

BOROUGH OF CHESTERFIELD

You are summoned to attend a Meeting of the **Council** of the **Borough of Chesterfield** to be held on **Wednesday, 28 April 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 the meeting online by following the link [here](#).

1. To approve as a correct record the Minutes of the meeting of the Council held on 24 February, 2021 (Pages 5 - 20)

2. Mayor's Communications

3. Apologies for Absence

4. Declarations of Members' and Officers' Interests relating to items on the Agenda.

5. Public Questions to the Council

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

6. Petitions to Council

To receive petitions submitted under Standing Order No. 13

7. Deputy Leader of the Council and Cabinet Appointments 2021/22 (Pages 21 - 24)

8. Committee Appointments 2021/22 (Pages 25 - 36)

9. Council's Delegation Scheme (Pages 37 - 52)

10. Questions to the Leader

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

11. Consideration of business outstanding from the Council Meeting held on 24 February, 2021 (see Items marked '*' below)

12. Organisational Development Strategy and Programme (Pages 53 - 100)

13. Minutes of Committee Meetings (Pages 101 - 102)

To receive for information the Minutes of the following meetings:-

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

14. To receive the Minutes of the meetings of the Cabinet of *15 December, 2020, *12 January, 2021, *2 February, 2021, *9 February, 2021, 23 February, 2021 and 16 March, 2021 (Pages 103 - 140)

15. To receive the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of *12 January, 2021 (Pages 141 - 144)

16. To receive and adopt the Minutes of the meetings of the Overview and Performance Scrutiny Forum of *19 November, 2020, *17 December, 2020 and 21 January, 2021 (Pages 145 - 182)

17. To receive and adopt the Minutes of the meetings of the Community, Customer and Organisational Scrutiny Committee of *26 November, 2020 and 25 March, 2021 (Pages 183 - 196)

18. To receive and adopt the Minutes of the meetings of the Enterprise and Wellbeing Scrutiny Committee of *3 December, 2020, 4 February, 2021 and 1 April, 2021 (Pages 197 - 208)

19. 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?”

Question submitted by Councillor Fordham:

“In the light of growing concerns over hate crime, over the Police handling of women, and over the total silence of the Derbyshire Police and Crime Commissioner on LGBT+ issues during LGBT+ History Month, will the Borough Council book a stall at Chesterfield Pride 2021?”

Question submitted by Councillor Fordham:

“Given the Climate Change commitment to planting trees and the scale of opportunity with both Poolsbrook and Holmebrook within the Borough, and noting that in excess of 3,000 trees are being planted this year - how many of those are or will be fruit trees?”

By order of the Council,



Chief Executive

Chief Executive's Unit,
Town Hall,
Chesterfield

20 April 2021

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COUNCIL

Wednesday, 24th February, 2021

Present:-

Councillor G Falconer (Mayor)

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

31 MINUTES OF COUNCIL

RESOLVED –

That the Minutes of the meetings of the Council held on 16 December, 2020 and 10 February, 2021 be approved as a correct record and be signed by the Chair.

32 MAYOR'S COMMUNICATIONS

The Mayor referred with sadness to the recent deaths of former Councillors, Mr Keith Lomas and Mr Malcolm Stewart. Members observed a minute's silence in their honour.

The Mayor referred to recent virtual events which she and the consort had attended including:

- The annual Holocaust Memorial Day event where attendees this year heard from Vivienne Cato whose mother had lived in Nazi occupied Budapest;
- A meeting with representatives from the Elm Foundation, which offers support to those suffering or escaping from domestic abuse;
- The High Sheriff's Legal Service live from Derby Cathedral;
- The Chesterfield and North East Derbyshire Employability and Skills Conference, where attendees heard about the 'My Future' career platform, which Council employees had developed in partnership with local education partners and local employers.

The Mayor thanked participants of their virtual quiz night for their support of the Mayor's Appeal which had raised £300. The Mayor also thanked Councillor Paul Niblock and Councillor Shirley Niblock for their work organising the event.

The Mayor reminded Members that the next virtual fundraising event would take place on 22nd March, 2021 with details to follow.

33 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bagshaw, Blakemore, Catt, Dyke and Mann.

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

Councillor Thornton declared an interest in Minute Nos. 45 and 46 and confirmed that she would not be taking part in the vote on these items.

35 PUBLIC QUESTIONS TO THE COUNCIL

Under Standing Order No. 12, the following question was asked by Max Kerley:

“Demolition of Council Houses on 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?”

Councillor P Gilby, Leader, provided a verbal response, confirming the Council’s willingness to assist the Information Commissioner when contacted and re-iterated that the Council was 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 legal proceedings would be commenced.

Councillor P Gilby provided a verbal response, advising Mr Kerley again that the Council was following appropriate legal procedures and referring to the Council's recent record and future plans for building and acquiring new Council homes.

36 PETITIONS TO COUNCIL

No petitions had been received.

37 QUESTIONS TO THE LEADER

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

- Councillor Fordham asked whether a permanent memorial to Violet Markham could be installed in the town and if consideration would be given to more female and BAME individuals being commemorated on plaques, given that they had previously been underrepresented.

The Leader provided a verbal response, commending Councillor Fordham's participation in the consultation, confirming that all suggestions would be given due consideration and acknowledging Violet Markham's legacy to the town and impact on her own life and career as an inspirational role model.

- Councillor K Falconer asked if any additional resources had been allocated to the Borough's parks and open spaces following their increased usage throughout the lockdown periods.

The Leader provided a verbal response, advising that no requests had been received for additional resources to be allocated to the Borough's parks and open spaces as yet but that any such requests would be given due consideration.

- Councillor Caulfield asked whether the Council had investigated the possibility of making a bid to the UK Atomic Energy Authority's Spherical Tokamak for Energy Production (STEP) programme following the question asked by Councillor Snowdon at the December meeting of the Council.

The Leader provided a verbal response, confirming that she had asked the Chief Executive to consider if a suitable site or sites existed within Chesterfield Borough for the potential development of the UK Atomic Energy Authority's new fusion prototype plant. Key requirements included a minimum 100-hectare site, proximity to a source of cooling water and grid connectivity. It was concluded that Chesterfield Borough Council was not in a position to nominate a site or an aggregation of sites at this time that met the key requirements. The only appropriate sites within the D2N2 LEP area would be existing or decommissioned power stations. It had been communicated to the LEP that should one of these sites become the location for the STEP programme, Chesterfield Borough Council would wish to be engaged and involved as part of the wider ecosystem for innovation in the generation, transmission and storage of clean energy.

- Councillor Lisa Collins asked what the Leader was looking forward to doing most once the national lockdown restrictions had eased.

The Leader provided a verbal response stating that she was looking forward to swimming at Staveley Healthy Living Centre and would very much like to climb a mountain.

38 **ANNUAL AUDIT LETTER 2019/2020**

The Cabinet Member for Governance presented the Annual Audit Letter for 2019/20 submitted by Mazars, the Council's external auditors.

The annual audit letter summarised the outcome from the audit of the Council's financial statements and Mazars assessment of arrangements to achieve value for money in the use of resources. The letter confirmed that Mazars had issued an unqualified opinion on the Council's financial statements for 2019/20 and an unqualified value for money conclusion on 27 November, 2020. The financial statements gave a true and fair view of the Council's financial position and its expenditure and income for the year ending 31 March 2020. The Council also had appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources.

RESOLVED –

That Mazars Annual Audit Letter for 2019/20 be noted and received.

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

That 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.

40 TREASURY MANAGEMENT STRATEGY 2021/22

Pursuant to Standards and Audit Committee Minute No. 14 the Group Financial Accountant submitted a report recommending for approval the Treasury Management Strategy Statement for 2021/22, the Capital Strategy Report for 2021/22, the Investment Strategy Report for 2021/22 and the Minimum Revenue Provision (MRP) policy for 2021/22.

RESOLVED –

1. That the Treasury Management Strategy Statement for 2021/22 be approved.
2. That the Capital Strategy report, including the Prudential Code Indicators, for 2021/22 be approved.
3. That the Investment Strategy report for 2021/22 be approved.
4. That the Minimum Revenue Provision (MRP) policy for 2021/22 be approved.

41 GENERAL FUND CAPITAL PROGRAMME 2021/22

Pursuant to Cabinet Minute No. 65 the Group Financial Accountant submitted a report recommending for approval the updated General Fund Capital Programme for 2021/22.

RESOLVED –

That the updated General Fund Capital Programme expenditure and financing, as detailed in Appendix A of the officer's report, be approved.

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

RESOLVED –

That the public be re-admitted to the meeting.

43 HRA HOUSING CAPITAL PROGRAMME 2021/22

Pursuant to Cabinet Minute No. 63 the Asset Management and Programmed Works Manager submitted the Housing (Public Sector) Capital Programmes for 2020/21 and 2021/22 and the provisional Capital Programmes for 2022/23 to 2025/26 for approval.

RESOLVED –

1. That the Housing (Public Sector) revised Capital Programme for 2020/21 be approved.
2. That the Housing (Public Sector) Capital Programmes for 2021/22 be approved and its procurement, as necessary, be authorised.
3. That the Housing (Public Sector) Capital Programmes for 2022/23 to 2025/26 be provisionally approved.
4. That the in-house Operational Services Division share of the Housing (Public Sector) Capital Programme for 2021/22 be approved.
5. That the Service Director – Housing and/or Acting Chief Finance Officer be authorised to transfer funds between programmes and budgets to manage the Housing (Public Sector) Capital Programme for 2021/22.

44 HRA BUDGET 2021/22 - 2025/26

Pursuant to Cabinet Minute No. 62 the Group Financial Accountant submitted a report presenting the probable outturn for the Housing

Revenue Account (HRA) for 2020/21 and recommending for approval the budget estimates for 2021/22 through to 2025/26.

RESOLVED –

1. That the probable outturn for 2020/21 be noted.
2. That the draft budget estimates for 2021/22 and future financial years be approved.
3. That the development of a detailed programme and funding strategy for Organisational Development be noted.

45 2021/22 BUDGET AND MEDIUM TERM FINANCIAL PLAN

Pursuant to Cabinet Minute No. 57 the Chief Financial Officer submitted a report seeking Council approval for the General Fund Budget for 2021/22, including recommendations on the budget allocations and Council Tax level for 2021/22.

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote was taken for this item as follows:

FOR –

Councillors:

Bellamy
Blank
Brady
Brittain
Callan
Caulfield
D Collins
L Collins
Flood
P Gilby
T Gilby
J Innes
P Innes

Councillors:

Kelly
Ludlow
Mannion-Brunt
Marriott
Miles
A Murphy
T Murphy
Perkins
Perry
Rayner
Sarvent
Serjeant
Simmons

AGAINST –

Councillors:

P Barr
Bingham
Borrell
Coy
Davenport
G Falconer
K Falconer
Fordham

Councillors:

Hollingworth
Holmes
Kellman
P Niblock
S Niblock
Redihough
Rogers
Snowdon

ABSTENTIONS –

None

RESOLVED –

1. That the revised budget for 2020/21, as detailed in section 4.3 of the officer's report, be approved.
2. That the overall revenue budget summary for 2021/22, as detailed in section 4.5 and Appendix A of the officer's report, be approved.
3. That the Collection Fund and Tax Base forecasts, as detailed in section 4.6 of the officer's report, be noted.
4. That the use of the capital receipts flexibility to fund the revenue costs of the ICT programme which will lead to budget savings, as detailed in section 4.7 of the officer's report, be approved.
5. That the budget forecasts for 2022/23 and the medium term and the action plan for addressing the projected deficits, as detailed in section 4.8 of the officer's report, be noted.
6. That the intention to develop a detailed programme and funding strategy for Organisational Development, as detailed in section 4.9 of the officer's report, be noted.

7. That the estimates of reserves including maintaining the General Working Balance at £1.5m, as detailed in section 4.10 and Appendix D of the officer's report, be approved.
8. That the budget risks and sensitivity analysis, as detailed in Appendix E of the officer's report, be noted.
9. That the recommended increase in the Council's share of Council Tax in each band be approved on the basis of a £5 increase for a Band 'D' property, in 2021/22.
10. That the 2021/22 Council Tax Requirement and financing, as detailed in Appendix F of the officer's report, be approved.
11. That the Chief Financial Officer's assurances, as detailed in section 4.14 of the officer's report, be noted.

46 COUNCIL TAX FOR 2021/22

The Chief Financial Officer submitted a report, the purpose of which was to enable the Borough Council, as Tax Collecting Authority, to set the Council Tax for its area for 2021/22 as required by the Local Government Finance Act 1992.

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote was taken for this item as follows:

FOR –

Councillors:

Bellamy
Blank
Brady
Brittain
Callan
Caulfield
D Collins
L Collins
Flood

Councillors:

Kelly
Ludlow
Mannion-Brunt
Marriott
Miles
A Murphy
T Murphy
Perkins
Perry

P Gilby
T Gilby
J Innes
P Innes

Rayner
Sarvent
Serjeant
Simmons

AGAINST –

Councillors:

P Barr
Bingham
Borrell
Coy
Davenport
G Falconer
K Falconer
Fordham

Councillors:

Hollingworth
Holmes
Kellman
P Niblock
S Niblock
Redihough
Rogers
Snowdon

ABSTENTIONS –

None

RESOLVED –

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 regulations 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. 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**.

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 surplus 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(a) above exceeds the aggregate at 3(b) above plus 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(d) above divided by 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 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(g) to the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned in 3(f) divided in each case by the amount at 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(g) and 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 bands:

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

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:
- 5.

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	483.20

*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.

6. That, having calculated the aggregate in each case of the amounts at 3(i) and 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

47 **STANDING ORDER NO. 33 - SUSPENSION OF STANDING ORDERS**

RESOLVED –

That, in accordance with Standing Order No. 33, Standing Order No. 4 paragraph 4.3 be waived to enable the meeting to continue

beyond the three hours time limit in order to consider outstanding items of urgent business at Minute Nos. 48 - 51.

48 APPROVAL OF THE ANNUAL COUNCIL PLAN DELIVERY PLAN

Pursuant to Cabinet Minute No. 58 the Service Director - Corporate submitted a report recommending the Council Plan Delivery Plan for 2021/22 for approval.

RESOLVED –

1. That the Council Plan Delivery Plan for 2021/22 be approved.
2. That the revised Council Plan commitments for the period 2019 through 2023 be approved.
3. That the Deputy Leader be granted 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.

49 LOCAL GOVERNMENT BOUNDARY COMMISSION – COUNCIL SIZE SUBMISSION

Pursuant to Cabinet Minute No. 59 the Service Director – Corporate presented a report seeking approval for Chesterfield Borough Council's submission on the size of the Council as part of the full review of electoral boundaries within the borough.

RESOLVED –

That the draft submission to the Local Government Boundary Commission, as attached at Appendix 1 of the officer's report, recommending a Council size of 40 be approved.

50 CIVIC ARRANGEMENTS 2021/22

Pursuant to Cabinet Minute No. 61 the Senior Democratic and Scrutiny Officer submitted a report to confirm arrangements for the civic year 2021/22 in respect of the following:

- a) Election of Mayor 2021/22
- b) Election of Deputy Mayor 2021/22
- c) Annual Council Meeting 2021
- d) Annual Civic Service, Parade and Mayoral Dinner 2021

RESOLVED –

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

51 SENIOR PAY POLICY

Pursuant to Cabinet Minute No. 60 the Human Resources and Support Services Manager submitted a report seeking approval for the Senior Pay Policy Statement for 2021/22, in accordance with the Localism Act 2011 and the Local Government (Transparency Requirements) (England) Regulations 2014.

RESOLVED –

That the revised Senior Pay Policy Statement for 2021/22, attached at Appendix 1 of the officer's report, be approved.

For publication

Deputy Leader of the Council and Cabinet Appointments 2021/22

Meeting:	Council
Date:	28 April, 2021
Report by:	Democratic and Scrutiny Officer

For publication

1.0 Purpose of report

- 1.1 To enable the Council to note the appointment by the Leader of the Deputy Leader of the Council and also the appointments to Cabinet for the municipal year 2021/22 in accordance with Articles 7.3 and 7.4 of the Constitution.

2.0 Recommendations

- 2.1 That Council notes that Councillor Amanda Serjeant shall be the Deputy Leader for the municipal year 2021/22.
- 2.2 That Council notes the Cabinet appointments for the municipal year 2021/22 as detailed at paragraph 3.1.

3.0 Cabinet portfolios

- 3.1 In addition to the Leader and the Deputy Leader, the Leader has made the following appointments to the following portfolios and positions on Cabinet:

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

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

4.0 Recommendations

- 4.1 That Council notes that Councillor Amanda Serjeant shall be the Deputy Leader for the municipal year 2021/22.
- 4.2 That Council notes the Cabinet appointments for the municipal year 2021/22 as detailed at paragraph 3.1.

Decision information

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

Document information

Report author	Contact number/email
Brian Offiler	Tel: 01246 345236 email: charlotte.kearsey@chesterfield.gov.uk
Background documents	
None	
Appendices	
None	

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For publication

Committee Appointments – 2021/22

Meeting:	Council
Date:	28 April, 2021
Report by:	Democratic and Scrutiny Officer

For publication

1.0 Purpose of report

- 1.1 To enable the Council to make appointments to Committees for the municipal year 2021/22.

2.0 Recommendation

- 2.1 That the memberships and appointments to Committees for the municipal year 2021/22 be approved.

3.0 Committee appointments

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

Planning Committee

Planning Sub Committee

Appeals and Regulatory Committee

Licensing Committee

Employment and General Committee

Overview and Performance Scrutiny Forum

Community, Customer and Organisational Scrutiny Committee

Enterprise and Wellbeing Scrutiny Committee

Standards and Audit Committee

4.0 Procedures for making the Committee appointments

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

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

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

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

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

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

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

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

5.0 Recommendations

- 5.1 That the memberships and appointments to Committees for the municipal year 2021/22 be approved.

Decision information

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

Document information

Report author	Contact number/email
Brian Offiler	Tel: 01246 345236 email: charlotte.kearsey@chesterfield.gov.uk
Background documents	
None	
Appendices to the report	
Appendix A	Committee Appointments 2021/22

APPENDIX A

Part 1 - Committee appointments 2021/22

It will be moved and seconded that the Member-level bodies of the Council for 2021/22 and the number of Members on each shall be as follows:-

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

Part 2 – Allocation of seats

In accordance with Regulation 14 of the Local Government (Committees and Political Groups) Regulations 1990, the Chief Executive will inform the Group Leaders that the allocation of seats on the Member-level bodies for 2021/22 will be as follows:-

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

Part 3 - Proposed membership of Bodies 2021/22

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

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

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

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

Part 4 – Standards and Audit Committee

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

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

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

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

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

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

Notes:

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

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

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

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

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

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

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

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

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

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

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For publication

Delegation Scheme and Constitution

Meeting:	Council
Date:	28 TH April 2021
Cabinet portfolio:	Governance
Directorate:	Resources

1.0 Purpose of report

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

2.0 Recommendations

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

3.0 Reasons for Recommendation

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

4.0 Report Details

- 4.1 The Constitution is a key document, required by law, which sets out the principal powers, duties and procedures of the Council. It also sets out in Part 3 to whom decision making over the Council's various functions is delegated.
- 4.2 The current form of Constitution has been in place since the early 2000s, using a government model. Most council constitutions follow a similar format, though some are now moving away from it. The constitution is publicly available on the Council's website at

<https://www.chesterfield.gov.uk/your-council/the-council/the-constitution.aspx>

- 4.3 The Constitution needs to be changed and updated from time to time to ensure it reflects current legislation, practices, functions, structures and efficient working of the authority.
- 4.4 Full Council considers the main changes and other changes are delegated to Standards and Audit Committee. Any consequential amendments and general updates are the responsibility of the Monitoring Officer.
- 4.5 Council approved and confirmed the current version of the Constitution at its October 2020 Annual Business Meeting. Since that time there have been some changes reflecting the Corporate Management Team restructure, the Leader's portfolio adjustments, minor changes to some delegations, routine updates and corrections referred to in Appendix 1.
- 4.6 Due to Covid-19 there was need to amend the Constitution in various ways, not least to facilitate remote meetings. These were approved by Standards and Audit Committee at various meetings in 2020 and reported to Council in July and in October. On 22nd July Standards and Audit Committee reviewed the governance measures which had been put in place in response to the pandemic.
- 4.7 With the government not extending the ability to hold virtual meetings beyond 6th May 2021, on 21st April Standards and Audit Committee considered a report on how physical meetings could be reintroduced safely and effectively once remote meetings cease¹. Subject to a high court case interpreting whether current law continues to permit remote meetings, arrangements for physical meetings are now being put in place, though the Covid-19 Constitution amendments will be left in place for the time being.

¹<https://chesterfield.moderngov.co.uk/documents/b18624/Report%20and%20appendices%20for%20Item%2011%20Covid-19%20-%20End%20of%20Remote%20Meetings%2021st-Apr-2021%2014.00%20Standards.pdf?T=9>

5.0 Delegation Scheme

- 5.1 Standing Order 1 paragraph 7 says that the Annual Business Meeting should agree the delegation scheme or such part of it as the Constitution determines it is for the Council to agree. The scheme is set out in the Constitution, with details in Part 3 (Responsibility for Functions).
- 5.2 Many changes to the constitution, including changes to the delegation scheme, are now agreed by Standards and Audit Committee.
- 5.3 As mentioned above Council confirmed the current version of the Constitution, the delegation scheme and Covid-19 related changes in October 2020. These and subsequent changes considered by Standards and Audit Committee are summarised in Appendix 1 and set out in a Covid-19 Supplement to the Constitution at:

<https://www.chesterfield.gov.uk/your-council/the-council/the-constitution.aspx>

- 5.4 The approved version of the delegation scheme at Part 3 of the Constitution is also at:

<https://www.chesterfield.gov.uk/your-council/the-council/the-constitution.aspx>

5.0 Alternative options and reasons for rejection

- 5.1 *Do not confirm the scheme:* The Constitution was approved by Council in October 2020. Further updates have been made, with those requiring approval considered by Standards and Audit Committee on 21st April. The scheme sets decision making at the appropriate level and is essential for effective working of the Council, with additional measures as the result of the pandemic. The Constitution is required by law and is generally reviewed on a rolling basis. Confirmation by Full Council ensures certainty that that the published Constitution is approved.

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

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

7.0 Implications for consideration - Legal

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

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

8.0 Implications for consideration - Human resources

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

9.0 Implications for consideration - Risk management

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

Description of risk	Impact	Likelihood	Mitigating Action	Resulting Impact	Resulting Likelihood
Constitution not reflect current	H	M	Regular review of all parts of the Constitution and	L	L

requirement of the Council			appropriate proactive and reactive amendment.		
Complaint / challenge as relevant approval of changes not obtained	H	L	Ensure those changes requiring approval are approved by Standards and Audit committee / Full Council as appropriate. Periodic approval of whole Constitution by Full Council	L	L
Inability of Council to effectively operate during Covid-19 pandemic and beyond	H	H	Ensure appropriate changes are made quickly to governance arrangements so the Council can continue to operate effectively and lawfully	L	L

10.0 Implications for consideration – Community wellbeing, Economy and skills, Climate change, Equality and diversity

10.1 Many of the measures responding to Covid-19 helped effective work of the Council in these areas. A requirement to return to physical meetings will result in more travel by councillors and officers, though it is envisaged some officers will continue to attend remotely in many cases. Care will need to be taken to ensure there is no disproportionate effect on those with protected characteristics.

Decision information

Key decision number	<i>All key decisions must be in the Forward Plan at least 28 days in advance. There are constitutional consequences if an item is not in the Forward Plan when it</i>
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	<i>should have been. Contact Democratic Services if in doubt.</i>
Wards affected	All
Links to Council Plan priorities	to provide value for money services

Document information

Report author	Contact number/email
Gerard Rogers Monitoring Officer	01246 936471 gerard.rogers@chesterfield.gov.uk
Background documents	
The Council's Constitution – on Council website https://www.chesterfield.gov.uk/your-council/the-council/the-constitution.aspx	
<i>This must be made available to the public for up to 4 years.</i>	
Appendices to the report	
Appendix 1	Summary of changes



Constitution - Document Control

Brief information about updates to each Part of the Constitution Autumn 2011 to March 2021

Key: *Italics: authority for change (since September 2017): C = Council, S&A = Standards and Audit Committee, L = Leader, U = other update, OC = other correction,*
CV-19 Supplement - temporary changes in response to coronavirus pandemic

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017): C = Council, S&A = Standards and Audit Committee, L = Leader, U = other update, OC = other correction</i>	Annual Review/ Update	By
Part 1	December 2020	24	Change of Assistant Directors to Service Directors	Reviewed – updated	<i>U 01/12/20</i> Gerard Rogers
	November 2017	23	Change of Service Managers to Assistant Directors		<i>U November 17</i> Gerard Rogers
	November 2017	23	Simplified, updated and improved layout	Reviewed – updated	Gerard Rogers
	May 2017	19	Incorporate link to new Cabinet Member chart and photos		<i>OC May17</i> Gerard Rogers
	September 2013	19	Delete reference to discontinued Community Forums and incorporate reference to Community Assemblies. Incorporate new Executive Member chart and photos		Gerard Rogers
	December 2012	18	New Standards arrangements		Gerard Rogers
	March 2012	17	New Scrutiny Committees and portfolios		Gerard Rogers

Appendix 1

Part	Date of Change (most recent first)	Version	Change <i>Key to right hand column Italics: authority for change (since September 2017):</i> <i>C = Council, S&A = Standards and Audit Committee, L = Leader, U = other update, OC = other correction</i>	Annual Review/ Update	By
Part 2	December 2020	29	Change of Assistant Directors to Service Directors	Reviewed – updated	<i>U 01/12/20</i> <i>Gerard Rogers</i>
	May 2020	CV-19	Article 14.7: Changes to sealing requirements (power of attorney)		<i>S&A 05/05/20</i>
	March 2020	CV-19	Article 14.7: Changes to sealing requirements (single signatory)		<i>S&A 19/03/20</i>
	October 2019	29	Correction of article 6.2 (Scrutiny)		<i>OC October 19</i> <i>Gerard Rogers</i>
	July 2019	29	Change to committee membership numbers – Standards and Audit Committee		<i>C 13/05/19</i> <i>Gerard Rogers</i>
Page 44	July 2018	29	Update of compensation limit delegated to officer (page 27)		<i>S&A 25/07/18</i> <i>Gerard Rogers</i>
	July 2018	29	Chief Executive proper officer for Political Restrictions (page 183) – update as result of Localism Act 2011		<i>Gerard Rogers</i>
	July 2018	29	Simplified, updated and improved layout	Reviewed – updated	<i>Gerard Rogers</i>
	November 2017	28	Change of Service Managers to Assistant Directors		<i>U November 17</i> <i>Gerard Rogers</i>
	September 2017	27	Alternative arrangements for attestation of documents under seal. Clarification of Standards and Audit Committee power to call officers to committee		<i>S&A 20/09/17</i> <i>Gerard Rogers</i>
	November 2016	26	Modified arrangements for attestation of documents under seal		<i>C 12/10/16</i>

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Page 45					Gerard Rogers
	February 2015	25	Insert Chief Finance Officer as person authorised under Statements of Truth (accidental omission)		Gerard Rogers
	December 2014	25	New senior management structure Delegation of many constitution amendments to Standards and Audit Committee		Gerard Rogers
	December 2012	22	New Standards arrangements		Gerard Rogers
	February 2012	21	Revised Scrutiny Rules		Gerard Rogers
Part 3	April 2021	42	Amendment to G200D relating to sub-stations		<i>S&A 21/04/21</i>
	April 2021	42	Revised Cabinet portfolios		<i>L 01/04/21 Gerard Rogers</i>
	December 2020	41	Change of Assistant Directors to Service Directors and Format reviewed and tidied	Reviewed – updated	<i>U 01/12/20 Gerard Rogers</i>
	November 2020	40	<i>Skills and employability</i> moved to Deputy Leader portfolio and <i>Skills and employment support</i> removed from Cabinet Member Economic Growth)		<i>L 09/11/20 Gerard Rogers</i>
	September 2020	CV-19	Business and Planning Act – Delegation for Additional Environmental Approval (for automatically extended planning permissions)		<i>S&A 23/09/20</i>

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	July 2020	CV-19	Business and Planning Act – Delegations for pavement licensing and construction working hours		S&A 02/07/20
	March 2020	CV-19	Emergency delegations (Covid-19)		S&A 19/03/20
	September 2019	39	Correction of omission of delegation approved by S&A September 2017 - Authority to acquire and dispose of land		OC 18/09/19 Gerard Rogers
	July 2019	39	Change to committee membership numbers – Appeals and Regulatory Committee and Licensing Committee		C 13/05/19 Gerard Rogers
	May 2019	39	Changes to portfolios		U May 19 Gerard Rogers
	May 2019	38	Approval of Delegation Scheme under SO1.7 Council Annual Business Meeting		C 13/05/19 Gerard Rogers
Page 46	January 2019	38	Correction of old delegation references relating to NNDR reliefs		OC January 19 Gerard Rogers
	October 2018	38	Update to animal welfare legislation (A270), removal of superseded reference to contract procedures (G490L deleted)		U, OC October 18 Gerard Rogers
	April 2018	38	Delegations for Permissions in Principle and Technical Details Consent		S&A 04/04/18
	March 2018	37	Private Sector Housing updates		U, OC March 18 Gerard Rogers
	January 2018	36	Addition of Corporate Enforcement (as approved by Leader) to portfolio of, and amending delegation on appointments to outside bodies to reflect historic practice to, Cabinet Member –		U, OC January 18 S&A 07/02/18 Gerard Rogers

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			Governance. Updating delegations on Revenues and Benefits to reflect current officer structure (Director of Finance and Resources)		
Page 47	December 2017	35	Change of Service Managers to Assistant Directors		<i>U December 17</i> Gerard Rogers
	November 2017	34	Revisions to planning delegations		<i>S&A 22/11/17</i> Gerard Rogers
	September 2017	33	Authority to acquire and dispose of land		<i>S&A 20/09/17</i> Gerard Rogers
	July 2017	32	Correcting error in TC&VE parking delegation		Gerard Rogers
	June 2017	31	Removing duplicate delegations in Governance portfolio		Gerard Rogers
	June 2017	31	Updating E&G committee member number and exec member - 2015 change not previously incorporated		Gerard Rogers
	May 2017	31	Changes to portfolios		Gerard Rogers
	March 2017	30	Correcting delegation omission for Cabinet Member Economic Growth (EG0000) and adding investigatory powers to Governance portfolio		Gerard Rogers
	December 2016	29	Revised Portfolios		Gerard Rogers
	November 2016	28	New financial delegations, GP:GS delegations, and delegations for 5 year short term tenancies		<i>C 12/10/16</i> Gerard Rogers
	October 2016	27	Revisions to reflect new Corporate Management Team structure		Gerard Rogers
	September 2015	25	Corrections to Portfolios and delegation renumbering		Gerard Rogers

Appendix 1

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Page 49 Part 4	July 2015	25	Revised Portfolios and Service Managers		Gerard Rogers
	04 September 2013	24	Removal of delegations to discontinued Community Forums and incorporation of references to Community Assemblies. Correction of P140D delegations and updating reference to relevant planning staff in line with structure reviews		Gerard Rogers
	31 July 2013	23	Routine and approved updates to 31 July 2013. Correction of delegation to incorrect Head of Service page 158		Gerard Rogers
	11 October 2012	22	Delegations approved by Full Council (to 10/10/12) Correction of incorrect reference to prejudicial interest on page 13 (10/01/13)		Gerard Rogers
	20 March 2012	21	Health Inequalities delegations moved to correct portfolio (Leisure, Culture and Tourism from Customers and Communities)		Gerard Rogers
	Autumn 2011		New political structure, portfolios and senior officer structure, changes resulting from Corporate Services Contract		Gerard Rogers
Part 4	April 2021		Amendment to contract signatories		S&A 21/04/21
	December 2020		Change of Assistant Directors to Service Directors	Reviewed – updated	U 01/12/20 Gerard Rogers
	May 2020	CV-19	Standing Order 37 - remote meetings		S&A 05/05/20
	May 2020	CV-19	Procedures for extreme urgency procurement		S&A 05/05/20
	October 2019	29	Correction of typos and job title of Internal Audit Manager and HR Manager		OC October 19 Gerard Rogers

Appendix 1

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	January 2019	29	Correction to numbering within SO23.8 and correction to Cabinet Member (from Executive Member) throughout		<i>OC January 19</i> Gerard Rogers
	July 2018	29	Update of delegated financial thresholds		<i>S&A 25/07/18</i> Gerard Rogers
Page 49	December 2017	28	Change of Service Managers to Assistant Directors		<i>U December 17</i> Gerard Rogers
	September 2017	27	Amended Financial Procedures (Internal Audit)		<i>S&A 20/09/17</i> Gerard Rogers
	November 2016	26	New Financial Procedures		<i>C 12/10/16</i> Gerard Rogers
	July 2016		Corrections to Contract Procedure Rules		Gerard Rogers
	December 2014		Changes to Standing Orders Changes to Contract Procedure Rules Changes to Senior Management Team		Gerard Rogers
	July 2013		Executive Arrangements 2012 and minor corrections relating to Scrutiny		Gerard Rogers
	December 2012	19	New Standards arrangements		Gerard Rogers
	February 2012	18	New Scrutiny Procedure Rules		Gerard Rogers
Part 5	December 2017	22	Change to Assistant Directors		<i>U December 17</i> Gerard Rogers

Appendix 1

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	November 2017	21	General updates	Reviewed and updated	Gerard Rogers
	September 2013	20	Community Assemblies and removal of reference to government proposals for a statutory Employee Code		Gerard Rogers
	December 2012	19	New Standards arrangements		Gerard Rogers
Part 6	March 2021	25	Updates to member allowance scheme from IRP review 2019		Gerard Rogers
Page 50	September 2017			Reviewed – currently up to date	Gerard Rogers
	January 2017	24	Updates to member allowance scheme from 01/04/16		Gerard Rogers
	April 2015	23	Removal of reference to Deputy Mayor Allowance		Gerard Rogers
	October 2013	19	Updated member allowance scheme		Sharon Goldthorpe
	January 2012	18	Updated member allowance scheme		Sharon Goldthorpe
Part 7	March 2021	n/a	Updates to Senior Leadership Team		<i>U 29/03/21 Gerard Rogers</i>
	December 2020	n/a	Change of Assistant Directors to Service Directors	Reviewed and updated	<i>U 01/12/20 Gerard Rogers</i>

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	October 2020	n/a	Updated CMT (added interim/acting posts)		<i>U October 2020</i> Gerard Rogers
	August 2019	n/a	Change to CMT (removal of Kevin Hanlon, post currently vacant)		<i>U August 2019</i> Gerard Rogers
Page 51	April 2019	n/a	Change to CMT (addition of Liz Cook Waller as Assistant Director – Housing), SLT (addition of Christine Durrant (as of 01/07/19) and Ade McCormick (as of 03/06/19), Communication and Marketing Manager – Rebecca Skinner		<i>U April 2019</i> Gerard Rogers
	April 2018	n/a	Change to CMT (addition of Ian Waller as Assistant Director – Health and Wellbeing) (as of 3 rd April 2018)		<i>U April 2018</i> Gerard Rogers
	November 2017	n/a	Change of Service Managers to Assistant Directors		<i>U November 17</i> Gerard Rogers
	September 2017	n/a		Reviewed – currently up to date	Gerard Rogers
	May 2017	n/a	Changes to CMT		Gerard Rogers
	December 2016	n/a	Changes to CMT		Gerard Rogers
	July 2016	n/a	Changes to CMT		Gerard Rogers
	July 2015	n/a	Changes to CMT		Gerard Rogers
	January 2015	n/a	New Senior Leadership Team and Corporate Management Team		Gerard Rogers

Appendix 1

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Part 8	September 2017			Reviewed – repaired broken link to outside appointments	<i>OC Sept 2017</i> Gerard Rogers
	November 2012	n/a	Linked member details to webpages		Gerard Rogers
All Parts	October 2020		Delegation Scheme approved. Whole Constitution confirmed		C 21/10/20 Gerard Rogers
	May 2019		Delegation Scheme approved. Whole Constitution confirmed		C 13/05/19 Gerard Rogers
Page 52	October 2018		Whole Constitution confirmed		C 10/10/18
	July 2018		Whole Constitution confirmed		S&A 07/07/18
	February 2018		Whole Constitution confirmed		S&A 07/02/18

For publication

Organisational Development Strategy

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

1.0 Purpose of report

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

2.0 Recommendations

2.1 Approve the proposed Organisational Development Strategy at **Appendix A** of this report.

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

3.0 Reasons for recommendations

3.1 The recommendations are made in order to achieve:

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

- Continuous improvement and innovation

4.0 Introduction & Background

- 4.1 Chesterfield Borough Council has a strong legacy of providing high performing, value for money services to our communities. We have delivered and continue to deliver successful investment into borough-wide development and regeneration initiatives, and our growth agenda is seen as key to improving the quality of life of local people. We have addressed the challenges of austerity by pushing forward, being innovative and investing wisely.
- 4.2 The emergence of the Coronavirus pandemic was unexpected and has presented Chesterfield residents and businesses, and the Council with a multiplicity of challenges, many of which have never been experienced before. The Council's response to the pandemic has been exemplary. However, the pandemic and its aftermath will continue to present significant challenges long into the future.
- 4.3 The Council has already developed new strategies and plans to support the borough's communities and economy to recover. An updated Council Plan and supporting delivery plan was also approved at Full Council on 24 February 2021. Our focus now needs to turn to the Council's longer-term capability, capacity, and culture to ensure successful delivery of these strategies and plans, and the Council Plan.
- 4.4 Prior to the outbreak of the Coronavirus pandemic, the Council began the process of modernisation, including making significant investment in technology improvements, planning for the re-integration of outsourced services, and better engaging with the workforce through the activities set out in its People Plan. These programmes of work have continued to be delivered and they have underpinned the Council's ability to respond successfully to the pandemic.
- 4.5 Many of the changes to workforce practices brought about by these programmes have been accelerated through the effects of the Coronavirus pandemic, including supporting the workforce to work in more agile and flexible ways, implementing improvements in service delivery through the reduction in paper-based/manual activities, more effective communications and streamlined governance arrangements. Efficiencies are already being achieved from these change programmes, some of which are still only part way through their implementation.

- 4.6 However, it is recognised that there is a need for further change activity to take place across the Council, taking account of existing and emerging new priorities and to enable continuous improvement and innovation within service areas. The Council has to ensure that it can deliver its strategies and plans, and future service provision within available budgets; the council's approach to business planning will also need further development to ensure we can plan, forecast and realign our resources in an increasingly collegiate and effective way.
- 4.7 To operate within our future financial envelope, the council will need to continue to harness the new technology opportunities available to us, take data driven decisions and re-design elements of our services. We will need to work alongside our employees to ensure that our structures are fit for the future and that our change activities and business plans are aligned so that we can continue to meet the needs of residents, businesses, visitors and our staff.
- 4.8 Taking an Organisational Development (OD) approach to developing and making these changes will ensure that we remain focused and disciplined when delivering Council priorities and that the positive culture and 'can do' approach of our workforce can be maintained and enhanced. Change should be delivered holistically and with increasing maturity across the organisation.
- 4.9 Applying this approach will provide increased capability and capacity through the strategic co-ordination of multiple change programmes and initiatives as a single, integrated OD Delivery Plan. This will enable the achievement of improved outputs and outcomes, including increased opportunities for economies of scale, improved scope and flexibility in the use of resources, reductions in duplication of effort, the ability to prioritise through a 'single view of the truth' and clarity regarding overall benefits realisation. It will also provide the opportunity for clearer and streamlined management of Council initiatives by providing an overview and access to key performance information via a single source.
- 4.10 In October 2020, Joint Cabinet and Employment and General Committee approved the first phase of a workforce review, which resulted in restructuring of the tier three leadership (Service Directors). This report highlighted that any further necessary restructuring of service portfolios would be delivered using an OD approach.

- 4.11 The October 2020 Committee report also advised that an interim Programme Manager would be dedicated to supporting the development and implementation of OD within Chesterfield Borough Council. Joint Cabinet and Employment and General Committee members are asked to note that the interim resource assigned to this role left the Council in January 2021, and since then there has been no dedicated resource assigned to this work.
- 4.12 The proposed OD Strategy for Chesterfield Borough Council has been developed, alongside a supporting framework for programme and project management, which will help to provide rigour and governance around future organisational development activities. Work is now currently underway to shape the detailed OD Delivery Plan, but additional resources are required to implement this work successfully.
- 4.13 This report was considered by the Joint Cabinet and Employment and General Committee at its meeting on 13 April, 2021 where it was resolved that the recommendations at paragraphs 2.1 and 2.2 above be supported and referred to full Council for approval, and that:
- a) the proposed Corporate Project Management Framework at **Appendix B** of this report be approved;
 - b) Subject to approval by full Council of the required funding, the establishment of the two 2-year fixed term posts, the Job Descriptions and Personal Specifications for which are detailed at **Appendix C** of this report, be approved;
 - c) a further report be presented to a future Joint Cabinet and Employment & General Committee meeting to approve the final, detailed Organisational Development Delivery Plan and any associated resourcing requirements.

5.0 Organisational Development (OD) Strategy

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

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

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

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

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

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

6.0 Corporate Project Management Framework

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

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

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

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

7.0 Resource Requirements

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

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

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

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

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

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

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

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

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

8.0 Alternative options

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

9.0 Implications for consideration – Council Plan

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

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

10.0 Implications for consideration – Financial and value for money

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

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

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

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

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

11.0 Implications for consideration – Legal

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

12.0 Implications for consideration – Human resources

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

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

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

13.0 Implications for consideration – Risk management

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

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

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

14.0 Implications for consideration – community wellbeing

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

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

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

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

15.0 Implications for consideration - Economy and skills

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

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

16.0 Implications for consideration - Climate Change

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

17.0 Implications for consideration - Equality and diversity

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

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

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

Decision information

Key decision number	1025
Wards affected	All

Document information

Report author	
Ade McCormick, Executive Director	
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
Appendices to the report	
Appendix A	Organisational Development (OD) Strategy
Appendix B	Corporate Project Management Framework
Appendix C	Job Descriptions/Personal Specifications – Head of OD/PMO Manager (Fixed Term)

APPENDIX A



Organisational Development (OD)

Strategy

2021-23

(Version 1.0)

April 2021

Contents:

1. Introduction

2. The Council Plan Priorities

3. OD Framework: Themes & Outcomes

4. The OD Delivery Plan

5. Corporate Governance Model (CGM)

6. OD & Corporate Leadership

7. Delivering OD Change & Improvements

1. Introduction

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

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

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

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

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

At Chesterfield Borough Council, OD is defined as:

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

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

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

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

2 The Council Plan Priorities

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

1. Making Chesterfield a thriving borough:

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

2. Improving quality of life for local people:

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

3. Providing value for money services:

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

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

3 OD Framework: Themes & Outcomes

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

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

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

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

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

People: The People Plan

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

Digital Capability & Data Insight: ICT Improvement Programme

Fig. 1



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

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

4 The OD Delivery Plan

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

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

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

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

5 Corporate Governance Model

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

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

Key principles:

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

6 OD & Corporate Leadership

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

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

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

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

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

7 Delivering OD Change & Improvements



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

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

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

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

Leadership & Governance

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

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

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

The Benefits

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

Appendix A – OD Delivery Plan.

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

Appendix B – Corporate Governance Model

<p>Culture</p> <p>1. No 1 priority – Health and Safety</p> <p>Values</p> <p>1. We are customer focused 2. We take a can do approach 3. We act as one council, one team 4. We believe in honesty and respect</p>					
<p>Governance and Decision Making</p> <p>Councillor Lead</p> <p>Council</p> <p>Cabinet</p> <p>Regulatory Committees</p> <p>Scrutiny Committees</p> <p>Finance and performance board (FPB)</p> <p>Corporate issues group (CIG)</p> <p>Officer Lead</p> <p>Senior Leadership Team (SLT)</p> <p>Corporate Leadership Team (CLT)</p> <p>Project Management Group (PMG)</p> <p>Directorate teams</p>	<p style="text-align: center;">Council Plan Vision</p> <p style="text-align: center;">Putting our communities first</p> <p style="text-align: center;">Three priorities</p> <p>1. Making Chesterfield a thriving borough 2. Improving the quality of life for local people 3. Providing value for money services</p>	<p style="text-align: center;">Performance Management Framework</p> <p>Milestones and measures – for annual delivery plan</p> <p>Reporting issues by exception or for information – which may then be reported into CMT.</p> <p>Projects and programmes - overall delivery milestones</p> <p>Management information – measures (sub-set for Council Plan)</p> <p>Individual performance reviews</p>			
	<p style="text-align: center;">Council Plan Delivery</p> <p style="text-align: center;">Corporate Leadership Team (CLT)</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 33%;">Thriving Borough</td> <td style="text-align: center; width: 33%;">Quality of life</td> <td style="text-align: center; width: 33%;">VFM services</td> </tr> </table> <p>Overseeing development of plans and strategies to deliver defined outcomes for each Council plan priority area.</p> <p style="text-align: center;">Portfolio Business plans</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;">Operational working groups to deliver business as usual services</td> <td style="text-align: center; width: 50%;">Project and Programme working groups to deliver one-off activities</td> </tr> </table> <p style="text-align: center;">Setting out work programmes for each service providing clarity on how individuals will contribute to delivering the Council Plan</p> <p style="text-align: center;">Individual performance plans</p>		Thriving Borough	Quality of life	VFM services
Thriving Borough	Quality of life	VFM services			
Operational working groups to deliver business as usual services	Project and Programme working groups to deliver one-off activities				
<p>Organisational Assurance and Compliance</p> <p>Health and Safety Safeguarding Equalities and diversity Financial management Legal and regulatory framework Audit and Risk management Resilience – Emergency planning and business continuity</p>					

APPENDIX B

Chesterfield Borough Council

Corporate Project Management Framework

(Version 1.0)

Contents:

1. Introduction

2. Criteria for Corporate Project Mgt.

3. Design Principles

4. Management & Governance

5. Corporate Project Mgt. Process

6. Toolkit

7. The Benefits

1. Introduction



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

Why do we need 'corporate' Project Mgt.?

Realistic planning

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

Clear focus and objectives

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

Strategic alignment

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

Managed process

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

‘One Council’ approach

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

Reduced costs

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

2. Criteria for Corporate Project Mgt.

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

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

3. Design Principles

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

4. Management & Governance

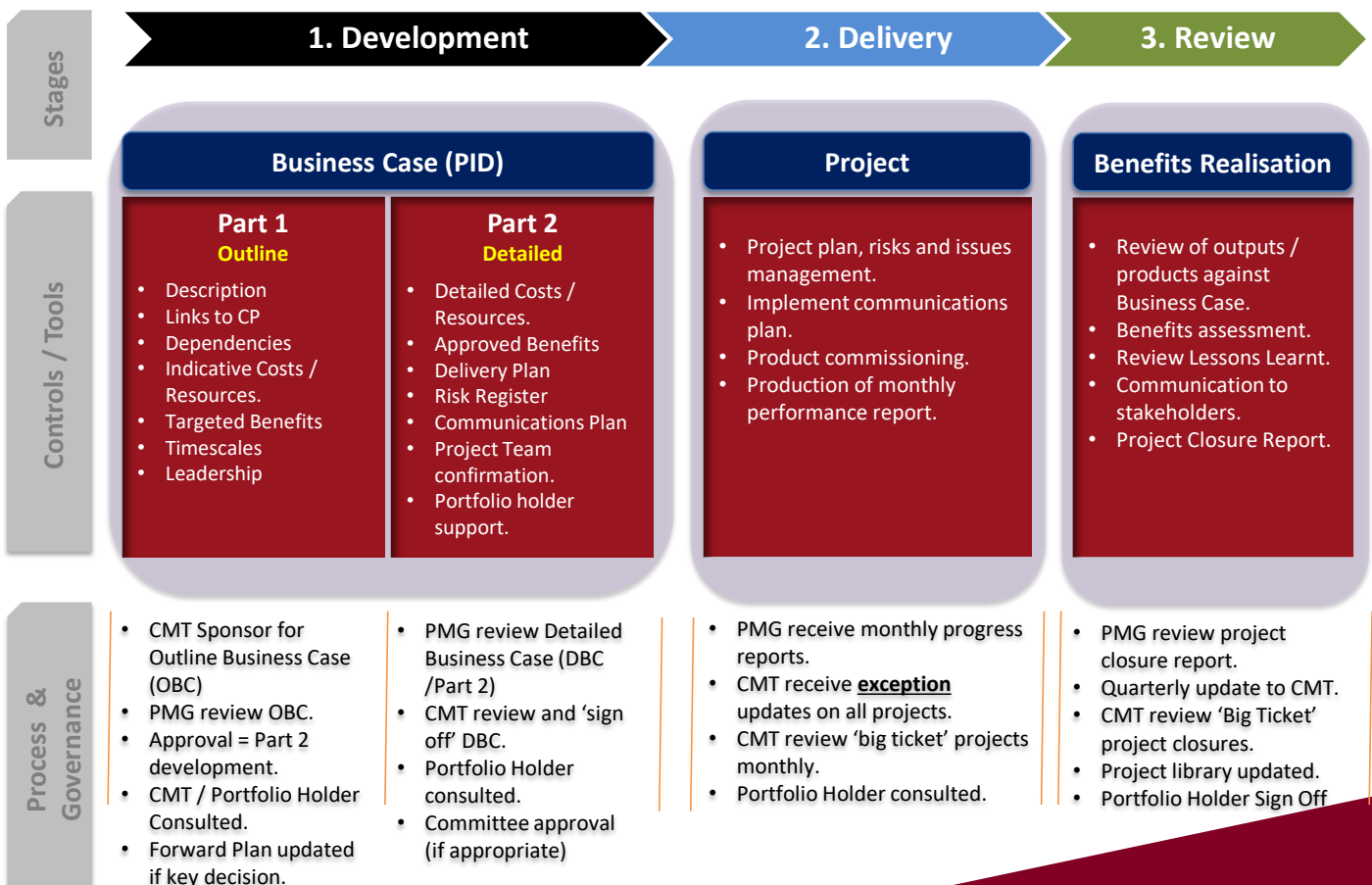
Corporate Leadership Team (CLT) will be the corporate programme board, overseeing the overall performance of corporate projects, by exception. A Project Mgt. Group (PMG) will be formed, including appropriate stakeholders e.g. Finance, HR. The PMG will lead co-ordination of the ‘development, delivery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

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

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

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

5. The Corporate Project Mgt. Process



6. Corporate Project Management Toolkit

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

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

7. The Benefits

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

JOB DESCRIPTION

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

DUTIES AND RESPONSIBILITIES:

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

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

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

GENERAL – To be aware of and implement the following:

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

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

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

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

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

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

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

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

PERSON SPECIFICATION

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

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

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

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

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

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

JOB DESCRIPTION

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

DUTIES AND RESPONSIBILITIES:

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

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

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

GENERAL – To be aware of and implement the following:

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

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

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

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

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

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

SPECIAL FEATURES OF POST:

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

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

PERSON SPECIFICATION

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

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

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

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

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

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Level:	where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly	
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COUNCIL MEETING - 28 APRIL, 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 24 February (Full) 17 March (Full) 24 March 14 April
Employment and General Committee	28 January 15 March
Licensing Committee	6 January 27 January 10 February 31 March
Planning Committee	7 December 4 January 15 February 8 March 29 March
Standards and Audit Committee	25 November 3 February

If you require paper copies of the Minutes please contact:

Charlotte Kearsey

Democratic Services, Town Hall, Chesterfield, S40 1LP

Tel: 01246 345236 email: democratic.services@chesterfield.gov.uk

CABINET

Tuesday, 15th December, 2020

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Holmes
J Innes

Councillors

Mannion-Brunt
Sarvent
D Collins

Non-voting Members P Innes

*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

Councillors

J Innes
Mannion-Brunt
Sarvent
D Collins

Non-voting P Innes
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.

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

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Ludlow
Holmes

Councillors J Innes
Mannion-Brunt
Sarvent
D Collins

Non-voting P Innes
Members

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

49 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

50 **EXCLUSION OF THE PUBLIC**

RESOLVED –

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

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

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

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

***RESOLVED –**

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

REASON FOR DECISIONS

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

CABINET**Tuesday, 23rd February, 2021**

Present:-

Councillor P Gilby (Chair)

Councillors Serjeant
Blank
Ludlow
Holmes

Councillors

J Innes
Mannion-Brunt
Sarvent
D Collins

Non-voting P Innes
Members

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

53 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

54 **MINUTES**

RESOLVED –

That the minutes of the meetings of Cabinet held on 2 February and 9 February, 2021 be approved as a correct record and signed by the Chair.

55 **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.

56 **DELEGATION REPORT**

Decisions taken by Cabinet Members during January, 2021 were reported.

***RESOLVED –**

That the Delegation Report be noted.

57 **2021/22 BUDGET AND MEDIUM TERM FINANCIAL PLAN**

The Chief Financial Officer submitted a report on the General Fund budget. The report also included recommendations that would be made to Full Council on budget allocations and the Council Tax level for 2021/22.

The original budget for 2020/21 was approved in February, 2020 when a £16k surplus was reported. During 2020/21 there had been quarterly budget monitoring reports presented to Cabinet and Full Council which evidenced the impact of the coronavirus pandemic and the significant adverse effect on the council's financial position. The revised portfolio budgets for 2020/21 were reported to Cabinet on 15 December, 2020 as part of the first draft General Fund budget report. Since then further work had 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 reported an £8k deficit.

The budget for 2021/22 had been prepared assuming a council tax increase of £5 for a Band 'D' property, which equates to a rise of 9.6 pence a week for householders occupying Band 'D' properties, towards the future costs of services provided by Chesterfield Borough Council.

Members were also informed of the expenditure estimates for the coming financial year as well as the medium term forecasts for 2022/23 through to 2025/26.

***RESOLVED –**

That it be recommended to Full Council that:

1. The revised budget for 2020/21, as detailed in section 4.3 of the officer's report, be approved.

2. The overall revenue budget summary for 2021/22, as detailed in section 4.5 and Appendix A of the officer's report, be approved.
3. The Collection Fund and the Tax Base forecasts, as detailed in section 4.6 of the officer's report, be noted.
4. The use of the capital receipts flexibility to fund the revenue costs of the ICT improvement programme which will lead to budget savings, as detailed in section 4.7 of the officer's report, be approved.
5. The budget forecasts for 2022/23 and the medium term and the need to address the projected deficits, as detailed in section 4.8 of the officer's report, be noted.
6. The intention to develop a detailed programme and funding strategy for Organisational Development, as detailed in section 4.9 of the officer's report, be noted.
7. The estimates of reserves including maintaining the General Working Balance at £1.5m, as detailed in section 4.10 and Appendix D of the officer's report, be approved.
8. The budget risks and sensitivity analysis, as detailed in Appendix E of the officer's report, be noted.
9. The Council's share of Council Tax for properties in each band be increased on the basis of a £5 increase for a Band 'D' property in 2021/22.
10. The 2021/22 Council Tax Requirement and financing, as detailed in Appendix F of the officer's report, be approved.
11. The Chief Financial Officer's assurances, as detailed in section 4.14 of the officer's report, be noted.

REASON FOR DECISIONS

In order to meet the statutory requirements relating to setting a budget and the council tax.

58 APPROVAL OF THE ANNUAL COUNCIL PLAN DELIVERY PLAN

The Service Director – Corporate presented the Council Plan Delivery Plan for 2021/22. The Delivery Plan set out the key milestones and performance measures that would be applied to keep the Council Plan on target for delivery during year three of the four year plan.

The report explained that the Delivery Plan had been revised to take into consideration the current and potential future impact of the Covid-19 pandemic on the council's priorities. The revisions were detailed in Appendix 2 of the officer's report.

***RESOLVED –**

That it be recommended to Full Council that:

1. The Council Plan Delivery Plan for 2021/22 be approved.
2. The revised Council Plan commitments for the period 2019 through 2023 be approved.
3. The Deputy Leader be granted delegated authority to make amendments to the revised Council Plan commitments and Delivery Plan for 2021/22 should risk assessments and changes to Covid-19 guidance require further amendments to be made.

REASON FOR DECISIONS

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.

59 LOCAL GOVERNMENT BOUNDARY COMMISSION – COUNCIL SIZE SUBMISSION

The Service Director – Corporate presented a report seeking approval for the draft Chesterfield Borough Council submission on Council size as part of the Local Government Boundary Commission's full review of electoral boundaries within the borough.

The Commission has a statutory duty to review every English local authority and it had been over 20 years since the last electoral review for Chesterfield borough. The review seeks to adjust electoral ward

boundaries to correct inequalities in the average elected member ratio whilst also considering forecasts of future elector numbers.

Stage 1 of the review concentrates solely on Council size; the numbers of elected members per ward and warding boundaries would be considered and consulted upon during stage 2 of the review.

The draft submission was attached at Appendix 1 of the officer's report and recommended reducing the number of elected members elected to Chesterfield Borough Council from 48 to 40.

***RESOLVED –**

That it be recommended to Full Council that the draft submission on Council size be submitted to the Local Government Boundary Commission as part of the full review of electoral boundaries within Chesterfield borough.

REASON FOR DECISION

To actively engage in the Local Government Boundary Commission review by 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.

60 SENIOR PAY POLICY

The Human Resources and Support Services Manager submitted a report seeking approval for the Senior Pay Policy Statement for 2021/22, in accordance with the Localism Act 2011 and the Local Government (Transparency Requirements) (England) Regulations 2014.

The Senior Pay Policy Statement for 2021/22, which was attached at Appendix 1 of the officer's report, included details of how senior pay was set within the Council.

***RESOLVED –**

That it be recommended to Full Council that the Senior Pay Policy Statement for 2021/22, as detailed in Appendix 1 of the officer's report, be approved.

REASON FOR DECISION

This report provides transparency on the Council's policy with regards Senior Pay and meets the requirements of the Localism Act 2011 to publish this policy by 31 March, 2021.

61 **CIVIC ARRANGEMENTS 2021/22**

The Senior Democratic and Scrutiny Officer submitted a report outlining proposals for the civic year 2021/22 in respect of the election of the Mayor, Deputy Mayor, the Annual Council meeting and associated civic events.

The appointment of the Mayor and Deputy Mayor as Chairman and Vice Chairman of the Council is a statutory appointment under Part 1 of the Local Government Act 1972.

***RESOLVED –**

1. That it be recommended to Full Council that Councillor Glenys Falconer be invited to become Mayor of the Borough for 2021/22.
2. That it be recommended to Full Council that Councillor Tony Rogers be invited to become Deputy Mayor of the Borough for 2021/22.
3. That it be noted that the Annual Council meeting will be held on Wednesday 12 May, 2021.
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.

REASON FOR DECISIONS

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

62 **HOUSING REVENUE ACCOUNT BUDGET 2021/22**

The Group Financial Accountant submitted a report on the probable Housing Revenue Account (HRA) outturn for 2020/21, and the budget estimates for 2021/22 through to 2025/26.

The Council was required to produce a 30 year HRA Business Plan that was financially viable, which reflected the views and requirements of tenants, and maintained the Council's housing stock at the Decent Homes Standard in line with the Council's Vision and Council Plan.

The probable HRA outturn for 2020/21 was reported in section 4.3 of the officer's report.

The initial budget forecast for 2021/22 was detailed in section 4.5 of the officer's report.

***RESOLVED –**

That it be recommended to Full Council that:

1. The probable outturn for the current financial year be noted.
2. The draft estimates for 2021/22 and future years be approved.
3. The intention to develop a detailed programme and funding strategy for Organisational Development be noted.

REASON FOR DECISIONS

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

63 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2021/22

The Service Director – Housing presented a report seeking approval for the Housing Revenue Account (HRA) Capital Programme for 2021/22, and provisionally for 2022/23 through to 2025/26.

The overall financing strategy continued to focus on maintaining the Council's housing stock at the Decent Homes Standard, improving the non-traditional housing stock, delivering improvements to estate environments and building or acquiring new council housing.

Many of the programmes for 2021/22 had already been procured in 2020/21 to ensure timely delivery including the central heating

programme to remove the risk of large-scale heating failures, the roof replacement programme, the replacement of aging UPVC windows and external wall insulation, and external work to blocks of flats.

The new build housing programme would continue at Brockwell Court and additional new sites had been identified at Markham Court, Middlecroft and Westwood Avenue.

***RESOLVED –**

That it be recommended to Full Council that:

1. The Housing (Public Sector) revised Capital Programme for 2020/21 be approved.
2. The Housing (Public Sector) Capital Programme for 2021/22 be approved and its procurement, as necessary, be authorised.
3. The Housing (Public Sector) Capital Programmes for 2022/23 to 2025/26 be provisionally approved.
4. The in-house Operational Services Division share of the Capital Programme for 2021/22 be approved.
5. Delegated authority be granted to the Service Director – Housing and/or Acting Chief Finance Officer to transfer funds between programmes and budgets to manage the Capital Programme for 2021/22.

REASONS FOR DECISIONS

1. To enable the Council to maintain all council homes at the 'Decent Homes Standard' in line with the Council's Vision and Council Plan.
2. To maintain and improve the condition of the council's public sector housing stock and estate environments.
3. To deliver against the aims of the Borough Housing Strategy and the HRA Business Plan.

64 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 involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972.

65 GENERAL FUND CAPITAL PROGRAMME

The Group Financial Accountant submitted a report recommending for approval the General Fund Capital Programme for 2021/22.

The report provided details of updated expenditure forecasts, new schemes added to the Capital Programme during the last year and progress made on current major schemes. Members were also made aware of the Council's capital financing arrangements, including the level of capital receipts, and the net financing position.

***RESOLVED –**

That it be recommended to Full Council that the updated General Fund Capital Programme expenditure and financing, as detailed in Appendix A of the officer's report, be approved.

REASON FOR DECISION

To keep Members informed about the council's current General Fund Capital Programme and financing.

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CABINET**Tuesday, 16th March, 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

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

No declarations of interest were received.

67 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

68 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 23 February, 2021 be approved as a correct record and signed by the Chair.

69 **FORWARD PLAN**

The Forward Plan for the four month period 1 April to 31 August, 2021 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

70 **ARMED FORCES COVENANT PROGRESS AND ANNUAL ACTION PLAN**

The Service Director – Corporate submitted a report describing the progress made in implementing the Armed Forces Covenant Action Plan for 2019 – 2023 and recommending for approval further actions for implementation from April 2021.

The Armed Forces Covenant Action Plan for 2019 – 2023 underpinned the council's commitment to continue to work collaboratively with Derbyshire County Council and all Derbyshire districts in support of the Derbyshire Armed Forces Covenant, which was first signed in April 2012 and revised in 2019.

The revised Armed Forces Covenant Action Plan for 2019 – 2023 was attached at Appendix 1 of the officer's report.

***RESOLVED –**

1. That the progress made against the Chesterfield Borough Council Armed Forces Action Plan be noted.
2. That the updated Chesterfield Borough Council Armed Forces Action Plan be approved.

REASON FOR DECISIONS

To demonstrate and reaffirm Chesterfield Borough Council's commitment and support to the armed forces community.

71 **MODERN SLAVERY STATEMENT 2021/22**

The Service Director – Corporate submitted a report recommending for approval the Chesterfield Borough Council Modern Slavery Statement for 2021/22.

The Modern Slavery Act 2015 imposed a duty on organisations which supply goods and/or services from or to the UK and have a global turnover above £36 million to publish a statement on slavery and human trafficking each financial year.

Local Authorities currently do not need to comply with this duty however Chesterfield Borough Council had volunteered to develop and implement an annual modern slavery statement from 2018/19 to demonstrate the Council's commitment to the prevention of human trafficking and exploitation.

The Government had indicated that they would like to strengthen current Modern Slavery legislation which was likely to impact on the future development of Modern Slavery Statements. These changes would require new legislation and as yet there had been no indication of when the changes would be made.

The council's Modern Slavery Statement for 2021/22 was attached at Appendix 1 of the officer's report.

***RESOLVED –**

That the Chesterfield Borough Council modern slavery statement for 2021/22 be approved.

REASON FOR DECISIONS

To demonstrate and strengthen our commitment to prevent and reduce the impact of modern slavery.

72 TENANCY POLICY

The Service Director – Housing presented a report recommending the Housing Services Tenancy Policy for approval.

In October 2020 Full Council had approved the adoption of a revised Tenancy Strategy. Following the adoption of the revised Tenancy Strategy, the Council needed to produce an updated Tenancy Policy which reflected the revised Tenancy Strategy.

The updated Tenancy Policy set out the council's approach to tenancy management, tenancy sustainment and described the nature and types of tenancy offered.

The updated Housing Services Tenancy Policy was attached at Appendix 1 of the officer's report.

***RESOLVED –**

That the Housing Services Tenancy Policy be adopted and approved for implementation.

REASON FOR DECISIONS

To ensure that the council's tenants are clear about the policy approach that will be taken with regards to tenancy management, tenancy sustainment and the nature and types of tenancy which the council will offer.

JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 12th January, 2021

Present:-

Councillor P Gilby (Chair)

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

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

No declarations of interest were received.

62 APOLOGIES FOR ABSENCE

No apologies for absence were received.

63 MINUTES

RESOLVED –

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

64 EXCLUSION OF PUBLIC

RESOLVED –

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

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

65 OPERATIONAL ARRANGEMENTS FOR THE ENTERPRISE CENTRES

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

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

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

***RESOLVED –**

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

REASON FOR DECISIONS

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

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

66 **PROCUREMENT - FUTURE ARRANGEMENTS**

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

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

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

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

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

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

***RESOLVED –**

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

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

REASON FOR DECISIONS

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

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)

<p>Councillors Borrell Catt Caulfield Dyke Flood Fordham Kellman</p>	<p>Councillors Snowdon Kelly Coy Brittain T Gilby</p>
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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.

OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Thursday, 21st January, 2021

Present:-

Councillor Catt (Chair)

Councillors	Blakemore	Councillors	Snowdon
	Borrell		Kelly
	Caulfield		Coy
	L Collins		Brittain
	Dyke		Mann
	Flood		T Gilby
	Fordham		
	Kellman		

Councillor Jean Innes, Cabinet Member for Business Transformation and Customers ++

Councillor Amanda Serjeant, Deputy Leader +

Rachel Felix, Digital Programme Manager ++

Charlotte Kearsey, Democratic and Scrutiny Officer

Will Rolls, Climate Change Officer +

Ian Waller, Service Director – Leisure, Culture and Community and Wellbeing +

David Wing, Head of ICT Improvement ++

+ Attended for Minute No. 23

++ Attended for Minute No. 25

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 Hollingworth.

18 FORWARD PLAN

The Forum considered the Forward Plan.

Councillor Fordham enquired about the process of bringing an item from the Forward Plan to a scrutiny meeting. Councillor Fordham was advised that if there was an item he would like to bring to a scrutiny meeting then he should contact the Joint Scrutiny Chairs.

RESOLVED –

That the Forward Plan be noted.

19 SCRUTINY MONITORING

The Forum considered the Scrutiny recommendations implementation monitoring schedule.

RESOLVED –

That the Scrutiny monitoring schedule be noted.

20 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.

21 OVERVIEW AND SCRUTINY DEVELOPMENTS

There was no update.

22 MINUTES

The Minutes of the Overview and Performance Scrutiny Forum held on 19 November, 2020 and 17 December, 2021 were presented.

RESOLVED –

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

23 DEPUTY LEADER - CLIMATE CHANGE ACTION PLAN

The Deputy Leader, Climate Change Officer and Service Director – Leisure, Culture and Community and Wellbeing attended to present a report updating the Committee about the progress of the Climate Change Action Plan adopted by Chesterfield Borough Council (CBC).

CBC declared a Climate Emergency on 17 July, 2019 and resolved to establish a Chesterfield Climate Change Working Group to produce an action plan.

The action plan was approved by Full Council on 26 February, 2020. The plan was developed with eight themes, each theme had a series of actions which in total amounted to thirty-nine specific actions to support carbon reduction activities.

Despite the challenges and impact of Covid-19 over the last year there had been some significant developments across key actions within the climate change action plan.

Further to comments received from scrutiny members at the Overview and Performance Scrutiny Forum meeting on 17 September, 2020 the action plan had been put into a RAG rated format with comments regarding progress against each action and was included at Appendix A of the officer's report.

Covid-19 remained a significant risk to the Council as a whole in relation to capacity and the Climate Change Officer would continually review progress using the RAG rated format. The wider impact on the Council and any specific impacts in relation to the Climate Change Action Plan would continue to be monitored.

The successful appointment of the Climate Change Officer had significantly increased the capacity of the Council to drive forward its carbon reduction and sustainability ambitions but it was noted that the Climate Change Officer would be working part time until April 2021.

The communications plan which complemented the action plan would be a key milestone in supporting the wider engagement with the Borough's

communities and would be a core feature of the work of the Climate Change Officer for the first quarter of 2021.

Detailed progress for every action was provided in Appendix A of the officer's report.

Of the 39 actions in the climate change action plan:

- 6 had been completed and currently required no additional work beyond maintenance;
- 26 were rated green and were expected to be delivered as described;
- 7 were rated amber and were expected to be delivered, however, it could be later than originally anticipated but still within the period covered by the action plan;
- 0 were rated red where severe obstacles or challenges existed which rendered the action impossible to deliver on time without significant intervention or modification;
- 0 had been removed because they had been rendered moot due to changes in policy or external factors.

The following actions had been completed and did not currently require additional work beyond maintenance:

- Housing & Buildings, action point 3: Refresh planning guidance in relation to raising environmental standards for house building locally.
- Power & Electricity, action point 8: Switch to renewable electricity energy provider.
- Engagement, action point 31: Use reduce, reuse, recycle in all communications in relation to climate change.
- Engagement, action point 32: Encourage the use of local labour, services, goods and sustainable food to support a low carbon economy.
- Policy and General, action point 36; Establish formal governance arrangements to enable the use of section 106 / CIL to fund sustainable initiatives and programmes.
- Policy and General, action point 39: Engage an additional dedicated officer time to work solely on the climate/sustainability agenda.

The following actions were rated amber and were expected to be delivered but possibly later than originally anticipated:

- Housing & Buildings, action point 5: Refresh asset management strategy to focus on its operational premises to be fuelled by clean

technology.

- Land Use, action point 21: Undertake a full inventory of CBC owned land to identify how to maximise carbon capture.
- Waste, action point 25: Develop a sustainable trade waste policy
- Waste, action point 26: Develop a sustainable domestic waste policy.
- Waste, action point 27: Support and promote a community sharing and reuse scheme
- Waste, action point 28. Co-produce sustainable waste management guide and education material with local schools.
- Engagement, action point 29: Develop and implement a comprehensive engagement and communication plan.

Members asked whether the appropriate species of trees would be planted depending on the area concerned. The Climate Change Officer agreed that this was important and would be considered.

The Climate Change Officer was asked whether there were significant differences and challenges for the trade and domestic waste policies which were action points 25 and 26 in the Waste section of the Action Plan. It was explained that there were differences in the composition of the waste but for a sustainable strategy it would make sense to keep these strategies together where possible. They had been listed separately in the Action Plan because the related to separate contracts with different obligations.

Members noted that there were areas in the borough without transport links and the Climate Change Officer advised that he was aware that this area needed to be worked on and he would learn more about the topic.

Members proposed that they would submit questions to the Climate Change Officer after the Forum meeting and the answers be provided at the next meeting.

Members asked whether there could be two meetings of the Climate Change Working Group before an Overview and Performance Scrutiny Forum meeting. The Climate Change Officer confirmed that meetings of the Working Group could be arranged before Overview and Performance Scrutiny Forum to discuss and challenge information and emphasised the importance of the stakeholder groups knowledge and specific expertise.

The Climate Change Officer was asked about the timescale of replacing

vehicles with electric vehicles and whether the end dates of leases had been mapped, as referred to in action point 14. It was noted that electric commercial vehicles were not yet viable but it was also asked whether hydrogen cell vehicles would be tested. Members were advised that it was believed that the leases ended in 2023 and it was understood that conversations regarding hydrogen storage in the borough were taking place.

RESOLVED –

1. That the Climate Change Action Plan report be noted.
2. That the Climate Change Working Group be consulted prior to Overview and Performances Scrutiny Forum meetings.
3. The any further questions would be provided to the Climate Change Officer and answers would be provided at the next meeting of the Overview and Performance Scrutiny Forum.

24 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.

25 CABINET MEMBER FOR BUSINESS TRANSFORMATION AND CUSTOMERS - ICT AND DIGITAL IMPROVEMENT PROGRAMME UPDATE

The Cabinet Member for Business Transformation and Customers, the Head of ICT Improvement and the Digital Programme Manager attended to present a report updating the Forum about the progress of the ICT and Digital Improvement Programme.

Chesterfield Borough Council approved investment in the ICT Improvement Programme in 2018. The ICT service was brought in-house from the council's public private partnership arrangement with Arvato in October 2018. Recruitment to a strengthened ICT team and procurement

of the Salesforce solution also took place in 2018. Implementation of the identified ICT and digital projects began in 2019.

Appendix A of the officer's report provided a detailed and balanced scorecard which was being used within the programme and the Forum was advised that all targets set for 2021 had been achieved.

The high-level outcomes set for the ICT and Digital Improvement Programme up to the financial year 2020/21 were:

- Outcome 1 - More end to end digital services available: achieved. Eight key digital projects went live in 2020.
 - Salesforce CRM;
 - Regulatory Services;
 - Digital Services Hub – My Chesterfield.gov.uk;
 - Intuitive suite of e-forms – Revenues and benefits electronic housing benefit applications;
 - Web chat;
 - Test and trace – Self isolation payments (end to end process using Salesforce);
 - Covid-19 related business grants (end to end process using Salesforce).

- Outcome 2 - Increased access channels are available for our residents: achieved. The following additional access channels for residents had been implemented:
 - 'My Chesterfield' online – Almost 4500 accounts had been created to date.
 - Web chat – When live between 30-40 chat sessions daily were being averaged.
 - Online forms – the number available had increased from approximately 10 to 50.
 - Website Accessibility – The ICT team had improved the councils accessibility score on the main website Chesterfield.gov.uk from 1.3 to 9.3. The CBC website climbed from 399th place in the rankings to 6th, a rise of 393 places, the single biggest climber ever seen by SiteMorse.

- Outcome 3 – A stable and resilient ICT Infrastructure had been put in place and the ICT team had continued to bolster the infrastructure. The primary focus had been on the migration of core applications to supplier hosting Software-as-aService (SaaS) during

2020. PSN and Cyber Essentials accreditations had also been achieved which supported improved security levels.

ICT had delivered an upgraded and resilient internet connection. This had provided the council with 10x the bandwidth than previously available and provided better usability for employees. A second internet connection which terminated at Stonegravel Depot had been implemented to improve internet resilience and availability.

The ICT team had accelerated several key workstreams in the ICT and Digital Improvement Programme in response to the Coronavirus pandemic:

- The ICT team had issued 183 laptops in one weekend at the very beginning of the pandemic to facilitate users who needed to work from home;
- An outcome of the ICT Improvement programme, scheduled for delivery in 2021, was the replacement of the ageing, physical Mitel phone system on premise. This was brought forward 12 months, procured, implemented and deployed to all users during the first lockdown and facilitated users to take calls via the internet at home;
- Microsoft Teams was deployed to all users as part of the migration to Office365 in late 2019. A gentle migration to online meetings, with support from the HR business partners, had been planned but it became a learn by doing exercise, with online FAQs published to Aspire. The staff had adjusted and adapted to using Teams extremely well.

During the pandemic, there had been a higher demand for access to online services due to temporary closures of the Customer Service Centre. The Digital team had implemented a number of services to assist:

- Web chat had been introduced very quickly when the Customer Services team transitioned to working from home to allow enquiries to be dealt with when limited telephone services were available.
- A project to launch an online claim form for Housing Benefit and Council Tax Support was accelerated. The form allowed residents to claim remotely and almost 60% of all Housing Benefit / Council Tax Support claims were now submitted electronically.
- The Salesforce platform was used to develop an end to end process to apply and process 'Test and Trace' payments for those residents that qualified for financial support during periods of self-isolation. To date, the council had received 289 applications, 84% of which have been made through 'My Chesterfield' online.

As the second national lockdown was implemented in November, 2020 many businesses had to temporarily close. Within one week of the announcement the ICT team had developed a solution which allowed businesses to apply for financial support online. To date, the council had received 997 applications for various levels of financial support and 97% of the applications have been made through 'My Chesterfield' online. Chesterfield Borough Council were one of the first Derbyshire authorities to create and launch an online process for this purpose.

Support had been and would continue to be provided for CBC staff working at home and a full Covid-19 secure ICT Service Desk at the Town Hall had operated throughout the pandemic.

Democratic Services and ICT developed a solution which enabled elected members to attend Microsoft Teams meetings via their iPad. Using a combination of a Digital to USB convertor the meeting would be streamed to the CBC website using a Teams Live Event. Following on from the success of using Microsoft Teams Live Events, a second solution using OBS Studio allowed Democratic Services to improve the production value of the meetings and stream them directly to YouTube Live.

Efforts had been made to encourage uptake of online services to make savings and as of January 2021, over 4,500 residents and business had signed up to 'My Chesterfield'. There was currently a number of online services available including online reporting forms for Environmental Health, Council Tax, Benefits, NNDR and Covid-19 Support. Further services would also be launched in 2021.

The ICT and Digital teams had worked very closely with the Communications team to ensure that any new functionality had been well publicised through all available media channels and a marketing plan had been developed.

The barriers to the Programme included:

- The ability for some service areas to balance the day to day activities alongside the demands of the Programme because transformation was intensive;
- Recruitment of officers with the rights skill set had been challenging and though it had taken time a strong team had been recruited.

- Internal training was underway but had been challenging to deliver alongside delivery of such a high volume of change activity.

The future plans for the Programme included assessing the projects scheduled for delivery in the 2021/22 financial year against several criteria, including complexity, risk and savings potential prior to beginning any development. This would ensure that the programme continued to deliver whilst taking account of the pandemic.

It was important that the approach to project delivery timescales remained flexible to allow the team to react appropriately to unplanned activities, particularly due to the pandemic.

The team would begin to consult on the development of an updated ICT Strategy for 2023 onwards to ensure that the council and residents could continue to benefit from technology enhancements following the end of the existing programme.

Members noted the hard work which had taken place to set up remote meetings under the pressures of the pandemic and asked if there could be results against the targets included in Appendix 1 of the officer's report at the next update. The Digital Programme Manager explained that there had not previously been a lot of data but now data was being recorded in a benefits tracker which would be shared at the next update.

The Digital Programme Manager was asked about the efforts taking place to prevent a digital divide because online services would not be suitable for all. Members were informed that the team were very mindful of the digital divide but online services were aimed at people who wanted to and could use them. All services continued to be provided face-to-face in the Contact Centre. All of the forms were in the same format and went to a central point so that staff had more time to work with the vulnerable people who need more assistance. The team were also looking to incorporate support from external organisations, such as Citizens Advice. The Head of ICT Improvement noted that the accessibility score calculated by SiteMorse for the council's website had been improved from 399th place to 6th.

Members noted that training to use their council issued iPads would be very useful and the Head of ICT Improvement advised that training could be arranged on Aspire and face-to-face training would be organised when the Covid-19 restrictions allowed.

Members asked for clarification about the savings targets and yearly revenue figures included in the financial information contained in Appendix 1 of the officer's report. The Head of ICT Improvement agreed to clarify this.

Members asked about what assistance could be provided for homeless people and the Digital Programme Manager advised that this would need to be handled very carefully. There was a significant digital divide in the Borough and the team wanted to get customer input which was challenging during the pandemic but they were utilising the Housing Tenant Consultation Board to communicate with customers. It was emphasised that all services could be accessed in multiple ways and no services were going to be online only.

Praise was given for the virtual Santa which had been set up in the Town Centre and it was noted that it would be good to make this event available to schools in 2021 as not all parents were able to get into the town centre.

RESOLVED –

1. That the ICT and Digital Improvement Programme Update report be noted.
2. That a letter of thanks signed by the Chair on behalf of the Overview and Performance Scrutiny Forum be sent to the ICT and Digital teams.
3. That a benefits tracker be included at the next update provided to the Overview and Performance Scrutiny Forum.
4. That an annual update on the ICT and Digital Improvement Programme be scheduled in the Overview and Performance Scrutiny Forum work programme.

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**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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**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY
COMMITTEE**

Thursday, 25th March, 2021

Present:-

Councillor L Collins (Chair)

Councillors Blakemore	Councillors Flood
Borrell	Kellman
Dyke	

Councillor P Innes, Assistant Cabinet Member +
Councillor Mannion-Brunt, Cabinet Member for Health & Wellbeing +

Ian Waller, Service Director – Leisure, Culture and Community Wellbeing +
Brian Offiler, Democratic and Scrutiny Officer

+ Attended for Minute Nos. 17 - 19

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

No declarations of interest were received.

11 APOLOGIES FOR ABSENCE

No apologies for absence were received.

12 MINUTES

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 26 November, 2020 were presented.

RESOLVED –

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

13 SCRUTINY PROJECT GROUPS PROGRESS UPDATES

Councillor Caulfield, Lead Member of the Scrutiny Project Group on the Visitor Economy Strategy, presented the group's Project Start Report. She explained that the strategy would be developed taking account of the visitor economy audit and that the group was meeting the following week with the consultants appointed to assist in the development of the strategy and action plan.

RESOLVED –

That the Project Start Report of the Scrutiny Project Group on the Visitor Economy Strategy be approved and that the current position of the work of the group be noted.

14 SCRUTINY MONITORING

The Committee considered the Scrutiny recommendations implementation monitoring schedule.

RESOLVED –

That the Scrutiny monitoring schedule be noted.

15 FORWARD PLAN

The Committee considered the Forward Plan for the period 1 April – 31 July, 2021.

Information regarding the numbers of applications for home repairs assistance and discretionary rate relief was requested.

RESOLVED –

- (1) That the Forward Plan be noted.
- (2) That information on the numbers of applications for home repairs assistance and discretionary rate relief be provided to Members.

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

The Committee considered the list of items included on its work programme for 2020/21.

RESOLVED -

That the work programme be noted.

CRIME AND DISORDER COMMITTEE

For Minute Nos. 17 - 19 the Committee sat as the Council's designated Crime and Disorder Committee, in accordance with Section 19 of the Police and Justice Act 2006.

17 **CABINET MEMBER FOR HEALTH AND WELLBEING - UPDATE AS CHESTERFIELD SCRUTINY MEMBER OF THE DERBYSHIRE POLICE AND CRIME PANEL**

The Assistant Cabinet Member, as Chesterfield Scrutiny Member of the Derbyshire Police and Crime Panel (PCP), presented the minutes of the meeting of the PCP held on 4 February, 2021 for the information of the Committee.

It was noted that the Police and Crime Commissioner's proposed precept for 2021-22 had been approved by the PCP.

A significant increase in the number of recorded incidents of anti-social behaviour (ASB) across the County, including breaches of the Covid-19 regulations, had been reported to the PCP, although the number of non-Covid related incidents of ASB had declined.

The PCP had been advised that there was a legal requirement to publicise the location of mobile speed cameras, with the aim of encouraging compliance with speed restrictions.

The Chair thanked the Assistant Cabinet Member for his contribution to the meeting on this item.

RESOLVED –

- (1) That the minutes of the Derbyshire Police and Crime Panel meeting held on 4 February, 2021 be noted.
- (2) That a further report from the Derbyshire Police and Crime Panel meetings be provided to the Crime and Disorder Committee in September, 2021.

18 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 7 of Part 1 of Schedule 12A of the Act.

19 CABINET MEMBER FOR HEALTH AND WELLBEING - PROGRESS REPORT ON COMMUNITY SAFETY PARTNERSHIP

The Service Director – Leisure, Culture and Community Wellbeing presented the progress report on the Chesterfield Community Safety Partnership's (CSP) action plan for 2020-21 and the crime and disorder data as at January, 2021.

The positive contribution of the CSP in working with partners to address the key risk and threat themes within the action plan was highlighted, despite the additional challenges arising from the Covid pandemic and related restrictions.

The report referred to the following areas of activity within the action plan:

- Supporting Rural Action Derbyshire's Digital Hubs project, which had trained volunteers to be 'Cyber Buddies' and promoting online safety through the Digital MOT and scams podcast developed by the Safeguarding Adults Board;
- Supporting the PREVENT counter terrorism and radicalisation programme, including input planned to secondary schools;
- An increasing number of 'guard cams' cameras to combat anti-social behaviour (ASB), acquisitive crime and the threat / fear of

crime, used to support vulnerable people and the Police in information and intelligence gathering;

- A multi-agency ASB communications campaign planned for the easing of Covid restrictions and the summer holidays and the continuation of the Town Centre Public Space Protection Order;
- Supporting the development of the county-wide Hate Crime Strategy and Action Plan and promoting Hate Crime Awareness Week in October 2021;
- Exploring funding opportunities to increase the provision of CCTV (such as in Staveley town centre) and supporting the Derbyshire Business Crime Reduction Partnership in enabling local businesses to reduce acquisitive crime and ASB.

The CSP had been chosen to lead a pilot, Operation Blofeld, based on close partnership working and intelligence gathering to protect communities from the threats and risks of serious and organised crime.

It was noted that the crime data statistics (attached as Appendix 2 to the report) showed a reduction of 6.2% in the total number of crimes reported in Chesterfield from February, 2020 to January, 2021 compared to the previous 12 months. There had been significant increases in the number of recorded incidents of violence without injury (including common assault, domestic violence, stalking and harassment) and of public disorder (including breaches of Covid regulations). Further information had been requested on the increase in the number of reported incidents of hate crime.

Arising from Members' questions and discussion the following points were raised:

- The Community Safety Team worked closely with the Police in seeking to address ASB in parks and public spaces, including regular walk throughs with PCSOs (which local Members were welcome to join) with the aim to educate and encourage compliance prior to enforcement, regular meetings with the Police to target interventions at identified hotspots and engagement of PCSOs with children in schools. Covid related breaches, as reported in the crime figures above, were where the Police would directly engage given their enforcement powers.
- Encouraging more people to use outdoor spaces, such as through the Great Outdoors programme from April, 2021, was an approach

the CSP was working in partnership on with a view to those spaces becoming less attractive for ASB.

- The current difficulty of delivering outdoor activities, such as Rother Active Youth, in a Covid-secure way had resulted in activities being required to be delivered differently, such as online, which did not always capture some of the more hard to reach children.
- The use of guard cams was based on an assessment of the risk and threat to the individual in each case.
- The importance of close partnership working at local community level to combat issues such as drug taking, including in Rother ward and Staveley town centre. It was hoped that Operation Blofeld would have a positive impact on such issues.

It was noted that the latest Covid infection rates were lower in Chesterfield than for Derbyshire, the East Midlands or England, but that the take up of vaccinations was lower in Rother and Middlecroft and Poolsbrook wards than in the rest of the borough. Details of a community question and answer webinar to be run by Joined Up Care Derbyshire the following week would be distributed to Members after the meeting to promote greater take up of vaccinations.

The Chair thanked the Cabinet Member for Health and Wellbeing, the Assistant Cabinet Member and the Service Director – Leisure, Culture and Community Wellbeing for their contributions to the meeting.

RESOLVED –

- (1) That the Community Safety Partnership progress report be noted.
- (2) That a further progress report on the Community Safety Partnership's Action Plan and Performance be provided to the Crime and Disorder Committee in September, 2021.

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.

ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

Thursday, 4th February, 2021

Present:-

Councillor Catt (Chair)

Councillors Caulfield
Dyke
Coy

Councillors Hollingworth
Snowdon
Brittain

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

Shirley Hallam, Environmental Services Manager +

Ian Waller, Service Director – Leisure, Culture & Community Wellbeing +

Emily Williams, Senior Economic Development Officer ++

Neil Johnsons, Service Director – Economic Development ++

+ Attended for minute no. 10

++ Attended for minute no. 11

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

No declarations of interest were received.

9 APOLOGIES FOR ABSENCE

No apologies for absence were received.

10 CABINET MEMBER FOR HEALTH AND WELLBEING - REVIEW OF DOMESTIC RECYCLING

The Environmental Services Manager presented an overview of the current rates of recycling in the borough to the committee. It was heard that the volume of waste collected for recycling had increased during the pandemic however the residual waste had increased also. The aim was to reduce the amount of general waste collected.

In an ordinary year, mixed dry recycling quantities would see a spike in December due to cardboard and packaging from deliveries, but this happened in November of 2020. Levels of cardboard and packaging was higher on average throughout the lockdown periods. The government national target for recycling is 50% of household waste and Chesterfield achieved 44.1% in 2019.

The Environmental Health Manager confirmed that officers worked closely with Bolsover District Council and North East Derbyshire District Council and compared differing methods of waste collection and disposal.

The Cabinet member for Health and Wellbeing acknowledged that there was still work to be done on domestic recycling. Chesterfield has a high number of flats and maisonettes and it was noted that a key focus would be the adequate provision for those residents to recycle and take ownership of their waste. The committee was advised that more public engagement was required and a strategy was under development, of which the Council's Climate Change Action Plan and organisations like Plastic Free Chesterfield were key parts. Many methods of communication would be necessary to deliver a clear message to residents and preferably tailored to the different wards and areas of the borough.

RESOLVED –

1. That the report be noted.
2. That a further update be provided in six months time.

11 SCRUTINY MONITORING

The Committee received an update from the Senior Economic Development Officer on the Skills Scrutiny Project recommendations that were presented to Cabinet 26th February, 2019. Nine recommendations were made and the progress on each was outlined as per the report.

The Service Director for Economic Development highlighted the amount of work that had gone into this plan over the last year despite the challenges that had been faced in terms of the pandemic. It was acknowledged that there would be further challenges ahead, such as the digital divide, but COVID-19 had encouraged a more positive attitude towards the use of technology and there was an opportunity to upskill residents in this area.

Discussion took place around Chesterfield's continuous development as an Apprentice Town and the variety of apprenticeships offered which were described as being across a wide range of disciplines. A question was asked regarding the Council's own employees that had completed apprenticeships as an opportunity to upskill and whether the staff then decided to stay with the organisation. It was explained that as the qualifications were usually undertaken as part of succession planning and career development that the majority do stay.

The officer was thanked for an excellent report and the hard work of all the team involved.

The Committee considered the Scrutiny progress monitoring report on the future use of Queen's Park Sports Centre site in addition to the Scrutiny recommendations monitoring schedule.

RESOLVED -

1. That the Scrutiny monitoring schedule be noted.
2. That the Scrutiny progress monitoring report on the future use of Queen's Park Sports Centre site be noted.

12 FORWARD PLAN

The Forward Plan for the four-month period 1 February, 2021 to 31 May, 2021 was presented for information.

RESOLVED –

That the Forward Plan be noted.

13 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.

RESOLVED –

1. That the work programme be noted.

14 **MINUTES**

RESOLVED –

The Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee held on 3 December, 2020 were approved as a correct record and signed by the Chair.

ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

Thursday, 1st April, 2021

Present:-

Councillor Catt (Chair)

Councillors	Caulfield	Councillors	Snowdon
	Dyke		Brittain
	Hollingworth		

*Matters dealt with under the Delegation Scheme

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

There were no declarations of interest received.

16 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Coy.

17 **CABINET MEMBER FOR ECONOMIC GROWTH - HOUSING SUPPLY AND PLANNING REFORM**

The Strategic Planning and Key Sites Manager presented an update to the committee on Housing Supply and Planning Reform. The Housing Delivery Test results had been published in January covering the three year period to 31 March 2020. The result was an achievement of 91%, compared to 66% and 65% in previous years and consequently a Housing Delivery Action Plan was required, with a reduced 5% buffer.

The Housing Delivery Manager had undertaken a large amount of work with developers to help remove any barriers to delivery and it was anticipated that the next year's figures would show a significant over-achievement.

There had been little further progress in terms of Planning reform as comments had not been received from Government although there had been a further expansion of permitted development rights.

The Cabinet Member for Economic Development admitted that Housing Delivery was a challenge for local authorities due to them often not having the necessary land but he was confident that the targets set out in the Delivery Plan could be met. Members commented on the need to ensure that adequate consideration was given to infrastructure for all new developments.

RESOLVED –

1. That the update be noted.
2. That the topic of Planning Reform be a suggested topic for future work programming.

18 CABINET MEMBER FOR BUSINESS TRANSFORMATION AND CUSTOMERS - COMMERCIALISATION STRATEGY

The Executive Director presented an update to the committee on Commercialisation following an initial report in December 2020. Additional financial information had been provided in Appendix A following feedback from members which demonstrated that the gross surplus position over the three year period had been positive and an improving situation.

In response to questions received prior to the meeting it was confirmed that depreciation was included in the overheads calculations, largely relating to the buildings at Operational Services Department (OSD) as most vehicles were leased and not owned by the council. The direct costs included wages, National Insurance and pension contributions and the overall figure including training costs etc.

It was concluded from the figures that the focus should be on repairs and additional services to existing Council tenants, rather than larger jobs like extensions. Jobs on non-Council properties should be limited to work on adjacent units when work is already being undertaken, with the example used of installing a new roof across a row of terraced houses where some may be privately owned. The committee heard that there was also a social value to providing some of these services to residents in addition to potential financial benefit.

A number of points relating to commercialisation were highlighted for inclusion in the Organisational Development Programme with the

acknowledgement that this review had been a good opportunity to take stock and identify lessons learnt.

RESOLVED –

That the update be noted.

19 SCRUTINY MONITORING

The Committee considered the Scrutiny recommendations monitoring schedule.

RESOLVED -

That the Scrutiny monitoring schedule be noted.

20 FORWARD PLAN

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

RESOLVED –

That the Forward Plan be noted.

21 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.

RESOLVED –

1. That the work programme be noted.
2. That the update on the Parks and Open Spaces and Play Strategies be delayed to June 2021 when the committee will undertake a consultation on the documents.

22 MINUTES

RESOLVED –

The Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee held on 4 February, 2021 were approved as a correct record and signed by the Chair.

23 ANY OTHER BUSINESS

The Chair thanked the Democratic Services Team and the committee members for their hard work and support during his time as Chair.

The committee expressed their appreciation to the Chair for his dedication and the professional way in which he had led the committee through its work programme.

RESOLVED –

That the comments be noted.