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The Chair and Members of
Community, Customer and
Organisational Scrutiny Committee

27 January 2022

Dear Councillor,

Please attend a meeting of the COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE to be held on THURSDAY, 3 FEBRUARY 2022 at 5.00 pm in Committee Room 2, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' interests relating to items on the Agenda.

5.00pm to 5.05pm

2. Apologies for Absence

3. Cabinet Member for Economic Growth - Lighting Strategy

5.05pm to 5.35pm

Report to follow

4. Cabinet Member for Town Centres and Visitor Economy - Commercial Occupancy Rates (Pages 3 - 6)

5.35pm to 6.05pm

5. Scrutiny Project Groups Progress Update - Visitor Economy Strategy (Pages 7 - 24)

6.05pm to 6.30pm

6. Scrutiny Monitoring (Pages 25 - 30)

6.30pm to 6.35pm

7. Forward Plan

Forward Plan of Key Decisions 1 February to 31 May 2022 to available via the link below

<https://chesterfield.moderngov.co.uk/mgListPlanItems.aspx?PlanId=134&R=P=134>

6.35pm to 6.40pm

8. Work Programme for the Community, Customer and Organisational Scrutiny Committee (Pages 31 - 34)

6.40pm to 6.45pm

9. Minutes (Pages 35 - 40)

Yours sincerely,

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

Local Government and Regulatory Law Manager and Monitoring Officer

Commercial Estate Occupancy Levels Update

Meeting: CCO Scrutiny Committee

Date: 3rd February 2022

Report by: Head of Corporate Property and Technical Services

1.0 **Purpose of report**

1.1 To update CCO on the occupancy levels of the Council's commercial estate.

2.0 **Recommendations**

2.1 CCO note the contents of the report.

3.0 **Report details**

3.1 As at 14th January 2022 the Council's commercial estate is 92.20% let.

3.2 The following is the occupancy levels of the estate for the past two years

2019/2020 Qtr 4	92.68%
2020/2021 Qtr 1	92.27%
2020/2021 Qtr 2	92.17%
2020/2021 Qtr 3	93.05%
2020/2021 Qtr 4	92.79%
2021/2022 Qtr 1	92.527%
2021/2022 Qtr 2	92.86%
2021/2022 Qtr 3	92.97%
2021/2022 Qtr 4	92.20%

- 3.3 The occupancy levels have held up incredibly well despite the COVID19 pandemic. In fact they remain largely unchanged albeit slipping from hi 92% to low 92%.
- 3.4 The Council's Economic Development Unit, Asset Management and Legal Teams work very closely and efficiently in turning leases round quickly, notably quicker than in the private sector where there can be several companies involved in a new letting.
- 3.5 The industrial portfolio is extremely well let. Rental levels and demand remain strong with waiting lists existing on some estates. There has been on average two premises a month becoming vacant but are immediately let – in most cases with no void period.
- 3.6 The office portfolio also remains well let in spite of relatively low actual office occupancy levels by tenants during the pandemic. We have seen most tenant's return staff to the offices. New premises at Waterside and the Enterprise Centre have interest already and this has picked up recently. We suspect as the buildings complete there will be strong interest.
- 3.7 The retail portfolio continues to form the most part of vacancies long term. In particular The Pavements Shopping Centre. Retail

units continue to be the main vacancies. If it wasn't for vacancies at the Pavements the occupancy level of the estate would be 97%. Small shops in the town centre are well let.

3.8 The void properties are shown below with a number under offer

Property Address	Unit Address	Vacant wef	
Market Hall	Stall 5	15/06/20	
Market Hall	Stall 6	26/12/21	
Market Hall	Shop 4	04/01/21	
Market Hall	Shop 5	04/01/21	
Market Hall	Incubator Office F	03/07/21	
Market Hall	Incubator Office G	03/07/21	
Market Hall	Incubator Office M	03/07/21	Under Offer
Market Hall	Incubator Office N	03/07/21	Under Offer
Pavements Off ABC	<i>ex Mathers</i>	13/05/17	
Pavements Off D, 63 LP	<i>ex Connections</i>	30/11/06	
Pavements Off F, 77A LP	<i>ex Tam</i>	05/07/18	
Pavements U 10	<i>ex Fashion Island</i>	01/02/14	
Pavements u14	<i>ex Natures Choice</i>	30/11/06	
Pavements u 15	<i>ex Greggs</i>	07/12/21	
Pavements u 16	<i>ex Herbert Brown</i>	20/12/19	
Pavements u 19	<i>ex Watson & Jenkins</i>	26/06/18	
Pavements U 23	<i>ex Ecovape</i>	08/01/22	
Pavements u 31	<i>ex Crawshaws</i>	13/08/20	
Pavements u 37	<i>ex On The Move</i>	01/04/21	
Low Pavement 65	<i>ex CW Sellors</i>	11/02/21	Under offer
Low Pavement 77	<i>ex Martin & Co</i>	11/02/21	
Corporation Street 6-8	Office 1 C	06/07/21	
Falcon Yard	Unit 6 Thorn Baker	17/07/21	Under Offer
Saltergate 10	1st & 2nd Flr Offices	26/07/19	
Saltergate 10a		19/02/20	
Saltergate 12a		04/12/20	Under Offer
Tapton House		30/09/18	
Millennium Way	Unit 3	01/12/21	
Calow Lane	Unit 2	25/03/19	Refurbished
Calow Lane	Unit 3	25/12/18	Refurbished
Turnoaks Lane	Unit 3	01/10/21	
Venture House	Unit 4	09/11/21	Under offer
Prospect House	Unit 12	24/10/20	
Prospect House	Unit 13	24/10/20	
Prospect House	Unit 22	24/06/21	
Prospect House	Unit 23	28/01/20	
Prospect House	Unit 24	16/06/21	

Covid

- 3.9 A number of tenants are in substantial arrears. Some from pre-COVID and some during the pandemic. Legal action was frozen by the government but action will re-commence from 1st April 2022. Hospitality has been significantly affected and we are currently working with these tenants affected. Notably Peacock Coffee Lounge, Holmebrook Café and Poolsbrook Café whereby we are securing longer term leases, one off arrears payments and some write offs. We will work with other tenants in arrears to look at options.

4.0 **Recommendation / Conclusion**

- 4.1 CCO Committee note the comments in the report.



CHESTERFIELD
BOROUGH COUNCIL

Community, Customer and
Organisational Scrutiny Committee

Scrutiny Project Group
report on the
Visitor Economy Strategy

Date agreed by CC&O Scrutiny Committee:

Table of Contents

Section 1 - Introduction and reasons for the review	Page 3
Section 2 - Link to priorities and review aims	Pages 3-4
Section 3 - Review approach and findings	Pages 4-8
Section 4 - Recommendations	Page 8
Section 5 - Review conclusions	Pages 8-9

Project group members:

Councillors:	
Lead	Kate Caulfield
Group Members	Howard Borrell Stuart Brittain Ian Callan Barry Dyke Ed Fordham Shirley Niblock
Project group officer support was provided by Brian Offiler and Rachel Appleyard	

1.0 Introduction and reasons for the review

- 1.1 The development of a visitor economy strategy and action plan would create a vision for the beneficial and sustainable growth of the town as a destination and establish priorities for marketing, investment, product development and training.
- 1.2 The Service Director – Economic Growth and the Cabinet Member for Town Centres and Visitor Economy attended the Community, Customer and Organisational Scrutiny Committee (CC&O) in September, 2020 to provide information on the current position of the Chesterfield visitor economy and shared plans to develop a visitor economy strategy and action plan.
- 1.3 At the meeting, the committee agreed to establish a scrutiny project group (SPG) to contribute to the preparation of the strategy and action plan and report progress back to the committee. Involvement of the SPG would contribute to the development of the strategy, providing a wider member and community perspective.

2.0 Link to priorities and review aims

- 2.1 The development of a visitor economy strategy and action plan was a key activity for delivery during 2021/22 under the Council Plan 2019-2023 priority “Making Chesterfield a thriving borough”.
- 2.2 The aim for the scrutiny review was to contribute to the preparation of the visitor economy strategy and action plan through constructive ‘critical friend’ participation at each of the key stages. Scrutiny involvement would benefit the strategy development by strengthening the quantitative and qualitative

methods and evidence base and achieve a deliverable action plan that supports the Council Plan priority of ‘making Chesterfield a thriving borough.’

3.0 **Review approach and findings**

3.1 The approach to the scrutiny review followed the timeline for the visitor economy strategy development. In September 2020, the CC&O Scrutiny Committee received an update on the current state of the visitor economy in Chesterfield along with initial plans for the visitor economy strategy and action plan. This information set the context for the start of the scrutiny review.



3.2 The review was then carried out using a variety of different methods including informal meetings, meetings with key officers and consultants and written responses and evidence. The different stages of the review are detailed below.

3.3 The first meeting of the SPG took place on 8 December 2020 where members discussed and agreed, in consultation with the key officers, the scope for the scrutiny review. The project group then considered the findings from the visitor economy audit along with the draft consultants brief which formed part of the invitation to tender documentation. The council had decided to appoint consultants to prepare a new visitor economy strategy and action plan that will guide the development of Chesterfield’s visitor economy over the next 5 years (2021-26). Suggestions and comments from the SPG were taken on board by the officers and the group contributed ideas for who to include in the wider consultation on the development of the strategy.

3.4 The [project start report](#), which set out the scope for the review including the aims and objectives and proposed work schedule, was approved by the CC&O Scrutiny Committee on 25 March, 2021.

3.5 Once the consultants, Team Tourism, were appointed, members invited the consultants along with CBC officers to attend a SPG meeting on 31 March, 2021. Team Tourism shared the aims of the visitor economy strategy and action plan with the SPG along with the timelines for the development of the strategy. The SPG were invited to share ideas based on three core discussion points which Team Tourism would then use to inform their evidence report and options paper; these were:

3.5.1 **Strengths – what are our strengths and what do we have that will motivate people to visit (and stay in) Chesterfield?** The SPG considered these to be the existing Market and Artisan Market, history of the town (Roman, Medieval), attractiveness of the town centre core, friendliness and welcoming nature of the people, proximity to the Peak District and other cities, surrounding attractions (e.g. Bolsover Castle, Staveley Hall), Peak Resort development, football club and art exhibitions at the college.



3.5.2 **Challenges – what are we not good at, what are we missing, and what do we need to improve?** The SPG suggested that the challenges included how to combat internet shopping and how to increase the spend of visitors to support local businesses. The SPG considered there was a need to improve the self-promotion and marketing via various channels, ability to attract independent shops and traders, availability of exhibition space, interpretation information, tours, signposting and greenery.

3.5.3 **Opportunities – where are our opportunities and what can we develop to attract more visitors?** The SPG suggested several opportunities including increasing the residential offer in the town centre, developing the early evening economy, building on existing successful events, nearby developments at Peak Resort and The Glass Yard and the Staveley Town Deal.

3.6 The next stage of the review involved a meeting of the SPG to discuss the visitor economy situation report and agree a written response on behalf of the SPG. The situation report summarised the position of the current visitor economy of Chesterfield and detailed the evidence base used to inform the report's findings. The SPG provided a written response to the consultants, CBC officers and Cabinet Member which included general comments on the core focus areas for the strategy as well as more detailed comments on the different components which comprise and/or support the visitor economy.

3.7 The SPG's written response to the situation report is summarised below, the full response is attached at Appendix 1:

3.7.1 The most productive group to target is day visitors, along with day visitors in the Peak District and the coach/travel trade.

3.7.2 Propose threading the story of Chesterfield through the eventual strategy to address the gaps in heritage and culture by helping to theme the proposals and support the development of the town centre daytime offer.

3.7.3 Endorse the creation of a timed action plan to enable the strategy to be monitored, supporting the delivery of the vision.

3.7.4 Use a two-stage approach when planning events by expanding the current offer to include evenings and weekends as well as weekdays when residents who work during the weekdays miss out.

3.7.5 Maximise the opportunities from existing successful events, such as the Artisan Market and Records Fair, by extending their run times to support the early evening economy.

3.7.6 Using the buildings already in Chesterfield to capitalise on arts and culture e.g. using vacant units in the Pavements shopping centre for art installations or museum exhibits.



3.7.7 Support the inclusion that more budget hotels are needed but also propose that further clarity is needed over self-catering accommodation i.e. Airbnb.

3.7.8 Agreed that the current mixture of marketing resources needs addressing as it creates a confusing image for visitors. Suggest seeking clarity on the roles and responsibilities of the different organisations and agreeing a single marketing image to improve access to information for visitors.

3.7.9 Support the idea of a "Town centre interpretation scheme" to aid visitors navigating the town centre. In addition, consider the marketing information given to coaches in advance to prepare visitors for arrival.

3.7.10 Acknowledge the challenges to transport connectivity due to historic nature of the town and suggest that, whenever possible, improvements to connectivity are considered e.g. the station masterplan will have a benefit to connectivity to the town centre.

3.7.11 Maximise the use of partners in supporting the vision and moving the mentality away from the Council being expected to deliver the strategy on its own.

- 3.7.12 How to encourage residents to champion and challenge negative perceptions.
- 3.7.13 Awareness of the need for funding to support the delivery of the action plan and that a clear vision is essential to securing funding.
- 3.8 Following the submission of the response, the next steps for the SPG were to be consultees on the draft visitor economy strategy. The draft strategy was approved by Cabinet for public consultation on 2 November, 2021; the report and appendices are available [by clicking here](#).
- 3.9 Team Tourism, the Cabinet Member and key officers met with the SPG on 8 November, 2021 to deliver a presentation on the strategy including the process that had been taken to develop the documentation, the three aims of the strategy and the seven strategic priorities. At this time, other key stakeholders were also being consulted on the strategy as well as a full public consultation which was available on the Council's website.
- 3.10 This meeting provided the SPG members with an opportunity to ask questions on the strategy ahead of putting together their written response. This included important discussions such as the review of HS2 by the government and the impact this may have on the strategy as well as the recent encouraging announcements about the government's levelling up fund. The SPG also sought information on the possibilities and limitations when considering working more closely with external organisations such as PEAK Resort, universities and colleges.
- 3.11 The SPG reconvened on 22 November, 2021 to agree a written response using the structure of the public consultation and provided comments on the core proposition followed by each of the seven priorities. The written response is summarised below, the full response is attached at Appendix 2:
- 3.11.1 **Core proposition: 'A lively market town with the iconic Crooked Spire Church, Chesterfield inspires day and staying visitors with its unique mix of independents, markets, events, festivals and borough-wide attractions, providing a great base from which to explore Derbyshire and the Peak District'**. The SPG recommended some minor changes to the wording to incorporate the idea of the story of Chesterfield and move the emphasis onto Chesterfield as the main destination rather than a leaping off point.

3.11.2 **Priority 1: Creating great places that people enjoy spending time in.** The SPG suggested amending to “...people enjoy staying and spending time in” to reflect the ambition of increasing the dwell time of visitors.

3.11.3 **Priority 2: Developing the Crooked Spire experience.** The SPG welcomed the strengthened focus on the heritage stories that were incorporated into the strategy and proposed adding “Chesterfield’s historic story” into this priority to maximise the opportunities of the proposed visitor experience centred around the Church which was also on the location of the original Roman fort.

3.11.4 **Priority 3: Maximising the visitor potential of the PEAK Resort development.** The SPG fully supported this priority and made a suggestion around working directly with PEAK Resort on technology and connectivity.

3.11.5 **Priority 4: Developing a year-round programme of speciality and festival markets and events.** The SPG suggested a small amendment to the wording to make the distinction between speciality markets and festivals as well as recognising the existing events which can be further developed.



3.11.6 **Priority 5: Enhancing Chesterfield’s cultural and heritage offer.** The SPG proposed adding “Enhancing and sharing” to recognise the existing cultural and heritage offer.

3.11.7 **Priority 6: Securing new hotel provision in Chesterfield.** The SPG suggested altering the wording to “accommodation provision” to broaden the scope of the variety of accommodation on offer.

3.11.8 **Priority 7: A ‘Chesterfield Inspired’ marketing approach.** The SPG were particularly encouraged to see this as an aim as one of their primary concerns had been around the split marketing resources across different organisations. They felt this priority was key to the rest of the strategy as visitors need to know about Chesterfield and what is happening in Chesterfield in order to be encouraged to visit.

3.11.9 The final comment of the SPG was to suggest an eighth priority focusing on the importance of safety and inclusivity and building on the effective relationships with the police. Their proposed wording was “Continue to offer a town that is entertaining, fun, safe and inclusive.”

3.12 The written response was submitted to the key officers and Cabinet Member for consideration along with the responses from other stakeholders and the public.

4.0 **Review conclusions**

4.1 The aims of the scrutiny review were to contribute to the development of the strategy through constructive 'critical friend' participation at each of the key stages, providing a wider member and community perspective, and contribute to the preparation of a deliverable action plan that supports the Council Plan priority of 'making Chesterfield a thriving borough.'

4.2 The SPG have been involved at each of the key stages of the review and extend their thanks to the officers from the economic growth team, Team Tourism and the Cabinet Member for attending meetings and providing information. The review has benefited from having a clear work schedule and cooperation from all those involved which has enabled constructive 'critical friend' participation at the crucial stages of the strategy development.

4.3 It is evident in the final draft strategy that the comments of the SPG have been taken into account, particularly through the inclusion of a priority to create a 'Chesterfield Inspired' marketing approach and maximising the history and assets that the town already has.

4.4 Following on from this review, the SPG have determined that their aims have been achieved and request that their final report be taken into account as part of the approval of the strategy and monitoring of the action plan.

5.0 **Recommendations**

5.1 The SPG has provided comments and recommendations throughout the strategy development process which have been taken on board by Team Tourism, CBC officers and the Cabinet Member. The SPG therefore has two final recommendations:

5.1.1 That the findings of the scrutiny project group be considered by Cabinet alongside consideration of the visitor economy strategy and action plan.

5.1.2 That, subject to the approval of the strategy and action plan by full council on 23 February, 2022, an update on the delivery of the action plan be reported to the CC&O Scrutiny Committee after the strategy has been in place for X months (12 months?) to allow scrutiny to review the progress made.

Contacts:

Project Group Lead – Councillor Kate Caulfield

Officer supporting the group – Rachel Appleyard

Appendices:

Appendix 1: SPG written response to visitor economy situation report.

Appendix 2: SPG written response to consultation on draft visitor economy strategy.

Appendix 1: SPG written response to visitor economy situation report.

Consultation response from the Scrutiny Project Group

General comments:

The project group largely agree that the focus should be on day visitors as they were the most productive group to target, along with day visitors in the Peak District and the coach/travel trade. They feel that less attention should be given to the potential visitors staying at PEAK resort due to the long timelines for this development and lack of control over the development.

The project group feel that the story of Chesterfield and the town's history was missing from the proposal document, they would like to see this threading through the eventual strategy particularly as the situation report notes that there is a lack of heritage and culture. The story will help to theme the proposals relating to arts and culture mentioned in the opportunities and options section to support the development of the town centre daytime offer.

It is important that this strategy becomes a living, working document. The project group support the inclusion of a timed action plan built into the strategy that can be monitored to ensure the vision is carried forward and delivered.

Open and Indoor Market and Events:

The project group feel that a two-stage approach is needed when considering the Market and future events. Thursday customers tend to be those from outside areas whereas those from the local Chesterfield area come into town on a Saturday or in the evening. The events programme is currently geared towards weekdays meaning that residents miss out, or are not aware of, events; however this needs to change so that events are held on evenings and/or weekends so that local resident's benefit.

The potential of events that bring new visitors into the town, such as the Records Fair and Artisan Market, could be maximised by extending these events into the early evening to support the early evening economy. Those attending these markets also tend to spend more money than on the general market, making it more attractive to future stall holders.

Revitalising the Heart of Chesterfield: this project needs to tie in together with this strategy and there needs to be an awareness that the vision for this project goes beyond the market.

Arts and culture:

The buildings already in Chesterfield should be capitalised. Council ownership of the Pavements shopping centre brings opportunities for art exhibits or museum installations in the empty units. The museum has a wealth of exhibits, there needs to be greater and varied opportunities to share these with visitors to Chesterfield. The new Innovation Centre on the Donut could contain an exhibit on the findings of the archaeological digs.

Accommodation:

The project group generally agree that there is a need for more budget hotels however they also feel that there needs to be a clearer picture of what self-catering is available, in particular Airbnb. Families travelling long distances to visit friends and relatives will not worry as much about renting accommodation a few miles outside Chesterfield so there needs to be clarity on what and where Airbnb accommodation is in Chesterfield for those that are searching for it.

Marketing:

The project group strongly agree with the concerns about the split of marketing resources (i.e. Destination Chesterfield/Visit Chesterfield) and the duplication; this leads to a confusing image for visitors. They feel that there needs to be more clarity on the role of the different organisations involved in promoting Chesterfield as a visitor destination. This needs to be consolidated into a single marketing image to improve access to information when visitors use internet searches to plan their visit.

The staff at the visitor information centre are very knowledgeable about the town and are an underutilised resource.

Visitors by coach:

There used to be incentives for bringing coaches to Chesterfield, do these still exist? Marketing information could be developed to provide information to visitors arriving by coach in Chesterfield before they arrive so they know where to go and what is of interest. This can be supported by installing more story boards and maps to show you where to go when visitors arrived by coach or in car parks. The project group supports the idea of a "Town centre interpretation scheme".

Transport:

The project group acknowledged the difficulty in improving transport connectivity through the town due to the historic nature of the current road and rail layout. However, where possible, they would like to see connectivity improved, particularly access to and from the station which will be addressed through the station masterplan, and improved bus information.

Perceptions/other:

There is a mentality that everything has to be organised by the Council which needs addressing; events do not need to be organised by the Council, the Artisan Market is a successful example.

Another key challenge is transforming negative views held by local residents into positive views.

We need to be wary of where funding would come from, we need to have a clear vision before seeking funding.

Appendix 2: SPG written response to consultation on draft visitor economy strategy.

Scrutiny Project Group response to Visitor Economy Strategy consultation

The proposed core proposition for the development of Chesterfield's visitor economy is:

'A lively market town with the iconic Crooked Spire Church, Chesterfield inspires day and staying visitors with its unique mix of independents, markets, events, festivals and borough-wide attractions, providing a great base from which to explore Derbyshire and the Peak District'.

1. Do you agree with this core proposition or would you suggest any changes to this?

- Insert either "ancient" or "historic" prior to market town i.e. "A lively historic market town..."
 - Reason: The addition of either "ancient" or "historic" introduces the historical element and plants the idea that there is a story to Chesterfield, ready to be built on later in the strategy.
- Move "Crooked Spire Church" to after "with its unique mix..." and remove the word "Church" i.e. "with the iconic Crooked Spire and its unique mix of independents..."
 - Reason: Moving "Crooked Spire" to later in the sentence keeps the emphasis on the town as a whole, with the Spire listed amongst the other attractions. Many people do not identify the Crooked Spire as being a Church and simply refer to it as the "Crooked Spire", so we suggest streamlining the wording.
- "great base" – find an alternative word for base.
 - Reason: The emphasis should be on Chesterfield first with the ability to explore wider areas as a secondary option. Rather than saying "base", we suggest replacing this with a word that implies that Chesterfield is the main destination however the town is also well situated for exploring Derbyshire and the Peak District should visitors wish to.
 - An ending suggestion from an SPG member: "...providing a superb location from which to venture further into the wonders of the Peak District."
- Summary of the proposed changes incorporated into the core proposition:
 - "A lively historic market town, Chesterfield inspires day and staying visitors with the iconic Crooked Spire and its unique mix of independents, markets, events, festivals and borough-wide attractions,

providing a superb location from which to venture further into the wonders of the Peak District.”

2. The Strategy outlines seven priorities which are listed below. Where 1 is not really a priority and 10 is an absolute priority, to what extent do you think these are a priority for developing our visitor economy over the next five years?

1) Creating great places that people enjoy spending time in.

- Score: 10/10
- Add “staying” into the wording i.e. “...people enjoy staying and spending time in”
 - Reason: Reflects the ambition to increase the dwell time of visitors by setting the expectation that visitors will be staying in the town.

2) Developing the Crooked Spire experience.

- Score: 10/10
- Include mention of Chesterfield’s story.” i.e. “Developing Chesterfield’s historic story and the Crooked Spire experience.”
 - Reason: Making this addition will allow the different threads of the town’s history to be linked together (the town’s ancient history and the Crooked Spire); the Church and proposed visitor experience is situated where the original Roman fort was located and linking the history together will maximise the opportunities for the visitor experience.

3) Maximising the visitor potential of the PEAK Resort development.

- Score: 8/10
- No changes, agree with this priority as PEAK Resort will be a good development for Chesterfield.
- Possibly add something to do with working to develop direct input to the PEAK technology and connectivity i.e. booking meals, theatre etc. via a PEAK system.

4) Developing a year-round programme of speciality & festival markets and events.

- Score: 10/10
- Amend the order of the wording to “programme of speciality markets, festivals and events”.

- Reason: There is a distinction between speciality markets and festivals (which may not have markets e.g. Cricket festival) so changing the wording will clarify this.
- Include “enhancing” i.e. “Developing and enhancing a year-round...”
 - Reason: Recognises that there is already a year-round programme in place which will be supplemented and developed.

5) Enhancing Chesterfield’s cultural and heritage offer.

- Score: 10/10
- Include “sharing” i.e. “Enhancing and sharing Chesterfield’s...”
 - Reason: Recognises that Chesterfield has a cultural and heritage offer already that needs to be shared more widely as well as being enhanced.
- Add “...offer by broadening the locations and means used to tell the story.” e.g. temporary, portable displays, pictorial story, using Vicar Lane big screen.

6) Securing new hotel provision in Chesterfield.

- Score: 8/10
- Amend wording to “Securing additional accommodation provision in Chesterfield.”
 - Reason: Specifying “hotel provision” limits the scope of accommodation available in Chesterfield. Altering this to “additional accommodation provision” broadens the variety of accommodation on offer.

7) A ‘Chesterfield Inspired’ marketing approach.

- Score: 10/10
- No changes, this priority is key to rest of the strategy as visitors need to know about Chesterfield and what is happening in Chesterfield.

3. Would you like to suggest any other priorities or projects that the Strategy should look to deliver?

- Continue to offer a town that is entertaining, fun, safe and inclusive.
 - Reason: Important to emphasize the “safe” and “inclusive” qualities of the town and build on the effective relationships with the police.

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SCRUTINY COMMITTEE RECOMMENDATIONS - IMPLEMENTATION MONITORING SCHEDULE

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
CCO1 Page 25	Statutory Crime & Disorder Scrutiny Ctte	CCO 29.09.11 (Min. No. 44)	Progress report on sharing information re alcohol related health problems and hospital admissions.	6 monthly wef 29/09/11.	Statistics requested for each 6 monthly meeting	Agreed on 08.01.15 that statistics on alcohol related health problems / hospital admissions be reported to each 6 monthly meeting.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
EW6	Skills	<p>EW 05.02.19 (Min. No 48)</p> <p>Cabinet 26.02.19 (Min. No 110)</p>	<p>Skills SPG report approved by Enterprise and Wellbeing 05.02.19</p> <p>Cabinet Response:</p> <ol style="list-style-type: none"> 1. That the Cabinet thanks the Enterprise and Wellbeing Scrutiny Committee for the report which highlights an important area of work for the Council and reflects our commitment to driving skills development in the Borough through our support of the Skills Action Plan and continued engagement with key partners and stakeholders. 2. That the Cabinet notes and endorses the recommendations, and acknowledges that the recommendations can be accommodated within the normal work programme and through partners. 3. That the decision to co-fund the Enterprise Co-ordinator post be deferred for consideration as a 	Monitoring Action is being developed in consultation with senior officers to identify target dates for completion.	Progress reported to E&W – 4.02.21.	

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
Page 27			<p>growth request as part of the budget setting process for 2020/21. The Cabinet recognises the positive impact of the Enterprise Co-ordinator for Chesterfield and that this is currently co-funded for 2 years until 2019/20.</p> <p>See SPG Report for recommendations.</p>			
EW7	Future Use of the Former QPSC Site	<p>EW 3.10.19 (Min. No. 20)</p> <p>Cabinet 22.10.19 (Min. No. 53)</p>	<p>SPG report approved by EW 3.10.19.</p> <p>Cabinet Response:</p> <ol style="list-style-type: none"> 1. That the use of the new sports pitch be monitored through the Council's normal management processes against the objective of balancing the need to achieve a commercial return and provide opportunities for community and health and wellbeing development. 2. That the marketing approach and pricing structure for the sports pitch be reviewed as necessary as part of the Council's overall marketing and 	TBC due to impact of COVID 19	Progress reported to E&W 4.02.21.	

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
			pricing of its sports and leisure services.			
EW8	Parks and Open Spaces and Play Strategies	EW 14.10.21 (Min. No. 16)	<i>Committee Resolutions:</i> 1. <i>That the feedback provided by the committee be submitted as part of the public consultation process</i> 2. <i>That a further update be brought to the committee to demonstrate how the consultation feedback has influenced the final versions of the strategies.</i> 3. <i>That the committee undertake a monitoring role, particularly at the implementation stage of the process.</i>	Ongoing		Further update once final strategies have been agreed. Monitoring at implementation stage
OP8	HS2	OPSF 11.09.18 Cabinet 23.10.18 (Min. No. 48)	Cabinet Response: 1. That the Cabinet thanks the Overview and Performance Scrutiny Forum for the first class work that has been taken forward in looking at how the Council is preparing for HS2 and, in particular, for the Forum's efforts in broadening and deepening the understanding of Council Members of the subject matter.	Following Parliament's consideration of the Hybrid Bill	Recommendations approved by Cabinet 23.10.18 Monitoring update considered by OPSF - 19.03.19	Monitor after Hybrid Bill has been taken to Parliament.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
Page 29			<p>2. That Cabinet notes and endorses the recommendations of the Overview and Performance Scrutiny Forum.</p> <p>3. That Cabinet endorses, in particular, the Forum's recommendation to establish a new Skills Scrutiny Project group and resolves to defer to the Overview and Performance Scrutiny Forum further consideration of the merit of establishing new Scrutiny Project Groups to look at particular aspects of HS2 as part of the future work programming discussions.</p> <p>See SPG Report for recommendations.</p>			
<p>Abbreviations Key : OP = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. EW = Enterprise and Wellbeing Scrutiny Committee). TBA (to be agreed). * Note recommendation wording may be abridged.</p>						

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CHESTERFIELD BOROUGH COUNCIL

**WORK PROGRAMME :
COMMUNITY, CUSTOMERS AND ORGANISATIONAL SCRUTINY COMMITTEE for 3 FEBRUARY, 2022**

Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Cabinet Responsibility:
08.07.21	Anti-Social Behaviour/community safety	Agreed for inclusion on work programme following the 2021/22 work programming workshops.	<i>Annual Scrutiny Work Programme 2021/22</i>	<i>Health & Wellbeing</i>
08.07.21	Re-opening of theatres and venues	Agreed for inclusion on work programme following the 2021/22 work programming workshops.	<i>Annual Scrutiny Work Programme 2021/22</i>	<i>Town Centres & Visitor Economy</i>
16.09.21	Crime and Disorder Scrutiny (with Police & Crime Panel Update and Monitoring Reports)	Reports considered by CCO on 24.09.20 and 25.03.21	<i>Statutory requirement at least once per year</i>	<i>Health & Wellbeing</i>
16.09.21	Implementation of Universal Credit	Report considered by CCO on 24.09.20. Progress report requested for September 2021.	<i>Annual Scrutiny Work Programme 2016, 2017, 2018, 2019, 2020 & 2021</i>	<i>Business Transformation & Customers</i>

CHESTERFIELD BOROUGH COUNCIL

Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Cabinet Responsibility:
03.02.22	Lighting Strategy	Agreed for inclusion on work programme following the 2021/22 work programming workshops. Initial overview followed by Scrutiny Project Group.	<i>Annual Scrutiny Work Programme 2021/22</i>	<i>Economic Growth</i>
03.02.22	Commercial occupancy rates in town centre	Agreed for inclusion on work programme following the 2021/22 work programming workshops.	<i>Annual Scrutiny Work Programme 2021/22</i>	<i>Town Centres & Visitor Economy</i>
<i>Scrutiny Project Groups:</i>				
TBC	Community Safety – Providing for Young People	SPG Project Start Report approved by CCO – 26.09.19. To consider progress report from SPG.	<i>Annual Scrutiny Work Programme 2019</i>	<i>Health & Wellbeing</i>
08.07.21	Visitor Economy	Agreed to set up by CCO on 24.09.20. To consider revised Project Start Report and progress	<i>Annual Scrutiny Work Programme 2020</i>	<i>Town Centres & Visitor Economy</i>

CHESTERFIELD BOROUGH COUNCIL

Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Cabinet Responsibility:
		report from SPG.		

[KEY to abbreviations :

OP = Overview and Performance Scrutiny Forum.

CCO = Community, Customer and Organisational Scrutiny Committee.

EW = Enterprise and Wellbeing Scrutiny Committee.

TBC = To be confirmed].

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**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY
COMMITTEE**

Thursday, 25th November, 2021

Present:-

Councillor L Collins (Chair)

Councillors Borrell
Dyke

Councillors Fordham

Rachel Appleyard, Senior Democratic and Scrutiny Officer
Rachel O'Neil, Service Director – Digital, HR and Customer Services +

+ Attended for Minute No. 29

*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

23 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Blakemore, Hollingworth and Kellman.

24 SCRUTINY PROJECT GROUPS PROGRESS UPDATES

The Senior Democratic and Scrutiny Officer gave an update on the progress of the Scrutiny Project Group (SPG) on the Visitor Economy Strategy. The SPG had met twice since the last Committee meeting. On 8 November, the SPG met with the consultants and key officers to be briefed on the draft strategy document which was undergoing public consultation. The SPG then met on 22 November to review the core proposition and the seven priorities in the strategy in order to agree a written response to the consultation by the beginning of December.

The SPG were aiming to bring their final report and recommendations to the next meeting of the Committee on 3 February, 2022 to coincide with

the timeline for the consideration of the Visitor Economy Strategy by Full Council on 23 February, 2022.

Members discussed the Air Quality Scrutiny Project Group which had been temporarily put on hold due to the pandemic and endorsed the plan to hold a final meeting of the SPG with the key officers in order to formally close the project. It was noted that this Scrutiny Project Group reports to the Overview and Performance Scrutiny Forum.

RESOLVED –

That the update be noted.

25 SCRUTINY MONITORING

The Committee considered the scrutiny recommendations implementation monitoring schedule.

RESOLVED –

That the scrutiny monitoring schedule be noted.

26 FORWARD PLAN

The Committee considered the Forward Plan for the period 1 December, 2021 to 31 March, 2022.

RESOLVED –

That the Forward Plan be noted.

27 WORK PROGRAMME FOR THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

The Committee considered the items on its work programme for 2021/22. Members discussed the item on crime and disorder scheduled for the meeting in March, 2022 and requested that the police be invited to send a representative to this meeting.

Members discussed the upcoming Lighting Strategy item which would take the form of a scrutiny project group, following an initial briefing from officers. There was also a request to include the Stephenson Memorial

Hall project on the work programme to support the delivery of the project; it was explained that this could be considered as part of the work programme setting process for 2022/23.

RESOLVED –

1. That the work programme be noted.
2. That the police be invited to send a representative to the meeting on 31 March, 2022.

28 MINUTES

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 16 September, 2021 were presented.

RESOLVED –

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

29 CABINET MEMBER FOR BUSINESS TRANSFORMATION AND CUSTOMERS - IMPLEMENTATION OF UNIVERSAL CREDIT

The Service Director – Digital, HR and Customer Services presented a progress report on the implementation of Universal Credit in Chesterfield borough and the latest position regarding the impact of the Coronavirus pandemic. The Cabinet Member for Business Transformation and Customer was unable to attend and provided a written note that was circulated to members of the Committee.

The Universal Credit system had been complex to embed however the staff involved had coped well with all the changes. Relationships had been developed with Job Centre+ and budgeting support had been transferred to voluntary sector organisations such as the Citizens Advice Bureau.

In October, 2021 the Government removed the £20 uplift; the impact of this on residents was still emerging however the number of enquiries about access to housing support fund had increased and it had also

placed additional administrative burdens on the team due to the need to re-calculate the Council Tax Support benefit.

The team were now working with Derbyshire County Council to develop the Household Support Grant scheme which aimed to provide further additional support to residents in need over the winter period. In addition, opportunities to maximise the discretionary housing support fund were being explored to supplement areas where funding had been cut.

Members enquired about the process for moving claimants onto management payments and were advised that there was an additional burden due to the administrative process which increased costs for the Department for Work and Pensions (DWP). The Service Director explained that a different approach to supporting those in rent arrears was needed, targeting those with smaller arrears where there was more chance of making a difference. Members were also advised that behavioural analytics would be used as part of a pilot exercise to get a better outcome for those in rent arrears.

Members asked about how they could best support residents who they know are falling into rent arrears. The advice from the Service Director was to notify the team; the more intelligence they had, the better they could tailor their response. A new digital platform, Salesforce, was being introduced that would pull together all information about a person, in compliance with data protection, to enable whichever advisor they are dealing with to understand their situation fully.

A need to cross-skill staff had been identified as revenues, benefits and housing were all separate teams. A restructure was under development to put those relationships and skills in place which would be formally consulted on with staff in January, 2022 before consideration by the Joint Cabinet and Employment and General Committee in February, 2022.

In response to questions, Members were advised that discretionary housing payments were provided to people who needed extra help with their housing costs and were awarded depending on needs. The payments were often used to support those with arrears in order to prevent homelessness.

Members discussed whether the foodbank network could be used as part of the intelligence gathering and acknowledged that foodbanks relied on volunteers who may not have the time and resources to undertake this

role, however there may be an opportunity for larger organisations such as the Trussell Trust to engage more with the council.

The Chair and Members thanked the Service Director for providing the update and asked for the thanks of the Committee to be passed to the staff involved for all their work. Members also commended the positive reduction in arrears that had been achieved through managed payments. The Chair noted that the Committee's remit and recommendations for the monitoring of Universal Credit had now been achieved and proposed to remove the item from the Committee's work programme and monitoring schedule.

RESOLVED –

1. That the work of the officers involved in the implementation of Universal Credit be supported and that the thanks of the Committee be passed on to the team.
2. That the Committee is satisfied with the progress made towards the implementation of Universal Credit against the recommendations included on the monitoring schedule and therefore resolves that the work on this scrutiny review area is complete, and that this item be removed from the monitoring schedule and work programme.
3. That it be noted that the Committee may consider as part of its future work programme any significant changes or developments with regard to Universal Credit that impact on Chesterfield residents.

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