



Please ask for Democratic Services
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The Chair and Members of Overview
and Performance Scrutiny Forum

18 January 2023

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on THURSDAY, 26 JANUARY 2023 at 5.00 pm in Committee Room 1, Town Hall, Chesterfield S40 1LP, 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
2. Apologies for Absence
3. Deputy Leader - Council Plan 2023 - 2027 Development (Pages 3 - 6)
5.00pm
4. Cabinet Member for Governance - Emergency Planning and Business Continuity
5.30pm
5. Forward Plan

Please follow the link below to view the latest Forward Plan.

Chesterfield Borough Council, Town Hall, Rose Hill, Chesterfield S40 1LP

Telephone: 01246 345 345, Text: 07960 910 264, Email: info@chesterfield.gov.uk

www.chesterfield.gov.uk

[Forward Plan](#)

6. Scrutiny Monitoring (Pages 7 - 12)
7. Work Programme for the Overview and Performance Scrutiny Forum (Pages 13 - 16)
8. Overview and Scrutiny Developments
9. Minutes (Pages 17 - 24)

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Randy', with a stylized flourish at the end.

Head of Regulatory Law and Monitoring Officer

For publication

Council Plan 2023 – 2027 Development

Meeting: Overview and Performance Scrutiny Forum

Date: 26 January 2023

Cabinet portfolio: Deputy Leader

Report by: Service Director Corporate

For publication

Purpose of reviewing the topic	To support the development of the Council Plan 2023 – 2027.
What are the objectives of the review?	To develop the Council Plan 2023 – 2027 which sets out the vision, priorities and key deliverables for the next four years
Progress to date	Evidence gathering, workshops and drafting of key documents.

1.0 Background

- 1.1 In 2015, following on from a recommendation during our Local Government Association peer challenge review, the Council moved to a four year Council Plan which aligned with the medium term financial forecast. This approach, again utilised for 2019 – 2023, has proved successful in targeting resources and collective effort on key priorities and delivering positive outcomes for our communities.
- 1.2 A new four year plan is being developed for 2023 - 2027. The Council Plan will define the Council's key priorities, objectives and commitments over the four year period. The plan is aimed at providing focus, setting out priorities that

will require collected corporate effort during the period. It is not an attempt to describe every service that the Council will provide; this will be covered by directorate plans on an annual basis.

- 1.3 Alongside the Council Plan we are developing a year 1 2023/24 Delivery Plan which will set out the key milestones and measures we will need to achieve to keep the Council Plan on target for delivery. The delivery plan will be reviewed annually and approved by Cabinet.
- 1.4 We will also be updating our Performance Management Framework. The framework will underpin the Council Plan, measure and demonstrate our success in terms of milestones, outputs, outcomes and measures and effectively review and challenge performance.

2.0 Council Plan 2023 – 2027

- 2.1 There will be continuity with the 2019 – 2023 Council Plan with the same:

Vision: Putting our communities first

Values:

- We are customer focused
- We take a can do approach
- We act as one council, one team
- We believe in honesty and respect

Staff have become familiar with the vision and are clearly demonstrating the Council's values which they helped to co-design. There is therefore significant benefit in leaving these unchanged and continuing to use them to shape how we talk to staff, partners and our communities about the work of the Council. The values will also be used to shape the Council's People Plan and our approach to partnership working.

- 2.2 The first two priorities will remain unchanged:
 - Making Chesterfield a thriving borough
 - Improving quality of life for local people

We are reviewing the third priority – value for money services and looking at broadening this out around building resilience across the Council as a whole. This includes our services but also financial sustainability, an effective and resilient workforce and maximising the benefits of new ways of working.

2.3 Priority - Making Chesterfield a thriving borough

We are currently developing aspirations and commitments for this priority, they will be focused around:

- Supporting our town centres
- Place infrastructure to support growth
- Visitor economy
- Helping businesses to grow and inward investment

2.4 Priority - Improving quality of life for local people

We are currently developing aspirations and commitments for this priority, they will be focused around:

- Our Climate Change target to be a carbon neutral borough by 2050
- Helping people to be healthier and more active
- Ensuring local people have the right skills to support progression in the labour market and can benefit from future employment opportunities
- Helping the most vulnerable in our borough and reducing inequality
- Improving housing standards
- Safer communities

2.5 Priority - Building a more resilient Council

We are currently developing aspirations and commitments for this priority, they will be focused around:

- Financial sustainability
- Our workforce
- Embracing new ways of working
- Our Climate Change target to be a carbon neutral Council by 2030

2.6 The Council Plan 2023 – 2027 is being developed through a series of discussions and workshops. Our evidence base

included performance information, demographics trends and forecasts and intelligence from our community engagement programme. Horizon scanning techniques have also used to consider key emerging issues over the next four years and beyond.

3.0 Barriers/obstacles

3.1 The Council Plan is being developed alongside the Medium Term Financial Plan to ensure that it is realistic and affordable. There also continues to be a lasting legacy from the Covid-19 pandemic on service delivery which feeds into Council Plan development. Demand for many services has also increased due to the cost of living crisis. There are also national and local challenges around recruitment and retention, supply chain and inflationary costs which are also key considerations.

4.0 Suggested scrutiny activity

4.1 This provides an opportunity for Overview and Performance Scrutiny Forum members to feed in any key issues for consideration as part of the Council Plan development process.

Document information

Report author	Contact number/email
Donna Reddish – Service Director Corporate.	Donna.reddish@chesterfield.gov.uk
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>None</i>	
Appendices to the report	
<i>None</i>	

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 7	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.
CCO2	Visitor Economy	CCO 03.02.22 (Min. No.	<p>Visitor Economy SPG report approved by CCO 03.02.22, recommending:</p> <ol style="list-style-type: none"> 1. That the findings of the scrutiny project group be considered by Cabinet alongside consideration of the visitor economy strategy and action plan. 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 	12 months wef. 03.02.22	Update requested in line with recommendations in February 2023	

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)
			Scrutiny Committee after the strategy has been in place for 12 months to allow scrutiny to review the progress made.			
EW6	Skills	EW 05.02.19 (Min. No 48)	<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. 	Monitoring Action is being developed in consultation with senior officers to identify target dates for completion.	Progress reported to E&W – 4.02.21.	Monitoring Action is being developed in consultation with senior officers to identify target dates for completion. Update due Sept 2022

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Page 9			<p>3. That the decision to co-fund the Enterprise Co-ordinator post be deferred for consideration as a 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>			
EW8	Parks and Open Spaces and Play Strategies	EW 14.10.21 (Min. No. 16)	<p>Committee Resolutions:</p> <ol style="list-style-type: none"> 1. That the feedback provided by the committee be submitted as part of the public consultation process 2. That a further update be brought to the committee to demonstrate how the consultation feedback has influenced the final versions of the strategies. 3. That the committee undertake a monitoring role, particularly at the implementation stage of the process. 	Ongoing	The final strategies were presented to Cabinet 22.02.22 and then to council 23.04.22	Update report on implementation due February 2023

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OP8	HS2	<p>OPSF 11.09.18</p> <p>Cabinet 23.10.18 (Min. No. 48)</p>	<p>Cabinet Response:</p> <ol style="list-style-type: none"> 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. 2. That Cabinet notes and endorses the recommendations of the Overview and Performance Scrutiny Forum. 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 	Following Parliament's consideration of the Hybrid Bill	<p>Recommendations approved by Cabinet 23.10.18</p> <p>Monitoring update considered by OPSF - 19.03.19 and 27.02.22.</p>	<p>Monitor after Hybrid Bill has been taken to Parliament.</p> <p>Update from the Leader requested for second half of 2022/23 OSC work programme.</p>

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Page 11			<p>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: OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Scheduled Meeting Date(s):	Business Items:	Status:	Raised by:	Cabinet Member Responsibility
08.09.22	Climate Change Action Plan – Interim update	Interim update on the progress of commissioning two reports under actions 44 and 45 of the Climate Change Action Plan	<i>OPSF meeting on 30 June 2022</i>	Deputy Leader
08.09.22	Cost of living	Additional item arising from Chair’s pre-agenda	<i>Annual Scrutiny Work Programme 2022</i>	Covers all portfolios
17.11.22	Council Plan and Delivery Plan	Half year review of council performance	<i>Annual Scrutiny Work Programme 2022</i>	Deputy Leader
17.11.22	Climate Change Action Plan update		<i>Annual Scrutiny Work Programme 2022</i>	Deputy Leader
December TBC	Budget	Separate briefing to review the preparation of the 2022/23 budget and medium-term financial plan	<i>Annual Scrutiny Work Programme 2022</i>	Deputy Leader

Work Programme as agreed by O&P 2022

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Scheduled Meeting Date(s):	Business Items:	Status:	Raised by:	Cabinet Member Responsibility
26.01.23	Emergency Planning and Business Continuity	Update received by OPSF on 27.01.22. OPSF requested report on the strategic review of the future of emergency planning and business continuity.	<i>Annual Scrutiny Work Programme 2022</i>	Governance
26.01.23	Council Plan and Delivery Plan		<i>Annual Scrutiny Work Programme 2022</i>	Deputy Leader
Monitoring:				
TBC	Update on the interim Hybrid Working Policy and Reward package	Requested by OPSF on 12.05.22	<i>OPSF 12.05.22</i>	<i>Business Transformation and Customers</i>
Items Pending Reschedule or Removal:				
TBC	Development of the new ICT Strategy	Requested by OPSF on 30.06.22.	<i>OPSF 30.06.22</i>	<i>Business Transformation and Customers</i>
Pending removal	People Plan	Deferred from March 2022 meeting. Updated received on 12.05.22. No further actions requested.	<i>Annual Scrutiny Work Programme 2021</i>	Business Transformation and Customers
Scrutiny Project Groups:				

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Note: Members may wish to agree items from the Forward Plan (FP) and Scrutiny Monitoring Schedule for the work programme. *[KEY to abbreviations: O&P = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. E&W = Enterprise and Wellbeing Scrutiny Committee. TBC = to be confirmed].*

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OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Thursday, 17th November, 2022

Present:-

Councillor Flood (Chair)

Councillors Blakemore
Borrell
Coy
Dyke
Kelly

Councillors Hollingworth
Kellman
Kelly
Snowdon

Donna Reddish, Service Director Corporate +
Katy Marshall, Policy and Partnerships Manager ++
Councillor Serjeant, Deputy Leader of the Council ++

Attended for Minute No. 31 +
Attended for Minute No. 33 ++

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

No declarations of interest were received.

30 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Caulfield and Simmons.

31 DEPUTY LEADER - COUNCIL PLAN DELIVERY PLAN 2022/23 HALF-YEAR PERFORMANCE

The Service Director Corporate attended the meeting to provide members with an update on the progress made towards the delivery of the Council Plan Delivery Plan 2022/23 and consider whether there were any areas which required further focus from the Overview and Performance Scrutiny Forum.

The report that was presented showed the progress made on the 36 milestones being tracked during 2022/23. 88% of milestones were said to be progressing well and were expected to be completed during 2022/23. 9% were rated as amber (3 milestones) and were currently behind schedule, and 1 milestone would not be completed during 2022/23 due to procurement challenges.

The 36 milestones were split into three priority areas;

- Making Chesterfield a thriving borough (14 milestones)
- Improving quality of life for local people (14 milestones)
- Provide value for money services (8 milestones)

(These milestones were being tracked and 31 were progressing well and were expected to be completed during 2022/23).

It was noted that barriers/obstacles remained in some areas as there continued to be a lasting legacy from the Covid-19 pandemic on service delivery and Council Plan progress. Demand for many services had also increased due to the cost of living crisis. There were also national and local challenges around recruitment and retention, supply chain and inflationary costs which were impacting on some milestones.

It was concluded that despite the significant challenges and barriers, performance continued to be high across the majority of key milestones and measures. It was also noted that a number of the key activities within the Council Plan Delivery Plan were already planned into the Scrutiny Work Programme for further consideration, for example climate change, ICT and the medium term financial plan.

A member commented on the value for money priority and in particular the broad remit of the asset management plan. The Service Director Corporate explained that this was a complicated strategy which was under development and a new Interim Service Director was now in place to help push this through.

A question was asked about the Holme Hall estates improvements tender and what was going to be done differently to try to generate any submissions. The Service Director Corporate confirmed that a variety of factors had prevented submissions previously such as the current economic climate and the unwillingness to commit to price fixed projects

but lots of work on the specification of the tender was being undertaken by Housing. It was agreed that an update to the committee would be shared detailing the changes to the new tender.

Members commented on the customer service centre call answering times detailed in the report and the importance of directing the calls to the right place as well as reducing call wait times. The Service Director Corporate advised that training was being undertaken to ensure the correct scripting and peak time call management were in place so the right outcome was delivered the first time.

A member also commented on the importance of phone call handling. Whilst the success of MyChesterfield had a positive effect on repairs etc, the current cost of living crisis may affect future contact channels as people may revert to telephone contact if unable to access online services due to costs of mobile phones and broadband.

The Chair thanked the Service Director Corporate for their attendance and the report.

RESOLVED –

That the update be noted.

32 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE 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 1 of Part 1 of Schedule 12A of the Act.

33 DEPUTY LEADER - CLIMATE CHANGE STRATEGY CONSULTATION

The Deputy Leader of the Council and the Policy and Partnerships Manager attended the meeting to provide members with an update on the CBC Climate Change Strategy and the public engagement on the proposed Climate Change Strategy Themes.

The public consultation was due to run from 14th November to 12th December 2022 to gain public views on the 6 proposed Strategic Themes;

- Buildings and Energy Use
- Travel
- Green Space, land use and offsetting
- Communications, engagement, and training
- Data, monitoring and partnership activity
- Council influence and partnership activity

A questionnaire was to be shared with the public to gain feedback on this draft set of themes.

The Policy and Partnerships Manager then shared more details around which activities could be undertaken in each theme to help reach both the 2030 and 2050 targets. It was noted that this delivery plan was a working document with the aim of providing an annual report on progress.

Members asked if CBC had reached out to the community/local community groups for their input into the Strategic Themes. The Deputy Leader of the Council confirmed that information sharing had been offered to Chesterfield Climate Change Group but no response had been received as yet. Contact had also been made with various organisations including Chesterfield College.

In response to a question about whether paper copies would be available in areas such as schools and doctors surgeries, the Policy and Partnerships Manager confirmed that the Local Democracy work would pick up this theme but the carbon neutral element to leaving paper copies in areas had to be considered.

Members also commented on some primary schools being reluctant to attend Local Democracy events due to transport costs. The Deputy Leader of the Council stated that it was possible utilise digital routes if Town Hall attendance was not possible and a wider consideration could be how to engage older children/teenagers. Members then discussed engagement in schools, where to target and strengthen links and at what age.

A question was asked around the carbon offsetting element of the proposals and the balancing out of how/when to do this. The Policy and Partnerships Manager confirmed that the feasibility of when to do this was being considered.

Members asked questions about the data provided and how the delivery plan would be reported going forwards. The Policy and Partnerships Manager advised that the data had been supplied by the Climate Advisor, a new role to help with Climate Change policy, and it was planned that the next report would go to Cabinet in February 2023.

A member asked for clarification of how vehicle telemetry, as highlighted in the travel theme, would deliver any changes. The Deputy Leader of the Council stated that telemetry would reduce unnecessary travel by ensuring fleet vehicles attend the jobs required in the most efficient order/route.

The Chair thanked the Deputy Leader of the Council and the Policy and Partnerships Manager for attending.

The Chair then advised that a separate virtual scrutiny session was planned for 5th December to review the six themes in working groups and collate ideas and comments prior to the budget meeting on 8th December. The Chair also requested that if any members had further questions that they email these directly to Amanda Clayton, Democratic Services ahead of 5th December so responses can be shared in the session.

RESOLVED –

1. That the update be noted.
2. That a virtual scrutiny working group will take place on Monday 5th December.

34 RE-ADMISSION OF THE PUBLIC

RESOLVED –

That after consideration of an item containing exempt information the public be readmitted to the meeting.

35 FORWARD PLAN

The Forward Plan was reported for information.

RESOLVED –

That the Forward Plan be noted.

36 SCRUTINY MONITORING

The Monitoring Schedule was reported for information.

RESOLVED –

That the Monitoring Schedule be noted.

37 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM

The Work Programme was reported.

RESOLVED –

That the Work Programme be noted.

38 OVERVIEW AND SCRUTINY DEVELOPMENTS

An update was shared from Rachel Appleyard regarding the last East Midlands Scrutiny Network meeting on 30th September in the Rutland County Council offices.

The theme was performance management and the key points included;

- what performance management meant for councils/scrutiny
- how information was presented

- innovative ways to display data
- the need for an explanation from relevant officers/experts to provide a broader context to the information and aiding members' understanding of the information being presented.

It was noted that the LGA had a performance management guide for councillors which was available to download from their website.

<https://www.local.gov.uk/publications/performance-management-guide-councillors>

The next meeting was planned for 2nd December at 10am and would be virtual on MS Teams. Ed Hammond from the Centre for Governance and Scrutiny would be attending to provide an update on their work.

RESOLVED –

That the update be noted.

39 MINUTES

The Minutes of the Overview and Performance Scrutiny Forum held on 8 September, 2022 were presented.

RESOLVED –

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

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