distributed with Council Tax and Business Rates bills, posters and banners in Council and community buildings and outdoor spaces and signage on Council vehicles.

A range of social media platforms were used to reach less traditional audiences, including the development of augmented reality experiences. These were monitored to assess their effectiveness at reaching the intended audiences and time and resource implications; this would then feed in to a review of the Council's social media policy in the New Year.

It was recognised that fake news and misinformation could be spread through social media channels and that comments on Council social media channels were assessed in the context of the national Covid-19 policy / legal framework and challenged or deleted where necessary.

It was noted that continuing to manage communications in the current emergency over a long period and the complexity of the messages and changes to guidance at short notice was proving challenging.

Arising from Member's questions and discussion, the following points were raised:

- It was hoped that a new customer relationship management system would enable more detailed analysis of the profile of users of the Council's digital communications;
- The town's businesses were promoted online through Destination Chesterfield supporting the 'Shop Local' message, such as details of changing opening times and click and collect and delivery options;
- The majority of the Communications budget (approximately 70 % of non-staff costs) was allocated for the production and distribution of

the 'Your Chesterfield' publication, with evidence that an increasing proportion of residents accessed information about Council services through this means and that there were high satisfaction levels with it;

- The majority of the community notice boards, which had been installed by the former Community Forums, but without funding for ongoing maintenance or sufficient arrangements to keep information up to date, had now been transferred to community ownership.

Members expressed their appreciation of the outstanding achievement of the small team of staff in maintaining rapid and reliable communications throughout the pandemic.

The Chair thanked the Deputy Leader and the Assistant Director – Policy and Communications for their contribution to the meeting.

RESOLVED –

- (1) That the report be noted and the work undertaken on external communications during the pandemic be endorsed.
- (2) That suitable means be agreed with the Chair for members of the Community, Customer and Organisational Scrutiny Committee to be consulted as part of the review of the Council's social media policy.

6 SCRUTINY MONITORING

The Assistant Director – Housing presented a report on the implementation of the recommendations from the scrutiny review of community rooms which had been approved by Cabinet in October, 2019.

A schedule detailing how each of the recommendations had been implemented was attached as an appendix to the report, although it had not been possible to fully undertake some of the promotional activities or assess the impact of actions as the community rooms had been closed since the Covid-19 lockdown in March, 2020. Reopening of the rooms would be considered in accordance with government guidance, but only once full risk assessments demonstrated that they could operate in a Covid-secure way.

Members emphasised the importance of the community rooms as a community support resource, particularly to assist recovery from the

pandemic, whilst acknowledging the need for this to be done safely. It was recognised that consideration would be given to potentially combine the administration of these Housing community rooms and the Venues community rooms in the future.

Members concluded that implementation of the recommendations had been completed and that the item could be removed from the monitoring schedule.

The Chair thanked the Cabinet Member for Housing, the Assistant Director – Housing and the Scrutiny Project Group Lead Member for their work on the project and in implementing the recommendations.

The Committee also considered the Scrutiny recommendations implementation monitoring schedule.

RESOLVED –

- (1) That the report be noted and that the monitoring of the implementation of the recommendations on community rooms be removed from the Scrutiny monitoring schedule.
- (2) That the Scrutiny monitoring schedule be noted.

7 SCRUTINY PROJECT GROUPS PROGRESS REPORTS

Councillor Caulfield, Lead Member of the Scrutiny Project Group (SPG) on the Visitor Economy Strategy, outlined the proposed aim of the project to contribute to the preparation of the Visitor Economy Strategy and action plan. The draft Project Start Report would be considered by the SPG at its first meeting which was arranged to take place on 8 December, 2020.

The Group comprised Councillors Caulfield, Borrell, Brittain, Callan, Dyke, Fordham, S Niblock and Simmons, and it was planned for the project to be completed in March, 2021.

RESOLVED –

That the report by the Lead Member of the Scrutiny Project Group on the Visitor Economy Strategy be noted and that further progress be reported

to the Community, Customer and Organisational Scrutiny Committee in January, 2021.

8 FORWARD PLAN

The Committee considered the Forward Plan for the period 1 December, 2020 – 31 March, 2021.

RESOLVED –

That the Forward Plan be noted.

9 WORK PROGRAMME FOR THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

The Committee considered the items on its work programme for 2020/21, noting that there would be a progress report from the Scrutiny Project Group on the Visitor Economy Strategy at the meeting in January, 2021.

RESOLVED -

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

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ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**Thursday, 3rd December, 2020**

Present:-

Councillor Catt (Chair)

Councillors Caulfield
Dyke
CoyCouncillors Hollingworth
Snowdon
Brittain

Carl Griffiths, Housing Options Manager +
Liz Cook, Service Director for Housing +
Christine Durrant, Executive Director ++

+ Attended for Minute No. 3
++ Attended for Minute No. 6

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

Councillor Coy advised the committee that she was a trustee of the homeless charity Pathways. As no decisions were to be made concerning the report at item 3 it was determined that Councillor Coy could still take part in discussions.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ludlow and Dean Epton.

**3 CABINET MEMBER FOR HOUSING - ROUGH SLEEPER STRATEGY
AND COLD WEATHER PROVISION**

The Service Director for Housing introduced a report to the committee on the Rough Sleeper Strategy and Cold Weather Provision. It was noted that one positive effect of the COVID-19 pandemic had been the acceleration of the delivery of actions/commitments contained within the Rough Sleeper Strategy. A Homelessness Action Plan had also been developed in response to the pandemic. The Government had introduced an 'Everyone In' scheme due to the vulnerability of homeless people and once the initial lockdown period ended the Council, in partnership with other Derbyshire authorities developed a new initiative called 'Keeping Everyone In'. The Council worked with local homeless charities such as Pathways and P3 and

developed a Housing First model alongside colleagues from South Yorkshire Housing Association. As a result, there had been a significant improvement in partnership relationships and a huge amount of investment in homelessness and rough sleeping had been realised.

The Housing Options Manager presented an overview of the Council's Cold Weather Provision. In recent years a night shelter had been provided with Derby City Mission but due to the COVID-19 pandemic that had not been possible for 2020. The committee heard that a mixture of alternative accommodation options had been sourced; included bed and breakfasts, some of the council's own units for emergency use and a facility in the Derbyshire Dales.

This facility comprised of 35 self-contained COVID secure units would be open 15th December to 31st March 2021 and be used by authorities across Derbyshire. Concerns were raised by the committee over moving people out of town and whether they would access to amenities and services. It was explained that during the first lock down there had been significant successes when engaging with the users in a self-contained location. The aim was for the users to move on in a positive way and hopefully leave the facility to go into more long-term accommodation. It was agreed that the exit report for the Cold Weather Provision would be circulated to committee members.

A question was posed regarding the vaccination programme and how homeless people would fit into the plans if they had no address. The Service Director for Housing reassured the committee that when that stage was reached the Council would work closely with its partners to ensure that this vulnerable group would be able to access the vaccine. The Housing Options Manager confirmed that all rough sleepers will be registered with a GP's practice if they are not already registered.

A committee member asked if there was a summary available of what the cost had been to the council of these activities and what grants would be available for the coming year. It was explained that the central government funding was often short-term in nature and the next tranche of funding had not yet been confirmed. The officers agreed that the long-term solution would be more capital investment into supported accommodation which would in turn reduce the need for emergency accommodation. It was noted that bailiffs were to recommence their work 7th January 2021 and it was anticipated that this would affect housing needs.

The Housing Options Manager highlighted the exceptional work that had been carried out by the Council's partnership agencies during this difficult time. The Derbyshire Homeless Officers Group was also commended for providing a mechanism for sharing expertise and also increasing value for money.

RESOLVED –

That the committee note the report.

4 SCRUTINY MONITORING

The Committee considered the Scrutiny recommendations monitoring schedule. It was noted that an update on the Skills item and the Future Use of the Former QPSC Site were overdue as a result of the COVID-19 pandemic. It was agreed that any future delays would be noted on the monitoring form prior to publication of the agenda pack.

RESOLVED -

That the Scrutiny monitoring schedule be noted.

5 FORWARD PLAN

The Forward Plan for the four-month period 1 December, 2020 to 31 March, 2021 was presented for information.

RESOLVED –

That the Forward Plan be noted.

6 WORK PROGRAMME FOR THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

The 2020/21 Work Programme for the Enterprise and Wellbeing Scrutiny Committee was reported for information.

The Executive Director attended the committee to provide further information on the Commercial Services item on the Work Programme. It was explained that the Operational Services Depot team had not been engaged in any commercial activity since prior to March 2020 due to the COVID-19 lockdown. There was now a backlog of repairs and routine maintenance to be completed and therefore it was not envisaged that commercial work would be commenced any time soon. The CMT restructure involved merging the Commercial Services department with the Housing team and this process needed time to bed in.

It was anticipated that a new piece of work would be undertaken to look at commercialism in its wider sense with a more strategic view and the involvement of the scrutiny function was welcomed in the development of the new strategy.

Discussion took place around the work that had already been carried out by scrutiny in this area and the questions that had been raised previously. This work was acknowledged and the consensus was that it would be incorporated into the new item.

RESOLVED –

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

2. That the new Commercialisation Strategy be added to the work programme and the previously requested data be provided as part of the work.

7 MINUTES

RESOLVED –

The Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee held on 1 October, 2020 were approved as a correct record and signed by the Chair.