

# EXECUTIVE

**MONDAY  
12<sup>TH</sup> DECEMBER 2011  
AT 1000 HOURS**

## **COMMITTEE ROOM ONE**

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Sherwood Lodge  
Bolsover  
Derbyshire  
S44 6NF

Date: 2<sup>nd</sup> December 2011

Dear Sir or Madam,

You are hereby summoned to attend a meeting of the Executive of the Bolsover District Council to be held in Committee Room One, Sherwood Lodge, Bolsover, on Monday 12<sup>th</sup> December 2011 at 1000 hours.

Members are reminded that under Section 51 of the Local Government Act 2000 the Bolsover Code of Conduct was adopted by the Council on 16<sup>th</sup> May 2007. It is a Councillor's duty to familiarise him or herself with the rules of personal conduct by which Councillors must conduct themselves in public life. In addition, Members should review their personal circumstances on a regular basis with these rules in mind and bearing in mind the matters listed on the Agenda for discussion at this meeting.

Copies of the Bolsover Code of Conduct for Members will be available for inspection by any Member at the meeting.

Register of Members' Interest - Members are reminded that a Member must within 28 days of becoming aware of any changes to their interests under paragraph 14 or 15 of the Code of Conduct provide written notification to the Authority's Monitoring Officer.

Members are reminded of the provisions of Section 106 of the Local Government Finance Act 1992 and the responsibility of Members to make a declaration at this meeting if affected by the Section and not to vote on any matter before this meeting which would have an affect on the Council's budget.

You will find the contents of the agenda itemised on pages 118 to 120.

Yours faithfully,



Chief Executive Officer

To: Chairman & Members of the Executive

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Chief Executive Officer: Wes Lumley, B.Sc., F.C.C.A.

Committee:	Executive	Agenda Item No.:	7.
Date:	12 <sup>th</sup> December 2011	Status	Open
Category	Part of the Budget and Policy Framework		
Subject:	Groundwork Creswell, Ashfield & Mansfield Core Funding, Report on Activities During 2010/11		
Report by:	Chief Executive's and Partnership Manager		
Other Officers Involved			
Director	Chief Executive Officer		
Relevant Portfolio Holder	Councillor A.F. Tomlinson, Portfolio Holder for Regeneration		

#### **RELEVANT CORPORATE AIMS**

##### **REGENERATION – Developing healthy, prosperous and sustainable communities**

Develop vibrant town centres. Develop flourishing rural communities. Encourage inward investment and a local entrepreneurial culture to maximize sustainable employment opportunities.

##### **SOCIAL INCLUSION – Promoting fairness, equality and lifelong learning**

Promote the development of skills and learning within communities.

##### **ENVIRONMENT – Promoting and enhancing a clean and sustainable environment**

Protect, enhance and improve the natural and built environment in a sustainable way.

##### **CUSTOMER FOCUSED SERVICES – Providing excellent customer focused services**

Strengthen community consultation and involvement.

##### **TARGETS**

Contained within the Service Level Agreement, and to be illustrated as part of the presentation to Executive

##### **VALUE FOR MONEY**

The Council's core funding continues to help to lever in additional investment, across a range of regeneration activities and training programmes

## **THE REPORT**

The Council continues to provide annual core funding to Groundwork Creswell, Ashfield and Mansfield and the Portfolio Holder for Regeneration sits on the Groundwork Board. A full report will be given by the Chief Executive of the Trust at Executive outlining achievements for the previous year, and proposed activity for 2011/12 and 2012/13, which will also more detail more specific outputs and outcomes.

## **ISSUES/OPTIONS FOR CONSIDERATION**

The targets set for the previous years have been met. Groundwork continues to work in key areas across the full span of the Council's Regeneration strategy and add timely interventions to employment training particularly in relation to housing and environmental schemes. They are also a key partner on the Local Enterprise Growth Initiative and directly employ several staff. Finally they play a significant role in developing funding bids, working in partnership with the Council , other key agencies and sectors via Bolsover Partnership (LSP).

## **IMPLICATIONS**

- Financial: As part of the Council's agreed Savings Strategy and the application of a 23% budget cut to all Grants to Voluntary Organisations for the 2010/11 budget core funding of £13,900 has been allocated to Groundwork . There are no additional financial implications.
- Legal: The grant is subject to Groundwork Creswell, Ashfield and Mansfield complying with the conditions outlined in the Council's Service Level Agreement with them.
- Human Resources: Additional benefits in terms of human resources are gained by the Council by Groundwork acting as managing hosts to several projects and in acting as a 'consultancy' that the Council can call on in developing funding bids.

## **RECOMMENDATION**

**That subject to a satisfactory report, the payment for 2011/12 totalling £13,900 is released to Groundwork Creswell Ashfield & Mansfield.**

## **REASON FOR DECISION**

To release the payment to Groundwork Creswell, Ashfield & Mansfield in accordance with the service level agreement.

- ATTACHMENTS: Y  
FILE REFERENCE: Service Level Agreement  
SOURCE DOCUMENT: Various reports and project files from Groundwork

**DISTRICT OF BOLSOVER**  
**Actual 2010/2011 Programme**

	<u>Income (£)</u>
<b>Construction Training Programme</b>	<b>97,944</b>
Number of Learners	84
Job Outcomes	44
Qualifications achieved	34
<b>Environmental Programmes</b>	<b>113,104</b>
Number of Learners	43
Job Outcomes	18
Qualification achieved	25
<b>Youth Programmes</b>	<b>54,879</b>
Number of Learners	105
Job Outcomes	8
Qualification achieved	105
<i>Schools; Shirebrook Community, Heritage Community, Netherthorpe @ Bolsover Community</i>	
<b>LEO/Social Enterprise</b>	<b>133,510</b>
Businesses supported	59
Jobs created	31
Businesses created	24
<b>Construction Programme</b>	<b>164,999</b>
New Houghton Village Renewal	36,744
Whitwell Alarms	20,000
South Yorkshire Housing Association	36,474
Whaley Thorns Renewal	51,781
<b>Environmental Programme</b>	<b>200,804</b>
Creswell Crags	106,009
Brook Park	35,013
New Houghton Play Area	50,279
<b>Other Projects</b>	<b>29,202</b>
Bolsover Energy Partnership	
Bolsover Countryside Partnership	
Magnesian Limestone Partnership	
Employment and Enterprise LSP	
Housing and Environment LSP	
Creswell Heritage Trust	
<b>Total Leverage</b> (All contribute to LAA NI17)	<b>794,442</b>
2007/08 = £1,144,835 (63.6:1)	(44.7:1)
2008/09 = £1,039,661 (57.8:1)	
2009/10 = £749,997 (41.7:1)	

# DISTRICT OF BOLSOVER

## Projected 2011/2012 Programme

	<u>Income (£)</u>
<b>Construction Training Programme</b>	<b>80,000</b>
Number of Learners	52
Job Outcomes	25
Qualifications achieved	18
<b>Environmental Programmes</b>	<b>45,000</b>
Number of Learners	22
Job Outcomes	12
Qualification achieved	10
<b>Youth Programmes</b>	<b>98,000</b>
Number of Learners	110
Job Outcomes	10
Qualification achieved	125
<i>Schools; Shirebrook Community, Heritage Community, Netherthorpe @ Bolsover Community</i>	
<b>LEO/Social Enterprise</b>	<b>127,000</b>
Businesses supported	55
Businesses created	20
Jobs created	20
<b>Construction Programme</b>	<b>382,000</b>
South Yorkshire Housing Association	278,000
Whaley Thorns	104,000
<b>Environmental Programme</b>	<b>347,000</b>
Creswell Craggs	50,000
Brook Park	40,000
Pleasley Play Area	40,000
Magnesim Limestone	150,000
Blackwell Skate Park	41,000
Westhouses PV	26,000
<b>Other Projects</b>	<b>12,000</b>
Bolsover Energy Partnership	
Bolsover Countryside Partnership	
Magnesian Limestone Partnership	
Employment and Enterprise LSP	
Housing and Environment LSP	
Creswell Heritage Trust	
<b>Total Leverage</b>	<b>1,091,000</b>
	= (71.3:1)
2008/9 = £1,039,661 (57.8:1) 2009/10 = £749,997 (41.7:1)	2010/11 = £794,442 (44.1:1)

**DISTRICT OF BOLSOVER**  
**Projected 2012/2013 Programme**

	<u>Income (£)</u>
<b>Construction Training Programme</b>	<b>70,000</b>
Number of Learners	30
Job Outcomes	10
Qualifications achieved	30
<b>Environmental Programmes</b>	<b>45,000</b>
Number of Learners	25
Job Outcomes	10
Qualification achieved	25
<b>Youth Programmes</b>	<b>100,000</b>
Number of Learners	120
Job Outcomes	10
Qualification achieved	135
<i>Schools; Shirebrook Community, Heritage Community, Netherthorpe @ Bolsover Community</i>	
<b>LEO/Social Enterprise</b>	<b>60,000</b>
Businesses supported	55
Businesses created	20
Jobs created	20
<b>Construction Programme</b>	<b>200,000</b>
<b>Environmental Programme</b>	<b>100,000</b>
<b>Other Projects</b>	<b>35,000</b>
<b>Total Leverage</b>	<b>610,000</b> = (39.8:1)
2008/9 = £1,039,661 (57.8:1)      2009/10 = £749,997 (41.7:1)      2010/11 = £794,442 (41.7:1)	

**Service Level Agreement between Bolsover District Council and  
Groundwork Creswell, Ashfield and Mansfield**

**Schedule 1 – Work Programme for Service Delivery**

*Details of activity undertaken in 2010/11, the outputs, milestones and achievements to date against the outputs and milestones.*

<b>Priorities (LAA or CAA targets appropriate to the service)</b>	<b>Activity</b>	<b>Agreed Outputs</b>	<b>Monitoring</b>	<b>Actions to date</b>
NI 381a	Development of open space for recreation	1 New play provision in year		2 installed. New Houghton Play Area and Blackwell Skate Park developed and installed.
NI 54	Development of a play area	New Skate provision.		Blackwell Skate Park developed.
NI 18/NI 27	Working with ex-offenders in re-integrating them back into society.	10 ex-offenders who do not re-offend		Achieved 10.
NI 117/NI 153	Working with ex-offenders and delivering qualifications and assisting back into FTE.	10 participants 2 entering full time equivalent. 6 qualifications		10 participants to date. 6 qualification 1 into full time employment.
NI 110	Working with ex-offenders and delivering environmental improvements	10 participants working on local projects.		10 achieved. Working with DCC Countryside Service.
NI117 / NI 163	Working with pre 16, to deliver accredited training courses.	50 participants 45 qualifications 2 entering full time equivalent.		70 participants with 70 qualifications. 8 entered full time further education.
NI 110	Looking at working with re-engaging people and delivering environmental improvements.	20 participants working on local projects.		25 participants.



NI 117	Delivering accredited training to pupils on the verge of exclusion from school.	15 qualifications		18 qualifications..
NI 153	Working with 16-18 group to make ready for entry to employment.	20 participants 7 entering full time equivalents.		25 participants, 7 into full time education.
NI 127	Working with pupils on the verge of exclusion to integrate back into society and reduce their involvement in anti-social behaviour.	20 participants		24 participants.
NI 153	Working with Job Centre Plus on employment programmes to place people into full time education.	30 participants 12 entering full time equivalents		127 participants on FJF. 62 have gone into full time employment.
	Continue to support two LSP – H&E and E&E	Attend as either Chair or Vice and support ESG		Chair of Employment & Enterprise and Vice Chair of Housing & Environment and Bolsover Energy Partnership.
	Support the Bolsover Energy partnership	Provide admin support and assist on bids to generate funding for activities		Continue to provide cover, submitted bids to Energy Company for Green Doctor and secured £20,000.

# **District of Bolsover**

## **Service Level Agreement**

### **Overview**

Groundwork Creswell, Ashfield and Mansfield have contributed significantly to the Sustainable Community Strategy of Bolsover District.

### **Made a Real Difference to People's Lives**

- 232 people with raised aspirations
- 62 local people found long-term employment
- 164 accredited qualifications achieved
- 59 business supported to grow in last year
- 3/4 million pounds levered into the District in the last financial year

### **Award Winning Service**

- Enterprise Champion 2008
- Ofsted Accredited
- CHAS Approved
- Hallmarks of an Effective Charity (accreditation discontinued in 2011)

### **Targeted Interventions**

- Pear Tree Estate – “Gate-It” crime reduction scheme
- Shirebrook Greenhomes
- South Normanton/Pinxton, Clowne & Shirebrook Bizfizz
- Pleasley Greaseworks / Outdoor Pursuits Centre

### **Groundwork staff have wide-ranging involvement in strategic issues**

- Chair of the LSP Employment and Enterprise Group
- Vice-Chair of the LSP's Housing & Environment Group
- Member of LSP's Executive Support
- Active in Bolsover Energy Partnership

Committee:	Executive	Agenda Item No.:	8.
Date:	12 <sup>th</sup> December 2011	Status	Open
Category	Part of the Budget and Policy Framework		
Subject:	Junction Arts Community Arts Programme – 2nd Stage Payment 2011/12, and 2012/13 proposed programme plan		
Report by:	Arts Development Officer		
Other Officers Involved	Head of Leisure		
Director	Director of Health & Wellbeing		
Relevant Portfolio Holder	Councillor A. M. Syrett, Portfolio Holder for Social Inclusion		

#### **RELEVANT CORPORATE AIMS**

##### **REGENERATION – Developing healthy, prosperous and sustainable communities**

Contribute to bringing awareness to issues regarding health within the District.

Help develop flourishing rural communities.

Help develop vibrant projects through creative work.

##### **SOCIAL INCLUSION – Promoting fairness, equality and lifelong learning**

Ensure quality in the delivery of services.

Promote the development of skill and learning in the community.

##### **ENVIRONMENT – Promoting and enhancing a clean and sustainable environment**

Protect, enhance and improve the natural environment in a sustainable way through the development of the arts

Bring awareness to the environment through creativity

##### **CUSTOMER FOCUSED SERVICES**

Strengthen community consultation.

Design and deliver services to meet the needs of participants.

Improve quality of services delivered.

**TARGETS**

The work of Junction Arts directly impacts on the Corporate Plan target relating to increasing the number of annual recorded attendances at participatory arts programmes each year.

**VALUE FOR MONEY**

The Council's core funding helps to lever £133,994 which is a ratio of 8 to 1 additional investment in Community Arts provision.

**THE REPORT**

The Council has approved annual core funding offered in two stage payments. Fifty percent (50%) of the funding released in April each financial year on receipt of a proper invoice and the balance released in December or upon submission of the Junction Arts Annual Report, subject to a satisfactory activity report being received.

The 2nd stage payment is now due for the current financial year.

The target set for 20011/12 was to work in 70% of the parishes throughout all the projects (some may be the same parish dependent on the project) with 52 sessions to take place. Achieved between April 2011 and end October 2011 is that Junction Arts has worked in 71% of the Parishes.

Currently Junction Arts projects are:-

**Planned:**

Brighter Winter Nights.  
Combine-Farming Heritage;  
Create, Creative Rural Workshops;  
Drawing the Way;  
Draw your own Dinner;  
Exploring Rural Landscapes  
Meeting Place;  
Monograms and Stitch;  
Old School;  
Resonance;  
Rural Routes;  
Sidelinez;  
Strands;  
Strategic Organisational Development.  
The Way;  
Traces;  
Transition  
Whispering Gallery;  
Youth Film Project no. 2.

## Summary of Main Achievements and Successes

Junction Arts have had a very successful half-year of delivery with an increase of projects delivered within Bolsover district. Throughout 2011/12 so far they have been successful in building and maintaining new strategic delivery partnerships and responding to requests from organisations within the district to deliver projects addressing specific community needs. They have developed these new partnerships and local projects whilst also ensuring the delivery of our agreed programme plan.

The main achievements and successes are:

- Limestone Journeys: They have been key deliverers of this project in year 1, delivering a total of nine projects and ensuring that there is a significant level of community engagement with the project.
- Response: They have delivered an additional three projects through the 'Response' section of our programme. These are:
  - 'Youth Film project' – Partnership with Raising Aspirations working with disadvantaged young people from Bolsover, New Houghton, Shirebrook, Pinxton and South Normanton.
  - 'Make a Film in a Day' – Partnership with Derbyshire Fire and Rescue Service (as part of their Youth Engagement Scheme) working with disadvantaged young people from Bolsover and Shirebrook Academy.
  - 'Sculpture Workshops' – Request from Derbyshire Wildlife Trust to deliver art workshops as part of their community engagement programme for The Avenue, Washlands.
- Rural Living Programme: They have delivered six one-day workshops as part of the Rural Living Programme at local celebrations/events.
- Bright Winter Nights: They have worked with two additional artists to develop Arts Council bids for additional activity at this years Bolsover Lantern Parade including a parade figure head with digital laser projections and an interactive sound installation. This additional activity will increase the artistic activity for the community and ensure that it will be a bigger celebration than last year.
- New partnerships developed with 15 organisations including: Action for Children, Raising Aspirations, Farming & Countryside Education (FACE), Derbyshire Fire & Rescue Service etc
- Successful delivery of the remainder of our main programme of activity (individual profiles attached):
  - Sidelinez
  - Old School
  - Combine
  - Rural Creative Workshops
  - Transition

- Rural Routes
- Youth Reach Media Project

### **New or emerging areas of work or funding opportunities**

Throughout the year Junction Arts has responded to requests from organisations to deliver projects that support their strategic delivery such as Raising Aspirations, Action for Children, Derbyshire Fire & Rescue Service and Derbyshire Wildlife Trust. These projects fall within the Response Programme.

They are currently developing a project with Film City and Derbyshire Fire and Rescue Service to tackle the issue of juvenile fire setting in Bolsover (which has the highest rate of deliberate juvenile fire setting in Derbyshire). They are the lead partner in a bid to the Community Action Against Crime: Innovation Fund run by the Community Development Foundation. This bid is supported by the Community Safety Partnership.

They have recently been successful in securing a Heritage Lottery Fund grant for expanding the delivery of the Combine project regionally. Whilst delivery for this phase of the project is outside of the district it is based on the success of the pilot, which worked with young people from Bolsover and it will also ensure a strategic regional link between our Bolsover delivery and the delivery with other Counties in the region.

### **Details of significant problems encountered during the year**

2011/12 has been a transitional year for Junction Arts with Tina Glover (the previous CEO) leaving the organisation at the start of the year and a new Managing Director (Paul Steele) taking over. This change was the result of a two-year governance review which has seen the Board of Trustees refreshed along with staffing. They are now confident that they have a stable and strong staff team and Board of Trustees who are fit-for-purpose in moving the organisation forward over the coming years.

See Appendix 1 for detailed Programme for 2011/12.

The Council's core funding helps to lever £133,994 of investment in Community Arts provision. This figure does not include the considerable amount of volunteer time that Junction Arts, as a charity, utilises throughout the year.

Junction Arts proposed plan for 2012/13 is attached at Appendix 3 for your information.

Councillor Ann Syrett is the Council's representative on Junction Arts Board of Management. The Board is also attended by the Arts Development Officer, Carole Hirst.

## ISSUES/OPTIONS FOR CONSIDERATION

The target set for 20011/12 was .to work in 70% parishes throughout all the projects (some may be the same parish dependent on the project). Achieved between April 2011 and end October 2011 was 52 sessions working in 71% of Parishes.

The Council's funding of £16,000 is offered in two stage payments. Fifty percent (50%) of the funding will be released in April each financial year on receipt of a proper invoice and the balance released in December or upon receipt of and subject to a satisfactory activity report being received. It is for Members to decide whether or not Junction Arts has performed satisfactorily for the 2<sup>nd</sup> stage payment to be released.

A revised Service Level Agreement was written for Junction Arts for the financial year 20011/12 outlining in specific detail all the requirements for information reporting for the annual report and the report deadline.

For the £16,000 that Bolsover invests in Junction Arts towards arts provision a total return of £133,994 is levered in funding from various other sources including the Arts Council England and Derbyshire County Council which is a ratio of 8 to 1. Members might consider that sufficient value has been achieved to satisfy our investment which is a small proportion of the total invested in arts provision within Bolsover District.

A core budget has not yet been agreed for financial year 2012/13. The proposed plan of work for Junction Arts 2012/13 can only be approved subject to approval of a report to the Council covering on-going core-funding which will be subject to a report of Grants to Voluntary Organisations scheduled for January 2012.

## IMPLICATONS

Financial: Core funding of £16,000 has been allocated to Junction Arts as part of the 20011/12 budget. There are no additional financial implications. £8,000 has been paid earlier in the financial year 2011/12 as per the Service Level Agreement. The balance of £8,000 is scheduled for payment subject to Members of Executive determining whether or not the report received by Junction Arts is satisfactory.

A core budget has **not** yet been agreed for financial year 2012/13. The proposed plan for Junction Arts 2012/13 can only be approved subject to approval of a report to the Council covering on-going core-funding which will be subject to a report of Grants to Voluntary Organisations scheduled for January 2012.

Legal: The grant is subject to Junction Arts complying with the conditions outlined in the Council's Service Level Agreement and presenting this report in accordance with section 137A of the LGA 1972..

Human Resources: The Arts Development Officer attends Junction Arts Board Meetings in a non voting capacity and has ongoing regular contact with Junction Arts staff.

### **RECOMMENDATIONS**

- 1. Members approve the 2<sup>nd</sup> stage payment for 20011/12 totalling £8,000 to Junction Arts;**
- 2. That Members consider approval of the proposed annual plan for 2012/13 subject to the Council approving on-going core-funding which will be subject to a report of Grants to Voluntary Organisations scheduled for January 2012.**

### **REASON FOR DECISION**

**To release the 2nd stage payment to Junction Arts.**

ATTACHMENTS: Y  
FILE REFERENCE: Junction Arts File (11.1.1)  
Junction Arts Recorded Attendance Statistics  
April 2011 to October 2011  
SOURCE DOCUMENT: Junction Arts Programme Report  
April to December 2011  
Junction Arts proposed Plan 2012/13.



JUNCTION ARTS PROJECT PROFILE 2011 – 2012 [Bolsover District Council]

<p>Project Name: Overview</p>	<p><b>BRIGHT WINTER NIGHTS</b> Artist led workshops aimed at supporting rural seasonal celebrations (including Bolsover Lantern Parade.) The emphasis of the programme will be on traditional and contemporary interpretation of local stories through a range of art forms. We are extending participation in the celebrations by offering workshops in other areas of art skills including Public Art. Our relationship with English Heritage provides us with a generous use of site and the facility to extend our programme.</p>	<p>Project Co-ordinator: Aly Stoneman and team</p>
<p>Performance Indicators /aims and outcomes</p>		
<p>Date of project Participants Parishes Sessions</p>	<p>Nov 2011 – Dec 2011 Local schools and the wider community. The district of Bolsover and beyond 32</p>	
<p>Bolsover District Council Corporate Plan</p>	<p>2. Customer focused services 3. Environment 4. Regeneration 5. Social Inclusion 6. Strategic Organisational Development</p>	<p>2. Designed for families and individuals to participate and take part in an event. 3. Local area focus, including environmental themes. 4. Aim to increase tourism, visitor attendance to town and Bolsover Castle. 5. Opportunity for participation by underprivileged groups. 6. Strengthens relationship with schools, teachers and community groups in the private and public sector.</p>
<p>The Place Survey</p>	<p>NI 1 Agree that their local area is a place where people from different backgrounds get on well together. NI 2 Feel that they belong to their immediate neighborhood. NI 140 Respect and consideration for each other.</p>	<p>Participatory event bringing together community and visitors to the area. Participation and celebration in their area. Community event</p>
<p>Sustainable Communities Strategy</p>	<p>4. Lifelong Learning better results a better future.</p>	<p>4. Increase creative skills and transferable skills in participatory activity and delivery of an event.</p>
<p>Partners</p>		

**JUNCTION ARTS PROJECT PROFILE [Bolsover District Council]**

<b>Project Name:</b>	Combine-Farming Heritage   East Midlands Project Co-ordinator: Jane Wells
<b>Overview</b>	An exciting creative heritage project that aims to capture and promote the people, places and traditions that define the region's rich agricultural past. Combine will focus on six historic farms – one in each of the region's six counties: Derbyshire, Leicestershire, Lincolnshire, Nottinghamshire, Northamptonshire and Rutland. It will bring together a unique mix of people to research, record and share these unique histories with local communities and the wider public.
<b>Performance Indicators /aims and outcomes</b>	
<b>Date of project</b>	November 2011 – March 2013
<b>Participants</b>	All ages
<b>Parishes</b>	tbd
<b>Sessions</b>	108
<b>Bolsover District Council Corporate Plan</b>	2 Customer Focused Activity
	3 Environment
	4 Social Inclusion
	5 Strategic Organisational Development
<b>The Place Survey</b>	NI 1
	NI 2
	NI 5
	NI 6
	NI 140
<b>Sustainable communities Strategy</b>	Improved Crime Healthier people in a healthier environment. Greater Prosperity
	Lifelong Learning
	Improved Access

<b>Partners</b>	Natural England, HLF, M.A.C.E, Regional Museum and Archive Services, embce, regional LEAs, E.M.O.H.A.
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**JUNCTION ARTS PROJECT PROFILE 2011 -2012 [Bolsover District Council]**

<b>Project Name:</b>	<b>DRAWING THE WAY</b>	<b>Project Co-ordinator: Val Carman</b>
<b>Overview</b>	The project will serve as an introduction to the way in which maps provide information throughout history. Research will include specific sites in order to provide reference for local children to local places.	
<b>Performance Indicators /aims and outcomes</b>		
<b>Date of project</b>	September 2011	
<b>Participants</b>	School children [apx 30]	
<b>Parishes</b>	Whaley Thorns Langwith	
<b>Sessions</b>	8 [+ public exhibition]	
<b>Bolsover District Council Corporate Plan</b>	1. Community Safety:	N/A
	2. Customer focused services:	This project provides an opportunity for local children to research their familiar landscape, with an emphasis on how maps play their part in the journeys which people make.
	3. Environment	Helping to build a relationship with young people and the landscape
	4. Regeneration	N/A
	5. Social Inclusion	Creative participation for all those who take part
	6. Strategic Organisational Development:	Working with a partner to advance the experience of local sites and their significance
<b>The Place Survey</b>	N12	Bringing recognition of the importance of this particular environment
	N13	Working with the extensive steering group and the community to deliver a bespoke and Educational project
<b>Sustainable Communities Strategy</b>	Greater Prosperity	The project is designed to bring awareness of the special qualities of the local landscape.
<b>Partners</b>	Whaley Thorns School Langwith	
	Professional Artist	
	Creswell Crags Trust	

**JUNCTION ARTS PROJECT PROFILE [Bolsover District Council]**

Project Name: Overview	make: CREATE Rural Creative Workshops Project Co-ordinator: Jane Wells
	<p>Make: CREATE is our annual programme of arts and crafts activities working with elderly people in isolated rural areas. Activities will be tailored to meet the abilities of the participants to ensure that everyone achieves success. This years programme has been funded by DCC and we are working in partnership with The Farming Life Centre in Blackwell.</p> <p>Over a period of 6 months participants will be invited to take part in 6 workshops, to make a piece of art to take home to show their families and friends. The work will also be shown to the wider public in the project exhibition. This project will add value to The Farming Life Centre's activities for elderly people, giving them further opportunities to come together which is important for many reasons. It encourages and supports them to lead more active and rewarding lives, which can be particularly challenging living in the isolated rural areas of Derbyshire.</p>
Performance Indicators /aims and outcomes	
Date of project	2011-12
Participants	Elderly
Parishes	Derbyshire
Sessions	6
Bolsover District Council Corporate Plan	2 Customer Focused Activity
	4 Social Inclusion
	5 Strategic Organisational Development
The Place Survey	NI 1
	NI 2
	NI 5
	NI 140
Sustainable communities Strategy	Healthier people in a healthier environment.
	Lifelong Learning
	Improved Access
Partners	The Farming Life Centre, Blackwell, DCC
	<p>All activity will be customer focused to meet the abilities of the participants.</p> <p>The opportunity to take part in creative activities are difficult to access for people living in isolated rural areas. This project will offer that opportunity.</p> <p>The project will open up opportunities to work with new partners locally and from across the region.</p> <p>Participation in the project will bring people together who have shared interest but may not have met before.</p> <p>Working together and learning together will have a cohesive quality encouraging participants to feel a sense of belonging.</p> <p>The project will encourage participants to value their local and surrounding area.</p> <p>Participants will be treated as equals and have their views and opinions respected.</p> <p>Participants will take part in stimulating activities that will celebrate positive achievements. It may generate new interests and friendships.</p> <p>The participants will learn new skills that may open new educational opportunities.</p> <p>The project will improve access to interesting and stimulating activities.</p>

JUNCTION ARTS PROJECT PROFILE 2011 -2012 [Bolsover District Council]		
Project Name:	MEETING PLACE	
Project Co-ordinator:	Val Carman	
Overview	A commissioned work of public art to be installed at Creswell Crags. Visitors invited to participate in the making process. Local volunteers helped to progress the work and the installation	
Performance Indicators /aims and outcomes		
Date of project	October 2011	
Participants	General Public/All Ages [apx 200]	
Parishes	Creswell	
Sessions	8 [+ public installation]	
Bolsover District Council Corporate Plan	1. Community Safety:	N/A [Except for risk assessment provided due to public participation and installation of public artwork]
	2. Customer focused services:	This project provides an opportunity for the general public to become involved in a large-scale event in the District of Bolsover
	3. Environment	Participants experience the work in the landscape and the work relates directly to the environment made from recyclable materials.
	4. Regeneration	N/A
	5. Social Inclusion	Creative participation for all those who take part
	6.Strategic Organisational Development:	Working with a partner to advance the experience of visitors
The Place Survey	N12	Adding a special site specific work which references the local community and landscape
	N13	Working with partners and volunteers to provide support to the artist and site owners
	N14	Land owner consulted at all stages of installation
Sustainable Communities Strategy	Greater prosperity	This project will along with the other JA projects help to generate visitors and revenue for the locality
Partners	Professional artist	
	Creswell Crags	

**JUNCTION ARTS PROJECT PROFILE [Bolsover District Council]**

Project Co-ordinator: Jane Wells

Old School

**Project Name:**  
Overview

A creative project involving pupils and staff in the creation of an archive and contemporary record of the current Shirebrook Academy (currently a new school is being built, due to open Easter 2013). This is a pilot being developed with Shirebrook Academy and Stubbin Wood School. A small team of young people from each school will work together to collect oral histories from pupils, teaching and support staff from the past and present day and the wider community. The stories will form an exhibition, together with portrait photographs of the interviewees and be shown in the old and new schools and other cultural venues. We will encourage both schools to use the information collected as a teaching resource to aid the curriculum. This project will be shared with Stubbin Woods partner school in China and we are also investigating opportunities for a 'Project Exchange', delivery of the project in the Chinese School.

**Performance Indicators /aims and outcomes**

Date of project	Academic year 2011/12	
Participants	All	
Parishes	Shirebrook, Langwith	
Sessions	12	
Bolsover District Council Corporate Plan	2 Customer Focused Activity 4 Social Inclusion	All activity will be customer focused to meet the abilities of the participants. Participants from Stubbin Wood School have special educational needs and other participants will be of all ages and from a variety of backgrounds and from the wider community. The project will offer those taking part the opportunity to participate in creative activities and contribute to creating a valuable historic resource.
	5 Strategic Organisational Development	The project will open up opportunities to work with new partners locally and internationally.
The Place Survey	NI 1	Talking to and working in collaboration with a wide variety of people from different backgrounds and of all ages the participants will gain an understanding of people different to themselves. They will work together towards a shared goal and form positive relationships thus encouraging a sense of wellbeing.
	NI 2	They project participants will create something of value for themselves, their school and the wider community and feel they are valued in return.
	NI 5	The project will encourage participants to value their local and surrounding area.
	NI 22	This project will engage whole families and encourage parents and carers to take an interest in and play a greater part in their children's lives.
Sustainable communities Strategy	Healthier people in a healthier environment.	Participants will take part in stimulating activities that will celebrate positive achievements from the past and present day thus encouraging a positive community and sense of local pride.
	Lifelong Learning	The participants will learn new skills that may open new educational opportunities. They will also learn about other cultures via the 'Project Exchange'.
	Improved Access	The project will create opportunities to participate for less advantaged young people, the elderly and opportunities to the wider community to access a new international cultural resource.

Partners

Derbyshire LEA, Shirebrook Academy and Stubbin Wood School.

JUNCTION ARTS PROJECT PROFILE 2011 -2012 [Bolsover District Council]		
Project Name:	RESONANCE	
Overview	Recording the sounds of the landscape and, through interviewing and instruments make a CD of the work.	
Project Co-ordinator: Val Carman		
Performance Indicators /aims and outcomes		
Date of project	September	
Participants	School children [apx 24]	
Parishes	Shirebrook	
Sessions	3 [+ public exhibition]	
Bolsover District Council Corporate Plan	1. Community Safety:	N/A
	2. Customer focused services:	Helping local school children to see their local landscape via a more theatrical route
	3. Environment	Project directly relates to the landscape and showcased at Environmental festival day at Creswell Craggs
	4. Regeneration	N/A
	5. Social Inclusion	Creative participation for all those who take part
	6. Strategic Organisational Development:	Working with a partner to advance the experience of young local people
The Place Survey	N12	Helping school children to research and produce creative work related to their local landscape
	N13	Partnership work with steering group and local school
Sustainable Communities Strategy	Greater prosperity	As part of the larger programme of projects this work will be exhibited to visitors and help to encourage more people from other areas of the UK
Partners	Shirebrook Academy	
	Professional Artist	
	Creswell Craggs Trust	

**JUNCTION ARTS PROJECT PROFILE 2011 – 2012 [Bolsover District Council]**

<p><b>Project Name:</b> Overview</p>	<p><b>RURAL ROUTES</b> Project Co-ordinator: Val Carman As part of our new Rural programme, we are developing an innovative 'creative survey' in schools. This project, for schoolchildren in rural areas takes the route of research, text and drawing based on the journeys taken by children to their schools. The research aspect, investigates rural school journeys in other parts of the world, whilst the text gives an opportunity to assess and describe a personal experience. Self-portraits and individual maps will provide the drawing element, providing tuition in a range of skills and creativity. This important area of our programme aims to bring a new knowledge and pride to communities, by recognizing the significance of living in a rural environment. The final surveys will be exhibited at School Fetes/celebration days or websites where parents and friends can view the work. This follows a successful pilot project held at Wharley Thorns school in Spring 2010.</p>
<p>Performance Indicators /aims and outcomes</p>	
<p>Date of project Participants Parishes Sessions</p>	<p>TBD School children TBD TBD</p>
<p>Bolsover District Council Corporate Plan</p>	<p>1. Community Safety: N/A 2. Customer focused services: Delivery specifically for local children in rural areas of the District 3. Environment Bringing awareness of the local environment 4. Regeneration N/A 5. Social Inclusion N/A 6.Strategic Organisational Development: Bringing new opportunities to the school curriculum N12 Feel that they belong to their immediate neighbourhood N12 A mapping of the local area and the significance of the rural environment</p>
<p>The Place Survey</p>	<p></p>
<p>Sustainable Communities Strategy</p>	<p></p>
<p>Partners</p>	<p>Local and National Schools</p>



JUNCTION ARTS PROJECT PROFILE [Bolsover District Council]

Project Name:	RURAL LIVING: Exploring Rural Landscapes.		Project Co-ordinator: Jane Wells
Overview	Free workshops held at Hardwick Hall to support our Rural Living programme. Taking the architecture and landscape of Hardwick Hall as their inspiration, participants will create their own rural landscape in the tradition of English Landscape painters.		
Performance Indicators /aims and outcomes			
Date of project	7 <sup>th</sup> and 8 <sup>th</sup> May 2011		
Participants	All ages		
Parishes	Alt Hucknell		
Sessions	4		
Bolsover District Council Corporate Plan	2 Customer Focused Activity		
	3 Environment		
	4 Social Inclusion		
	5 Strategic Organisational Development		
The Place Survey	NI 1		
	NI 5		
	NI 6		
Sustainable communities Strategy	Lifelong Learning		
	Greater Prosperity		
Partners	National Trust		
	All activity will be customer focused to meet the abilities of the participants. Farm visits will be timed to coincide with appropriate activities on the farm.		
	The project will encourage an understanding and appreciation of the local environment.		
	Workshops are open to all.		
	The project will further strengthen our partnership with the National Trust.		
	Local people will have the opportunity to work alongside people from outside the area.		
	The project will add value to the Hardwick Hall event programme and increase creative participatory opportunities locally.		
	Hardwick hall volunteers will support the workshops.		
	The participants will have the opportunity to learn new creative skills.		
	The workshop may attract more visitors to Hardwick Hall and the wider area.		

JUNCTION ARTS PROJECT PROFILE [Bolsover District Council]

Project Name:	Rural Living: Draw Your Own Dinner	Project Co-ordinator: Jane Wells
Overview	This portfolio of activities is an extension of the current rural programme that will see JA attend shows and events around the district and region including the Derbyshire Food and Drink Fair at Hardwick Hall and others, for example agricultural shows and farmers markets. 'Draw Your Own Dinner' will be one of the workshops on offer as will especially customised adaptations of this successful activity.	
Performance Indicators /aims and outcomes		
Date of project	Various dates throughout 2011-12	
Participants	All ages	
Parishes	Tbc	
Sessions	Tbc	
Bolsover District Council Corporate Plan	2 Customer Focused Activity 3 Environment 5 Social Inclusion 6 Strategic Organisational Development	
The Place Survey	NI 1 NI 5 NI 6	Local people will have the opportunity to work alongside people from outside the area. Activities and workshops will add value to local events and shows. JA volunteers will support the workshops.
Sustainable communities Strategy	Lifelong Learning Greater Prosperity	The participants will have the opportunity to learn new creative skills. The workshops will raise the profile of JA and Bolsover.
Partners	The National Trust and numerous others tbc.	

JUNCTION ARTS PROJECT PROFILE [Bolsover District Council]

Project Name:	RURAL LIVING: Monograms and Stitch	Project Co-ordinator: Jane Wells
Overview	Free workshops held at Hardwick Hall to support our Rural Living programme. The inspiration for this participatory workshop is Hardwick Hall's fantastic collection of embroideries and tapestries and Bess of Hardwick's finely carved monograms that top the impressive house. Visitors of all ages can stitch their own monogram and insert them into a printed replica of the delicate stonework.	
Performance Indicators /aims and outcomes		
Date of project	24 <sup>th</sup> + 25 <sup>th</sup> September 2011	
Participants	All ages	
Parishes	Alt Hucknell	
Sessions	4	
Bolsover District Council Corporate Plan	2 Customer Focused Activity	All activity will be customer focused to meet the abilities of the participants. Farm visits will be timed to coincide with appropriate activities on the farm.
	3 Environment	The project will encourage an understanding and appreciation of cultural facilities in the local environment.
	5 Social Inclusion	Workshops are open to all.
	6 Strategic Organisational Development	The project will further strengthen our partnership with the National Trust.
The Place Survey	NI 1	Local people will have the opportunity to work alongside people from outside the area.
	NI 5	The project will add value to the Hardwick Hall event programme and increase creative participatory opportunities locally.
	NI 6	Hardwick hall volunteers will support the workshops.
Sustainable communities Strategy	Lifelong Learning	The participants will have the opportunity to learn new creative skills.
	Greater Prosperity	The workshop may attract more visitors to Hardwick Hall and the wider area.
Partners	National Trust	

JUNCTION ARTS PROJECT PROFILE [Bolsover District Council]

Project Name: Overview	SIDELINEZ	Project Co-ordinator: Jane Wells
	Following a successful pilot project, this new work invites people of all ages, who are members of sports groups to submit ideas on how they would enhance their group through a creative process. A specific website <a href="http://www.sidelinez.co.uk">www.sidelinez.co.uk</a> has been established providing information on how to apply. Groups of all ages and from different sports could be assisted in various creative disciplines, for example, logo design, victory dance, documentary film. A short-listing process will decide on the best use of creative resource and time. With the Olympics in 2012 nearby, this project aims to bring a momentum to the relationship between 'art and sport', recognizing that when put together a club may find new enthusiasm and hopefully, extend their potential. Creative Forum, have been selected to follow the work through from the pilot project, which they delivered with huge success.	
Performance Indicators /aims and outcomes		
Date of project	June 2010 – November 2011	
Participants	Various age Ranges	
Parishes	6 Groups Bolsover and Chesterfield	
Sessions	20	
Artist/s	Creative Forum	
Bolsover District Council Corporate Plan	1. Community Safety	N/A
	2. Customer Focused Activity	2. Bespoke projects in consultation with the group members Projects designed to encourage an opportunity for greater interaction with the showcasing of a particular group and to enhance their participation within a sport
	3. Environment	N/A
	4. Regeneration	N/A
	5. Social Inclusion	5. Invitation via a specific web site <a href="http://www.sidelinez.co.uk">www.sidelinez.co.uk</a> for all ages and abilities to take part in the project
	6. Strategic Organisational Development	6. The project is aimed at supporting community leaders within their chosen sports, to develop the group further via creative participation
The Place Survey	NI 1 Agree that their local area is a place where people from different backgrounds get on well together NI 2 Feel they belong to their immediate neighbourhood	NI 1 the project will encourage inclusion and participation for all members of the community who wish to take part NI 2 Encourage the groups to campaign for more members and engage with people in the immediate locality
Sustainable Communities Strategy Partners	NI 6 Have been involved in decisions that affect the local area in the past 12 months 2. Improved Health-Getting better all the time	NI 6 Recognize that the groups are usually voluntarily run and see how they relate to local councils etc for support 2. The project aims to encourage the expansion and give support to local sports groups through creative participation

JUNCTION ARTS PROJECT PROFILE 2011 -2012 [Bolsover District Council]		
DRAWING THE WAY	STRANDS	
Overview	A project created specifically for an artist to research and deliver work based around the past workers from a local textile industry.	
Performance Indicators /aims and outcomes		
Date of project	Nov – Dec 2011	
Participants	Adults [apx 12]	
Parishes	Pleasley	
Sessions	8 { + touring exhibition]	
Bolsover District Council Corporate Plan	1. Community Safety:	N/A
	2. Customer focused services:	This project provides an opportunity for past workers from a local textile company to become part of the overall Limestone Journeys programme
	3. Environment	N/A
	4. Regeneration	N/A
	5. Social Inclusion	Creative participation for all those who take part
	6. Strategic Organisational Development:	Working with a partner and professional artist
The Place Survey	N12 Feel that they belong to their immediate neighborhood	Participation and celebration in their area
	N13	Working with partners to create personal stories
Sustainable Communities Strategy	4 Lifelong Learning better results and better future	Increase creative skills in participatory activity and delivery of event
	Partners	Professional artist.

JUNCTION ARTS PROJECT PROFILE 2011 -2012 [Bolsover District Council]

Project Name:	TRACES	Project Co-ordinator: Val Carman
Overview	A collaboration between a local school and one outside the District [which is sited on a similar Magnesian landscape]. A project designed to help bring awareness to young people of the special nature, and history of their local community. Working with audio, the children created a short series of broadcasts.	
Performance Indicators /aims and outcomes		
Date of project	September 2011	
Participants	School children [apx 60]	
Parishes	Pleasley Vale + Cassop School County Durham [outside the district]	
Sessions	8 [+ public exhibition]	
Bolsover District Council Corporate Plan	1. Community Safety:	N/A
	2. Customer focused services:	This project provides an opportunity for local children to build a relationship with a school in another part of Britain which has the same special landscape
	3. Environment	Participants recognize the environment around them and the project is showcased at Creswell Crags Environment Day.
	4. Regeneration	N/A
	5. Social Inclusion	Creative participation for all those who take part
	6. Strategic Organisational Development:	Working with a partner to advance the experience of young people
The Place Survey	N12	Helping school children to develop a further understanding of their environment
	N13	Working with new partners both in the District and outside.
Sustainable Communities Strategy	Greater Prosperity	Adding to the overall programme of events which are showcases in a public arena
	Partners	Anthony Bek School Pleasley Vale Cassop Primary School County Durham Professional Artist Creswell Crags Trust

Project Name: Overview	TRANSITION A training day for volunteers who wish to develop their work in community projects. The event provides an opportunity for our volunteers to have dedicated time for discussion and skill sharing with a professional artist. Project concepts and planning, along with other aspects of community work will help give a wider interpretation to the valuable work that volunteers engage in.	Project Co-ordinator: Val Carman
Performance Indicators /aims and outcomes		
Date of project	TBD	
Participants	12	
Parishes	TBD	
Sessions	TBD	
Artist/s	TBD	
Bolsover District Council Corporate Plan	1 N/A	
	2 Customer Focused Activity	
	3 Environment	
	4 Regeneration	
	5 Social Inclusion	
	6 Strategic Organisational Development	
The Place Survey	N1 6 Have been involved in decisions that affect the local area in the past 12 months	
Sustainable Communities Strategy	4 Lifelong Learning Better results a better future	
Partners		
	2 Specific programme for professional artists focusing on moving into participatory work	
	3 N/A	
	4 N/A	
	5 Selection will be made via a short-listing process with view to offering places to artists with varying skills.	
	6 Skills learning process designed to provide access for artists to work within the wider community	
	N1 6 The project will cover areas of community negotiation	
	4 Although not part of 'Lifelong Learning', this project takes inspiration from the aims of the programme, and provides artists with an opportunity to make a better future for themselves and the communities they work with.	

JUNCTION ARTS PROJECT PROFILE 2011 -2012 [Bolsover District Council]

Project Name:	THE WAY	Project Co-ordinator: Val Carman
Overview	This commissioned film was created by First Movement who are based in Rowsley Derbyshire. Working with adults with disabilities, First Movement are known for their creativity and beautiful interpretation of concepts. The film was shown for one week in October as part of the Limestone Journeys Festival of the Environment at Creswell Crags in Derbyshire.	
Performance Indicators /aims and outcomes		
Date of project	July - October	
Participants	Adults with disabilities [apx 10]	
Parishes	Rowsley [outside of district] + Creswell	
Sessions	8 [+ public exhibition]	
Bolsover District Council Corporate Plan	1. Community Safety:	N/A
	2. Customer focused services:	A commissioned film interpreting the Magnesian Limestone Landscape which is sited in the District of Bolsover.
	3. Environment	Film celebrates the landscape screened as part of Environment Day at Creswell Crags.
	4. Regeneration	N/A
	5. Social Inclusion	Creative participation for all those who take part.
	6. Strategic Organisational Development:	Working with a partner to advance the experience of visitors to one of our special local sites.
The Place Survey	N1 Agree that their local area is a place where people from different backgrounds get on well together	Visiting group with disabilities in partnership with local community.
	N13	Bringing recognition of the importance of this particular landscape.
Sustainable Communities Strategy	Greater prosperity	Through creative exhibition, encourage visitors to the District.
Partners	First Movement. Creswell Crags Trust	



JUNCTION ARTS PROJECT PROFILE 2011 -2012 [Bolsover District Council]		
Project Name:	THE WHISPERING GALLERY	
Overview	Members of the general public visiting The Festival of the Environment in the District of Bolsover were invited to contribute to the day by leaving a recorded sound referencing their journey on the day	
Project Co-ordinator: Val Carman		
Performance Indicators /aims and outcomes		
Date of project	October 2011	
Participants	General Public/All Ages	
Parishes	Creswell	
Sessions	2	
Bolsover District Council Corporate Plan	1. Community Safety:	N/A
	2. Customer focused services:	This project provides an opportunity for the general public to become involved in a large-scale event which surveys their personal journey to the District of Bolsover
	3. Environment	Looking at participants journeys through the landscape to the Environment Festival.
	4. Regeneration	N/A
	5. Social Inclusion	Creative participation for all those who take part
	6. Strategic Organisational Development:	Working with a partner to advance the experience of visitors
The Place Survey	N12	Bringing recognition of the importance of this particular landscape
	N1 140 Respect and consideration for each other	Community celebratory event
Sustainable Communities Strategy	Greater Prosperity	Participatory event to encourage visitors to the District to gain more information about the area
Partners	83 Audio	
	Creswell Crags Trust	

## JUNCTION ARTS PROJECT PROFILE

Project Name:	Youth Film Project no. 2		Project Co-ordinator: Jane Wells
Overview	<p>A film based media project led by young people, to make a film inspired by the Olympic Values. The aim of the project is to support disadvantaged young people to lead happier and healthier lives, to educate and learn new skills including collaboration and team working. The participants will be involved in all aspects of the film making process and project management and will work closely with the film-makers to learn new skills. These skills can then be shared with their peers. The finished film will be screened on the BBC Big Screen in Derby City centre and with BDC we will explore opportunities to screen the film at local high profile events.</p>		
Performance Indicators /aims and outcomes			
Date of project	October 2011 – February 2012		
Participants	Pre 16		
Parishes	Bolsover, New Haughton, Shirebrook, Pinxton, South Normanton.		
Sessions	12		
Artist/s	2		
Funding	Raising Aspirations		
Bolsover District Council Corporate Plan	1 Community Safety		
	2 Customer Focused Activity		
	3 Environment		
	4 Regeneration		
	5 Social Inclusion		
	<p>The project will inform and educate participants about their own and others personal safety.</p> <p>Participation will offer the opportunity to take part in creative and educational activities.</p> <p>N/A</p> <p>The young people taking part will be offered the opportunity to gain accreditation throughout the project.</p> <p>Participants in the project are from numerous disadvantaged backgrounds. The project will give them the opportunity to succeed and to share their success with the wider community.</p>		

	6 Strategic Organisational Development	The project will involve working with new partners and in venues outside Bolsover District.
The Place Survey	NI 1	The young people involved in the project will make connections with new communities and individuals and begin to build positive relationships and understanding.
	NI 2	Building positive relationships in new sectors will begin to create a sense of belonging within their local community.
	NI 4	The project will give participants the opportunity to express their views and make decisions about what the message they want the film to get across.
	NI 5	The project will help to make their local area a better place for them to live.
	NI 23	Participants will talk to people within their local community and break down barriers and negative preconceptions that are often associated with disadvantaged young people.
	Lifelong learning	Some of the young participants will be out of education, employment or training and all will learn new skills that will build confidence, raise aspirations and open up opportunities in the employment market place or interest in further education. They will also be encouraged and supported to share their new skills with their peers and act as mentors as appropriate.
	Improved access	The dvd will give information about how young people feel and deal with issues that affect them on a daily basis.
Partners	Raising Aspirations, Bolsover.	

2012/13 Programme Plan	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Progression 2013-14	District Connection	Regional Connection	National Connection	International Connection	Participants informal	Participants formal	Exhibition	Performance	Event	Digital activity	DVD production	Publication	Film Screening	Artist residency	Artist commission	Public Art	
<b>BRIGHT WINTER NIGHTS</b>		X	X	X	X				X	X	X	X	X	X	X					X	X	
Estimated sessions min																						
Estimated sessions max																						
Estimated minimum participants																						
Estimated maximum participants																						
Estimated audience																						
<b>FARMING 'COMBINE'</b>	X	X	X	X	X	X			X	X	X	X	X		X	X	X	X				
Estimated sessions min																						
Estimated sessions max																						
Estimated minimum participants																						
Estimated maximum participants																						
Estimated audience																						
<b>RURAL LIVING</b>		X	X			X	X		X				X		X							
Estimated sessions min																						
Estimated sessions max																						
Estimated minimum participants																						
Estimated maximum participants																						
Estimated audience																						
<b>LIMESTONE JOURNEYS</b>		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	
Estimated sessions min																						
Estimated sessions max																						
Estimated minimum participants																						
Estimated maximum participants																						
Estimated audience																						

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Progression 2012-13	District Connection	Regional Connection	National Connection	International Connection	Participants informal	Participants formal	Training	Exhibition	Performance	Event	Digital activity	DVD production	Publication	Film Screening	Artist residency	Artist commission	Public Art
<b>2012/13 Programme Plan</b>																						
<b>RURAL ROUTES</b>	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x						
Estimated sessions min																						
Estimated sessions max																						
Estimated minimum participants																						
Estimated maximum participants																						
Estimated audience																						
<b>SIDELINEZ</b>	x	x	x	x	x				x			x	x	x	x	x	x					
Estimated sessions min																						
Estimated sessions max																						
Estimated minimum participants																						
Estimated maximum participants																						
Estimated audience																						
<b>TRANSITION (volunteers)</b>			x	x	x				x	x												
Estimated sessions min																						
Estimated sessions max																						
Estimated minimum participants																						
Estimated maximum participants																						
Estimated audience																						
<b>make:CREATE</b>	x	x	x		x	x			x			x	x	x								
Estimated sessions min																						
Estimated sessions max																						
Estimated minimum participants																						
Estimated maximum participants																						
Estimated audience																						

<b>2012/13 Programme Plan</b>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Progression 2013-14	District Connection	Regional Connection	National Connection	International Connection	Participants informal	Participants formal	Training	Exhibition	Performance	Event	Digital activity	DVD production	Publication	Film Screening	Artist residency	Artist commission	Public Art	
<b>OLD SCHOOL</b>	x	x			x		x		x		x		x	x		x							
Estimated sessions min																							
Estimated sessions max																							
Estimated minimum participants																							
Estimated maximum participants																							
Estimated audience																							
<b>PUBLIC ART</b>			x	x	x	x	x	x					x	x						x	x	x	
Estimated sessions min																							
Estimated sessions max																							
Estimated minimum participants																							
Estimated maximum participants																							
Estimated audience																							
<b>COMMUNITY MEDIA</b>		x	x	x	x	x	x	x	x	x			x			x							
Estimated sessions min																							
Estimated sessions max																							
Estimated minimum participants																							
Estimated maximum participants																							
Estimated audience																							
<b>PARTICIPATORY DIGITAL ARTS</b>		x	x	x	x	x	x	x	x	x	x	x	x	x		x				x	x		
Estimated sessions min																							
Estimated sessions max																							
Estimated minimum participants																							
Estimated maximum participants																							
Estimated audience																							
<b>ARTS AND GAMING</b>				x		x			x	x			x										
Estimated sessions min																							
Estimated sessions max																							
Estimated minimum participants																							
Estimated maximum participants																							
Estimated audience																							



Committee:	Executive	Agenda Item No.:	9.
Date:	12 <sup>th</sup> December 2011	Status	Open
Subject:	Limestone Journeys Partnership Agreement		
Report by:	Head of Leisure		
Other Officers Involved	Outdoor Recreation Officer Special Projects Officer Arts Development Officer Head of Planning Principle Solicitor		
Director	Director of Health and Wellbeing		
Relevant Portfolio Holder	Councillor A. Syrett Portfolio holder for Social Inclusion		

## **RELEVANT CORPORATE AIMS**

### **REGENERATION – Developing healthy, prosperous and sustainable communities**

Contribute to improving the health of the District. Develop vibrant town centres. Develop flourishing rural communities.

### **SOCIAL INCLUSION – Promoting fairness, equality and lifelong learning**

Ensure all our services are provided in a fair and equitable manner. Promote the development of skills and learning within communities.

### **ENVIRONMENT – Promoting and enhancing a clean and sustainable environment**

Protect, enhance and improve the natural and built environment in a sustainable way.

### **TARGETS**

To assist a project which hopes to make Bolsover area's landscape heritage become more relevant, inclusive, accessible and enjoyable for the local and wider communities and to drive economic and social regeneration in an area with high levels of deprivation.

### **VALUE FOR MONEY**

This is a £1.9m Heritage Lottery Fund Partnership Scheme running from 2011 to 2016. There is very little actual cash match from BDC towards the projects detailed within the action plan.

## **THE REPORT**

### **Background**

The Limestone Journeys Scheme is a £1.9m Heritage Lottery Fund Partnership Scheme running from 2011 to 2016. The accountable body of the



Limestone Journeys Scheme is Creswell Heritage Trust, who have entered into the initial Grant Agreement pursuant to which, funding has been provided to the Creswell Heritage Trust by the National Heritage Memorial Fund.

The Partnership, which is led by Creswell Heritage Trust and made up of, Bolsover Countryside Partnership, Bolsover District Council, Community & Voluntary Partners, Derbyshire County Council, Derbyshire Wildlife Trust, The Forestry Commission, FWAG, Groundwork Creswell, Junction Arts, National Trust and Natural England has previously been successful in gaining funding from HLF for a year of development work. This grant has covered the production and development of a document called, the Landscape Conservation Action Plan (LCAP). The LCAP has been developed in conjunction with the Partnership, through their representatives on the Steering Group and in conjunction with the local community through a long term programme of consultation and engagement. Now that the Limestone Journeys bid has been successful, this document represents the 'operating manual' for the Heritage Lottery funded Scheme from January 2011 to December 2016.

Limestone Journeys' strategic aims are to:

- Conserve the natural and heritage features of the Derbyshire magnesian limestone landscape for future generations and to act as drivers for tourism and regeneration
- Enhance engagement between the local community and their natural and cultural surroundings
- Enable people of all abilities to access the natural landscape and the cultural heritage of their local area
- Empower people to have a positive influence on the landscape by developing new skills which will facilitate positive activity post scheme

Limestone Journeys' objectives are to:

- Deliver projects which will conserve and enhance key species, habitats and heritage features
- Involve, educate and attract the local community with activities celebrating their landscape and heritage
- Create and improve facilities and access routes between the local community, visitors and heritage sites
- Provide training opportunities, courses and placements in relevant traditional and conservation skills

## **BDC Involvement to Date**

Limestone Journeys as a potential project has grown out of the Bolsover Countryside Partnership. The Head of Leisure Services attended the early Limestone Journeys meetings of approx 2/3 years ago at which time focus was placed on countryside and public footpath network projects. Considerable cash funding was being sought from BDC and DCC towards the overall Heritage Lottery Fund bid. It was explained at that time that this would not be possible and neither Authority were able to give this commitment of the considerable cash match.

After this initial work, Creswell Heritage Trust became the lead organisation and with the guidance of the Heritage Lottery Fund work began on refocusing the scheme on landscape and interpretation projects. The Trust again approached BDC and DCC for partnership funding, with more emphasis being placed on in kind match funding rather than cash from partners.

Following the success of the Creswell Townscape Heritage Initiative and the Trust's involvement in the THI partnership, a report was taken to the Initiative Committee in October 2009 on the proposed Limestone Journeys scheme. At this stage, it was reported that the first stage Landscape Partnership bid had been approved by the Heritage Lottery Fund in April 2009 and that the development stage was underway and Landscape Conservation Action Plan would be published in June / July 2010. At this meeting, it was noted that Creswell Townscape Heritage Initiative projects, such as the repair and restoration of the former Station Building and improving the public realm around it, would complement the work of the Landscape Partnership. The Committee resolved that the positive linkages between the Creswell Townscape Heritage Initiative and Limestone Journeys and the shared core objectives between both schemes should be recognised. As a result some of the projects within the Creswell Townscape Heritage Initiative which encompassed the Creswell Station Hub where offered up to the Limestone Journeys scheme as match funding, this was specified as £91,000 of Public Realm Improvements funding along with some Planning Services staffing time as match. In addition and amongst others, a number of Pleasley Vale outdoor activity centre projects helped build the match funding that was required for the bid to be successful.

In view of this ongoing partnership working, staff from both the Leisure and Planning Departments attended the meetings during the development stage in an advisory role only and provided updates on progress and funding situation for a number of the Council's ongoing projects

This agreement is being put into place in order formalise the working and funding arrangements between The Accountable Body and the Delivery Agents.

The Creswell Heritage Trust received approval from the Heritage Lottery Fund for Limestone Journeys in September 2010. Following approval, the Trust

has advertised and recruited a number of staff earlier this year and from March 2011 work has begun on Year 1 projects.

Our Authority were approached in August this year to sign up and commit to a formal Joint Working Agreement relating to the Limestone Journeys Landscape Conservation Action Plan (LCAP). It was at this time that it became apparent that staff resources within our Planning Department had recently been reprioritised to enable the production of the Core Strategy. In addition, it was recognised that the Creswell Station project has been frustrated by the difficulties in reaching an acceptable resolution to the land ownership issues and the loss of funding from the LEADER Programme following the change of government. It was communicated to the Trust that at this stage, the Council has pulled out of negotiations until the landowner adopts a more realistic value for their site. Therefore the best that could be hoped for with regard to the £91,000 match funding attached to the project, was that this may possibly be re-profiled later in the Limestone Journeys 5 year programme.

The agreement and associated documentation and information were circulated to our legal team for their opinion and advice at the time which resulted in the following questions being raised;

*In addition to the obligation to contribute to the aims of the scheme, there are certain provisions which give rise to potential financial obligations.*

- ***Para 9.2.6** provides that the Council and other parties will provide funding at a specified level, presumably to be agreed separately. Has this been agreed already? If so, have we determined what amount, if any, we may have to contribute for the duration of the scheme or could this be subject to review?*
- ***Para 9.2.11** also places a limit on liability of 125% of the specified funding. Has this potential additional cost been factored in (if any), and insurance provision made accordingly?*
- *Also, **para 10.6** makes each party delivering a project liable to account for any overspend. Has this possibility been taken into account? If we deliver a project and there is an overspend we must have the necessary means to bear that overspend.*
- *The potential financial implications (of **9.2.6** and **10.6** in particular) have a significant bearing on the relevant route for approval for this agreement. If these possible financial costs are already incorporated into the budget and policy framework the decision can be taken by Executive. If these possible costs have not been included in the framework it will be necessary to get formal approval from Council.*

Due to the amount of match funding that we had previously hoped to add to the bid/programme in conjunction with questions raised by our legal team –

this has unfortunately resulted in delays in getting a report before SAMT and Executive.

### **Current situation**

Working with the Limestone Journeys Manager and team we have successfully identified a number of other opportunities for match funding which has enabled us to withdraw the £91,000 Creswell Station Hub match funding from the Limestone Journeys project completely.

With regard to questions raised by legal which were fed back along with similar questions raised by other organisations including DCC, some work has since been undertaken to make sign up less onerous for the partner organisations.

It is proposed to change the project proforma (which partners complete) to be relevant to each year of the plan only - limiting the liability to that year's business plan and that project.

Now that the vast majority of our contribution/match to the programme has been removed (£91,000 Creswell Station Hub) the risk associated with signing this agreement has been dramatically reduced.

The involvement from BDC officers and services now centre around the delivery of projects commissioned by the Limestone Journeys Scheme to help achieve the scheme objectives - conserving, enhancing and promoting the distinctive landscape, cultural heritage and biodiversity of the Magnesian Limestone landscape. The contribution that is made by our organisation to the projects are made up of project management and in kind match funding.

Below are the proposed projects which BDC officers are being commissioned to deliver during the first years of the scheme;

<b>Project title</b>	<b>Our contribution</b>	<b>LJ funding</b>
Extreme wheels	<b>£1700</b> in kind	<b>£5523</b> HLF
Naturally Positive	<b>£500</b> in kind	<b>£2585</b> HLF
Naturally Active	<b>£500</b> in kind	<b>£4113</b> HLF
Limestone warriors	<b>£500</b> in kind	<b>£2585</b> HLF
Bushcraft	<b>£500</b> in kind	<b>£2700</b> HLF

Bolsover Choir competition	Project management and income generated via the Brass contest (previously paid for whole event)	This funding brings additionality to an existing event which allows us to do more <b>£5000</b> HLF
Bolsover Brass Summer School	Project management and income generated via sales	This funding brings additionality to an existing event which allows us to do more  <b>£4950</b> HLF
Cultural Festival	Matched against the month long festival which contains many events/ shows/ celebrations/ performances etc.	This funding brings additionality to an existing event which allows us to do more  <b>£5000</b> HLF

### ISSUES/OPTIONS FOR CONSIDERATION

- This is a £1.9m Heritage Lottery Fund Partnership Scheme running from 2011 to 2016, the aim of the Scheme is to deliver projects which will conserve, enhance and promote the distinctive landscape, cultural heritage and biodiversity of the Magnesian Limestone landscape of the northern part of Bolsover District.
- This is a wide Partnership, which includes Creswell Heritage Trust , Bolsover Countryside Partnership, Community & Voluntary Partners, Derbyshire County Council, Derbyshire Wildlife Trust, The Forestry Commission, Groundwork Creswell, Junction Arts, National Trust and Natural England.
- The withdrawal of the £91,000 Creswell Station Hub match funding from the Limestone Journeys project has drastically reduced the Authority's risk associated with the signing of this agreement when considering the legal queries detailed earlier in the report.
- Project proformas now only relate to each single year of the plan, therefore limiting the liability detailed in the earlier section (9.2.6, 9.2.11, 10.6 of the Joint Working Agreement) to that year's projects.
- There is very little actual cash match from BDC towards the projects and delivery of the projects - sessions/activities/events, will only be delivered if the HLF funding is provided.
- The majority of the projects detailed have been priced/costed at commercial rates, therefore there will be an income stream to the Authority as a result of the profit margin that has been built in.
- Project management income for our Authority will also be generated from some of the programmes.

- Now that the Limestone Journeys bid has been successful and formal partnership arrangements are being sought, the Council needs to consider whether to sign up to the partnership agreement and also agree its representation on the committee or group that oversee the running of the project.

### **RECOMMENDATION**

**The Head of Leisure recommends that the Chief Executive Officer, on behalf of the Council, signs up to the agreement to help ensure the aims and objectives of the Partnership and scheme are realised for the benefit of the communities within the Bolsover District.**

### **REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION**

To help improve the access to the District's landscape heritage in an inclusive, relevant and enjoyable way which will assist with the economic and social regeneration in an area with high levels of multiple deprivation.

ATTACHMENTS: None  
FILE REFERENCE: None  
SOURCE DOCUMENT: Background papers held by the Head of Leisure.

Committee:	Executive	Agenda Item No.:	11.
Date:	12 <sup>th</sup> December 2011	Status	Open
Category	2. Decision within the functions of Executive		
Subject:	Disposal of Goods and Office Furniture		
Report by:	Building and Contracts Manager		
Other Officers Involved	Head of Regeneration		
Director	Director of Development		
Relevant Portfolio Holder	Councillor A. F. Tomlinson, Portfolio Holder for Regeneration		

#### **RELEVANT CORPORATE AIMS**

**REGENERATION** – Developing healthy, prosperous and sustainable communities by maximising the use of space within Council assets and safeguarding and creating local employment.

#### **TARGETS**

None.

#### **VALUE FOR MONEY**

Utilising assets to their full potential, generating income and reducing overhead costs.

#### **THE REPORT**

In light of the Comprehensive Spending Review, the ongoing need to make savings and the direction being pursued by the Director of Development, the Regeneration team have been looking at income generation by freeing up space within the Council's own offices. This exercise has generated a number of spare items of furniture, some of the items are in poor condition and need to be scrapped, but some of the furniture is old, made from oak and is in good condition.

The Authority is in the process of putting together an Accommodation Utilisation Strategy that describes the methodology and standards that underpin the way the council reviews the way it utilises current and future accommodation needs.

The document provides a guide to what members, employees and partners can expect from the authority's office accommodation in the future. It will also ensure that there is consistency in the standard of accommodation and equipment provided across Council departments.

If the strategy is approved and implemented, there are likely to be a number of spare large pieces of quality furniture. There are two options available. Option one: the furniture is stored for future use; this will have a storage cost associated with it, and if the Accommodation Strategy is adopted it is unlikely that the furniture will ever be used again. Option two: the furniture is sold; there are a number of disposal options, but it is felt that selling the items through a commercial auction house would be the method most likely to achieve the highest return.

On occasion, when tenants of commercial property go into administration or are evicted for non payment of rent, the premises are left full of items that have to be cleared at a cost to the Authority. In some instances the items left have a value. In these cases it would be of benefit to the Council if these items were sent to auction. This would reduce clearance costs and potentially generate a return which would go towards off setting clearance costs or rental debt held against the property.

### **IMPLICATIONS**

Financial: None  
Legal: None.  
Human Resources: None

### **RECOMMENDATION**

**That Executive give authority to allow furniture and commercial property clearance items to be sent to auction for disposal.**

### **REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION**

In order to make best use of surplus Council resources.

ATTACHMENTS:  
FILE REFERENCE:  
SOURCE DOCUMENT:



**Agenda Item 12.**  
**Executive - 12<sup>th</sup> December 2011**  
**Recommended Item from Safe and Inclusive Scrutiny Committee**  
**22<sup>nd</sup> November 2011**

**Patch Management Policies – Running a Business from Home and Illegal Occupiers**

**625. PATCH MANAGEMENT POLICIES**

The Head of Housing submitted two policies for Members consideration.

They had both been developed through the Patch Management group and were applicable to Council tenants.

The first on 'Illegal Occupiers' was a policy on how to deal with illegal occupiers and squatters in Council properties and the second was on 'Running a Business at a Council Property' .

There is currently no policy in place to deal with either.

The Head of Housing also informed the meeting that the Government had just agreed a National Housing Strategy, which includes information on how to deal with unlawfully occupied homes and how all Local Authorities would be expected to address this issue.

Moved by Councillor K. Walker, seconded by Councillor A. Anderson

**RECOMMENDED** that (1) the Illegal Occupiers Policy be adopted

(2) the Running a Business at a Council Property Policy be adopted.

(Executive)

Council/ Committee:	Safe & Inclusive Scrutiny	Agenda Item No.:	8
Date:	22nd November 2011	Category	
Subject:	Patch Management Policies – Working from Home Illegal Occupiers.	Status	Open
Report by:	Head of Housing		
Other Officers involved:	Patch Management Group		
Director	Director of Neighbourhoods		
Relevant Portfolio Holder	N/A		

#### **RELEVANT CORPORATE AIMS**

COMMUNITY SAFETY – Ensuring that communities are safe and secure

The Illegal Occupier policy lays out how the Council will take action against squatters.

REGENERATION – Developing healthy, prosperous and sustainable communities

The Working from Home policy describes how the Council will make it easier for people to work from home.

STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation.

Both policies have been developed proactively ahead of any real problems within the District.

#### **TARGETS**

Not directly

#### **VALUE FOR MONEY**

Not directly

## **THE REPORT**

This report considers two policies that have been developed through the patch management route and are applicable to Council tenants.

### a. Illegal Occupiers

The first report is a policy on how to deal with illegal occupiers and squatters in Council properties. There is no current policy, and as there is national concern about tenancy fraud it is important to introduce a policy.

This policy is designed to provide clarity on how we will deal with illegal occupiers and squatters in Council properties.

### b. Working From Home.

There is a perception from government that some local authorities are unreasonably restrictive and prevent people living in council accommodation from working from home. There is no current policy.

This policy is designed to provide clarity when we will withhold permission to work from home, but in most cases permission will be granted.

## **ISSUES FOR CONSIDERATION**

Whether to accept the policies on Illegal Occupier and Working From Home and recommend them to the Executive.

## **IMPLICATIONS**

Financial : Not directly

Legal : Not directly

Human Resources : Not directly

## **RECOMMENDED that**

(1) the Safe and Inclusive Scrutiny Committee recommend to the Executive that the Illegal Occupiers policy is adopted.

(2) the Safe and Inclusive Scrutiny Committee recommend to the Executive that the Working From Home policy is adopted

ATTACHMENT: Y

FILE REFERENCE:

SOURCE DOCUMENT:

# BOLSOVER DISTRICT COUNCIL

## Squatters / Illegal Occupiers

September 2011



**This Policy addresses the following Corporate Aims (show those which are appropriate to the policy only):**



COMMUNITY  
SAFETY



COUNCIL &  
ENGAGED SERVICES



ENVIRONMENT



REGENERATION



SOCIAL INCLUSION



STRATEGIC ORGANISATIONAL  
DEVELOPMENT

## **Bolsover District Council Equalities Statement**

Bolsover District Council is committed to equalities as an employer and in all the services provided to all sections of the community.

- The Council believes that no person should be treated unfairly and is committed to eliminate all forms of discrimination in compliance with the Equality Strategy.
- The Council also has due regard to eliminate racial discrimination and to proactively promote equality of opportunity and good relations between persons of different racial groups when performing its functions.

This document is available in large print and other formats from any of the Council offices or by contacting the Chief Executives Directorate on 01246 242323. Please bear in mind we will need a few days to arrange this facility.

If you need help to read this document please do not hesitate to contact us.

Our Equality and Improvement Officer can be contacted via [Email](#) or by telephoning 01246 242407.

Minicom: 01246 242450

Fax: 01246 242423

## CONTROL SHEET

Details of Document	Comments / Confirmation
Title	Illegal Occupiers
Document type – i.e. draft or final version	Draft – see version number below
Location of Policy	Neighbourhoods/Housing/dmt/pc/policies/illegal occupiers
Author of Policy	Peter Campbell
Member route for Approval & Cabinet Member concerned	Patch Management Keith Bowman, Portfolio Holder for Housing
Date Risk Assessment completed	January 2011
Date Equality Impact Assessment approved	February 2011
Partnership Involvement (if applicable)	None
Date added to the Forward Plan	n/a
Policy Approved by	
Date Approved	
Policy Review Date	
Date forwarded to CSPD (to include on Intranet and Internet if applicable to the public)	

### Version History

- 1.0 Draft
  - 1.1 PMWG comments
  - 1.2 – EIA comments
  - 1.3 – PMWG comments
- 2.0 - SMT

## **CONTENTS**

- 1.** The Introduction – including the background or rationale of the policy
- 2.** The Scope of the Policy – including to whom it will apply and any requirements of compliance.
- 3.** The Principles of the Policy – to link in with the Corporate Aims and Vision.
- 4.** The Policy Statement this may need to be divided down into subsections if the policy is lengthy
- 5.** Responsibility for implementing the Policy (and implementation plans where necessary).
- 6.** Any Target Groups and Key Areas, if applicable
- 7.** More information, if applicable
- 8.** Glossary of Terms, if applicable

## Introduction

### Scope

This policy applies to residential accommodation owned by Bolsover District Council and managed by the Housing Department.

This policy applies in cases where:

- A vacant property is squatted, or
- Someone has been allowed into the property with the consent of the tenant and remains in the property after the tenant has left or died, or
- An assignment or mutual exchange has taken place without the consent of the Council, or
- A property is otherwise occupied by someone other than the legal tenants, and the tenant has ceased to occupy the property.

### Principles

Bolsover District Council aim to let homes to those in housing need. The council aims to ensure that homes are let through fair process and have not been obtained through other means.

Any actions against illegal occupiers or squatters are guided by legislation. The policy includes substantial guidance, however this cannot cover every eventuality, and officers following this policy should ensure the spirit of this policy is followed in each case

### The Policy

This policy is made up of three parts;

- a. Squatting
- b. Illegal Occupation
- c. Prevention

### A. SQUATTERS

A squatter is someone who has entered or remained in a property without permission to be there. They might also be known as trespassers.

Whilst a tenancy still exists, it does not matter that the squatter has not obtained permission from the Council, as the Council does not have a right to possession of the property. It is only after the tenancy has been terminated that the Council can get a possession order against the squatter.

Possession proceedings against squatters should be dealt with in conjunction with the legal department.



## **2.1 Squatter's rights**

Squatters are not protected by the Housing Acts but:

- Are protected by Section 6 of the Criminal Law Act 1977; and
- Can be protected by the Protection from Eviction Act 1977.

Section 6 of the Criminal Law Act 1977 makes it a criminal offence to use violence to secure entry to residential premises where there is someone in occupation who is opposed to the entry. Violence includes violence to property (for example, forcing a lock) as well as physical violence to the occupier.

Section 1 of the Protection from Eviction Act 1977 makes it a criminal offence to unlawfully deprive or attempt to deprive a residential occupier of his/her occupation of any premises. This applies to a former tenant (against whom a possession order has been made) and to anyone allowed into occupation by the former tenant who has remained in occupation. This does not apply to an outright squatter (that is, someone who breaks into a vacant property), nor does this apply to former tenants who have been evicted by court bailiffs.

## **2.2 The Council's Right to Possession**

The tenancy must be terminated before the Council has a right to possession of the property. Otherwise the occupier will be a trespasser against the tenant and not against the Council. If any tenancy still exists, a Notice to Quit must be served on the tenant (or, if the tenant has died, on the personal representatives – see the Succession Policy). It is also necessary to serve a separate Notice to Quit on anyone who has been allowed into occupation by the tenant (SEE ABOVE). Once the Notice(s) to Quit expire, possession proceedings can be started. The Notice(s) to Quit must be for a minimum of 28 days.

An outright squatter is someone who has moved into an empty property, where the tenancy has already been terminated. In this type of case, there is no need to serve a Notice to Quit on the occupier. Proceedings can be started immediately.

## **2.3 Investigating Squatters / Trespassers**

Following a report of squatters the Council will identify whether there is a Displaced Residential Occupier (DRO) or Protected Intended Occupier (PIO) as defined by Section 12A of the Criminal Law Act 1977 as amended by Section 74 of the Criminal Justice and Public Order Act 1994. Where there is a Protected Intended Occupier the Housing Officer will contact the Police with a copy of the signed tenancy agreement as proof and the police will deal with the squatters.

Note: See glossary for further details

## **2.4 Visiting Squatters / Trespassers**

Where squatters are reported the officer should always visit with another member of staff. This is for both safety reasons and to act as a witness.

The purpose of the first visit is to attempt to speak to the occupants and attempt to obtain the names of the people occupying including any children.

Anyone in occupation should be advised of the following:

- That the officer is a representative of Bolsover District Council
- The property is owned by the Council and they are occupying the property without the consent of the Council.
- The occupants should leave within 7 days otherwise we will be taking legal action to evict them
- That they may need to seek independent legal advice.

A letter should also be left confirming the visit (or attempted visit). The letter should only be addressed to "The Illegal Occupiers". This is to avoid the potential for the creation or implication of a tenancy. This letter should also advise that the any payment made will be viewed as mesne profits and not payment of rent, and that no tenancy should be implied through the acceptance of any payment (Note: that is it is believed that the occupier does not have English as their first language, then the letter should be translated into the appropriate language – both the English and the Translated letters should be delivered)

## **2.4 Squatters / Trespassers who refuse to leave**

Section 7 of the Criminal Law Act 1977, as amended by the Criminal Justice and Public Order Act, makes it an offence for a person who is on any premises after having entered as a trespasser, if they fail to leave when required to do so by a displaced residential occupier or a protected intending occupier.

In proceedings the trespasser must prove that he or she believed that the person requiring him or her to leave was not:

- a displaced residential occupier or a protected intended occupier,  
or
- a person acting for them, or
- that the premises were not residential.

A Police Officer may arrest without warrant anyone who is, or whom he suspects to be, guilty of an offence under this section.

A person convicted of such an offence is liable to imprisonment for a term not exceeding six months and/or a fine.

## **2.5 Fast track civil procedures - Interim possession orders**

The Criminal Justice and Public Order Act 1994 introduced criminal sanctions to back up new fast-track civil procedures to evict squatters. The procedure is set out in Part 55 of the Civil Procedure Rules.

## **2.6 Application for interim possession order**

The rules enable a person entitled to immediate possession of a building to apply to a county court for an Interim Possession Order. The application must be made within 28 days of when the applicant becomes or ought reasonably to have become aware of the occupation. Once an application for an order is made, the court must fix a date for a hearing, which should be as soon as possible after the documents have been filed, but not less than 3 days after the date of application.

Within 24 hours of issuing the application, the applicant must serve a copy of the application and a witness statement in support. It must be served by fixing a copy to the main door of the premises and if practicable inserting a copy through the letter box addressed to the occupiers.

## **2.7 Attendance at the hearing**

An occupier only has the right to attend the hearing if he or she has filed a witness statement but no oral evidence will be considered by the court except in response to questions by the judge.

No cross examination will be allowed. The landlord will be expected to give undertakings to the court:

- To reinstate the occupants if it turns out that an Interim Possession Order should not have been made
- To pay damages if it turned out that an Interim Possession Order should not have been made
- Not to damage the premises pending the final decision of the court
- Not to grant a right of occupation to any other person pending a final decision of the court
- Not to damage or dispose of any of the occupier's possessions

## **2.8 After an Interim Possession Order is made**

A final hearing date will be fixed not less than 7 days later.

Section 76 of the Criminal Justice and Public Order Act provides that where a lawful occupier obtains an interim possession order any trespasser who is on the premises at any time commits an offence unless:

- He or she leaves within 24 hours of the notice being served
- A copy of the order was not fixed to premises in accordance with the county court rules

This means that:

- Anyone in occupation of the premises when the Interim Possession Order is served is deemed to be a trespasser
- The Interim Possession Order covers trespassers who arrive after the order has been made
- A squatter who leaves after an Interim Possession Order is obtained and who returns as a trespasser within twelve months commits a further offence

Offenders can be arrested by a uniformed Police officer without a warrant. The maximum prison sentence is six months and/or a fine. It is also an offence for a person to make a false or misleading statement to either obtain or to resist an Interim Possession Order.

## **B. ILLEGAL OCCUPIERS**

Illegal Occupation cases can arrive in the following situations:

- A person who has lived at the property with the tenant and has remained in the property after the tenant has moved out.
- A person has lived in the property with the tenant and the tenant has now died and the person remaining at the property is not eligible to succeed to the tenancy (or to be granted a new tenancy under the Succession Policy)
- Unauthorised assignment (including an unauthorised Mutual exchange)
- Illegal subletting
- Remaining joint tenant when one ends the tenancy

NOTE: Decisions regarding Illegal Occupation cases are open to challenge by occupiers by judicial review in the High Court. It is therefore essential that anyone involved in dealing with such cases record all evidence, their decisions and the reasons for those decisions, on the file. All decisions must be confirmed in writing to the occupier.

Occupants who are dissatisfied with decisions can use the Council's complaints procedure. However, the fact that an occupier is pursuing a complaint will not usually result in possession proceedings being delayed.

#### **a. Visiting illegal occupants**

Where illegal occupants are reported or are suspected an officer will visit with another member of staff within 2 working days. (This is for both safety reasons and to act as a witness). The purpose of this visit is to speak to the occupants and obtain details of all occupants including their names and how they gained access.

Where the first visit was unsuccessful continued attempts will be made to speak to the occupants.

#### **b. Investigating illegal occupants**

The person who has been left in occupation should be interviewed. The purpose of the initial interview is to gain an understanding their background, and why they have remained in the property.

Further enquiries may be needed, these could include:

- Length of tenant's absence.
- Check out contact for tenant.
- Contact the neighbours to see what they know.
- Check next of kin.
- Check whether the rent is being paid.
- Check electoral roll.
- Check Housing Benefit, DWP etc. where appropriate.
- Check the names on utility bills etc.

The occupier should be sent a letter as soon as possible. The letter should only be addressed to "The Illegal Occupiers". This is to avoid the potential for the creation or implication of a tenancy. This letter should also advise that the any payment made will be viewed as menses profit and not payment of rent, and that no tenancy should be implied through the acceptance of any payment (Note: that is it is believed that the occupier does not have English as their first language, then the letter should be translated into the appropriate language – both the English and the Translated letters should be delivered)

It is also important to understand why the tenant is not living in the property and if they intend to return to the property. If there is a realistic intention to return, and the conditions of tenancy are not being broken no further action is needed.

### **c. Terminating the Tenancy**

If there is a current tenancy at the property, and there is no realistic intention to return, it is important to terminate the tenancy properly by using the following steps:

- Where a tenant has left, by serving a 28 day Notice to Quit addressed to the tenant by hand delivering it to the property. A copy can also be sent to other possible addresses known to the tenant i.e. next of kin, parents or other relatives.
- Where the tenant has died, by serving a 28 day Notice to Quit addressed to the personal representatives of the tenant by hand delivering it to the property and registering it with the Public Trustee

### **d. Granting a new tenancy**

The occupier can apply to the council for accommodation. However, they will be given no additional priority for accommodation.

## **2.7 Possession action**

When the Notice to Quit is served, the illegal occupants should also be sent a letter requiring them to leave by the time the Notice served on the tenant has expired. The letter will state that any money accepted from them will be treated as damages for use and occupation of the property (trespass) and is not intended to create a tenancy, and that the council will attempt to recover any costs from the occupants. If they fail to leave then action to evict them will be started.

3 days prior to the end of the Notice period an officer will check whether the occupants are still there. If so, they will be reminded that they are illegally occupying the property and that steps will be taken to evict them if they are still in the property at the end of the Notice period. A confirmation letter will be sent to the occupiers.

Where the illegal occupants fail to leave a letter will be sent to the tenant and occupant advising them of action that will be taken and solicitors will be instructed. The solicitor's instruction letter will include dates, names, descriptions, and details of conversations and copies of Notices. The Council can also try to obtain an order for the tenant to pay the Council damages for use and occupation of the property, which could cover the loss of rent. Once a court date is received a further letter will be sent to the tenant and occupants.

Where an eviction takes place then the Tenancy Officer will inform all relevant parties within 1 working day of the notification date e.g. Housing Needs and

Social Services and make arrangements for securing the property as with any other eviction.

## **2.8 Rent arrears**

Rent accepted from either the tenant, who is no longer using the property, or the illegal occupier could be seen as creating a tenancy. Where the council does not want to create a tenancy then payments should only be accepted as damages for use and occupation of the property (trespass) from the illegal occupier as set out above. In all cases advice must be taken from the legal section.

## **2.9 Support to Illegal Occupiers.**

In some cases the illegal occupier may be vulnerable and entitled to assistance to find alternative housing and support (for example a person sub-letting a property may be under the impression that they have entered into a legal tenancy) in all cases the details of the occupiers must be passed to the Housing Needs Team who will contact the occupiers and invite them to discuss their housing options.

## **c. PREVENTION**

To avoid potential problems of identification later in the tenancy all tenants will be asked to prove identity at the start of their tenancy, this includes details of their current address, photographic identification, their national insurance number and to provide a passport photograph.

In order to apply for council housing a person will be required to provide proof of identity before their application is accepted. These are listed in the Allocations Policy.

## **GLOSSARY**

### **Displaced Residential Occupier**

A person who

- Was occupying the premises as a residence immediately before being excluded, and who
- Was excluded by a person who entered as a trespasser

### **Protected Intended Occupier**

A person who

- Has a freehold or leasehold interest in the property with not less than two years still to run, or
- Has a tenancy or licence to occupy granted by a person with a freehold or leasehold interest with not less than two years to run, or
- Has a tenancy or licence to occupy granted by a local authority or a registered housing association

And:

- Requires the premises for his own occupation
- Is excluded from occupation by a trespasser
- Is in possession of a signed statement to that effect witnessed by a justice of the peace or a commissioner for oaths
- Or in the case of a local authority and housing association tenant, has a certificate (*usually a copy of the tenancy agreement is sufficient*) stating that he or she has been granted a tenancy or licence of the property and the landlord falls within Section 12A of the Criminal Law Act 1977.

### **Squatter**

A person who has entered or remained in a property without permission to be there. They might also be known as trespassers.



# **BOLSOVER DISTRICT COUNCIL**

## **Running a Business at a Council**

### **Property**

Date July 2011



**This Policy addresses the following Corporate Aims (show those which are appropriate to the policy only):**



COMMUNITY  
SAFETY



CUSTOMER  
SERVICES



ENVIRONMENT



REGENERATION



SOCIAL INCLUSION



STRATEGIC ORGANISATIONAL  
DEVELOPMENT

## **Bolsover District Council Equalities Statement**

Bolsover District Council is committed to equalities as an employer and in all the services provided to all sections of the community.

- The Council believes that no person should be treated unfairly and is committed to eliminate all forms of discrimination in compliance with the Equality Strategy.
- The Council also has due regard to eliminate racial discrimination and to proactively promote equality of opportunity and good relations between persons of different racial groups when performing its functions.

This document is available in large print and other formats from any of the Council offices or by contacting the Chief Executives Directorate on 01246 242323. Please bear in mind we will need a few days to arrange this facility.

If you need help to read this document please do not hesitate to contact us.

Our Equality and Improvement Officer can be contacted via [Email](#) or by telephoning 01246 242407.

Minicom: 01246 242450

Fax: 01246 242423

## CONTROL SHEET

Details of Document	Comments / Confirmation
Title	Running a business from a council property.
Document type – i.e. draft or final version	Final
Location of Policy	Neighbourhoods/Housing/dmt/pc/policies/workingfromhome
Author of Policy	Peter Campbell
Member route for Approval & Cabinet Member concerned	Patch Management Keith Bowman, Portfolio Holder for Housing
Date Risk Assessment completed	January 2011
Date Equality Impact Assessment approved	February 2011
Partnership Involvement (if applicable)	Checked by HR for compatibility with existing HR policies Checked with Economic Development for support
Date added to the Forward Plan	n/a
Policy Approved by	
Date Approved	
Policy Review Date	
Date forwarded to CSPD (to include on Intranet and Internet if applicable to the public)	

### Version History

- 2.0 Draft
- 2.1 PMWG comments
- 2.2 Comments from HR and Economic Development
- 2.3 Comments from Director of Neighbourhoods and PMWG
- 2.0 - SMT

## **CONTENTS**

1. The Introduction – including the background or rationale of the policy
2. The Scope of the Policy – including to whom it will apply and any requirements of compliance.
3. The Principles of the Policy – to link in with the Corporate Aims and Vision.
4. The Policy Statement this may need to be divided down into subsections if the policy is lengthy
5. Responsibility for implementing the Policy (and implementation plans where necessary).
6. Any Target Groups and Key Areas, if applicable
7. More information, if applicable
8. Glossary of Terms, if applicable

## **1. Introduction**

This policy provides guidance on how the Council will deal with tenants who want to run a business from their council tenancy.

## **2. Scope of the Policy.**

The policy covers housing stock owned or managed by Bolsover District Council.

The policy refers to the tenant of the property. For clarity, permission for running a business must be sought by the tenant (or joint tenant) even if the business is run by any member of the household.

## **3. Principles of the policy.**

Historically, some social landlords have tended not to allow tenants to run a business from their home. Often this has been based on a concern that the kind of businesses that could be run from home, such as vehicle repair and maintenance, might cause a nuisance to neighbours.

However, as technology has become more accessible, opportunities for other forms of remote working have become more common and the nature of home working has changed.

There are many types of business that a tenant could run from home without causing any difficulties. For example, there would rarely be a good reason to prevent a tenant from using their home as an office for an internet or phone based business (except, of course, for any illegal activities).

The Council understand that for many tenants, such as single-parent families, people with a disability or those in rural areas – having the opportunity to run a business from home can make a significant difference to their employment prospects. The government has expressed a strong commitment to supporting tenants to set up and run businesses from home.

Within Bolsover it is a condition of tenancy that any council tenants who want to run a business from home must have permission from the council to run that business. The Council will not unreasonably withhold permission. The Council will normally only refuse or withdraw permission if the business breaches the tenancy (a copy of the tenancy conditions are reproduced in the appendix).

## **4. Policy Statement**

Council tenants must have written permission from their landlord to run a business from home. The Council will not refuse permission unless they feel the business is likely to cause a nuisance to other people or damage the property.

For this purpose a business is defined as :

- An activity that produces something or provides a service which is not only for the members of that household. Or:
- The household member receives some kind of payment in exchange for the product, produce or service

In addition to the permission from the Housing Department tenants may be required to obtain additional permission, including planning permission. Gaining any additional permission is the responsibility of the tenant and the granting of permission by the Housing department does not imply that other permissions will also be granted. Similarly the tenant is responsible for ensuring that they inform Revenues of any change which may impact on their liability to pay business rates.

The Council may make the permission conditional on the tenant meeting certain conditions. These may vary between cases, but may include conditions such as ensuring the business has appropriate insurance or restricting hours of operation.

The Council will withdraw their permission if:

- the relevant permissions are not granted, or
- after permission is granted, the business causes a nuisance
- the tenant fails to meet any of the conditions imposed by the Council.

The tenant must put make a request in writing for permission to run a business. This must include details on:

- full details of planned business use
- any planned changes / alterations to the property
- any planned sheds / outbuildings
- any advertisements or signs which to be fixed to the property or in the garden (this will not normally be agreed)
- any vehicles (commercial vehicles and cars which will be used)
- the hours, level of any noise, and number of additional visitors and how much this will inconvenience neighbours.

The Council will consider each application on its own merits, however, the Council will not grant permission when the proposed use damages the property, or causes nuisance to neighbours (for example excessive noise, or business that run outside normal office hours) or breaches any condition of tenancy. It will be more difficult for some types of business such as car repairs, taxi companies or dealing in scrap materials to be granted permission.

When making the decision the Council will take into account the property type, the type of tenancy, location, and any tenancy breaches as well as the business proposal.

If a tenant is running a business from a council property without permission, and the Council become aware of this the tenant will be able to seek retrospective permission for the business. Such applications will not be granted any additional priority. This does not preclude the council from taking any recovery action if there have been associated breaches of tenancy.

If the Council refuses or withdraws permission, the council's Economic Development team will offer assistance in finding alternative commercial premises.

Once the Council have determined if permission should be granted the tenant will always be informed in writing.

If the tenant is unhappy with the decision of the Council they have a right of appeal. Any appeal must be in writing and will be considered by an officer who is more senior than the officer who made the original decision.

It is a breach of tenancy if the tenant does not gain permission to run a business from home, or if permission is withdrawn, and the tenant continues to run the business. The Council will consider appropriate enforcement action to ensure the breach is rectified.

## **5. Responsibility for Implementing the Policy**

The responsibility for implementation lies within the Housing Department.

The Housing Department may need to seek advice from other services, including Planning or Environmental Health. The Housing Department will take the lead role and ensure that feedback is provided to the tenants

Economic Development offers access to a range of support for businesses located in the District. The support available includes grant funding, commercial premises, business advice, start-up advice and much more. Full details can be accessed through the Business Bolsover website (<http://www.businessbolsover.com/>) or by contacting the Economic Development Team on 01246 242512.

Committee:	Executive	Agenda Item No.:	13.
Date:	12 <sup>th</sup> December 2011	Status	Open
Subject:	Shared Services Scrutiny		
Category:	2. Decision within the functions of Executive		
Report by:	Councillor Mary Dooley – Chair of the Scrutiny Management Board		
Other Officers Involved	Scrutiny Officer		
Director	Joint Chief Executive Officer		
Relevant Portfolio Holder	Councillor D. McGregor, Portfolio Holder for Corporate Efficiencies		

#### **RELEVANT CORPORATE AIMS**

STRATEGIC ORGANISATIONAL DEVELOPMENT – continually improving our organisation by scrutinising the shared arrangements entered into by the Authority.

#### **PRIORITY**

Demonstrate value for money through a culture of innovation.

#### **VALUE FOR MONEY**

It is suggested that there are a range of potential benefits with the proposed arrangements including:

- Encouragement of partnership working and opportunities to develop member knowledge and expertise;
- Joint ownership and understanding of recommendations emerging from scrutiny meetings;
- Minimising duplication of effort – services are looked at in a co-ordinated way;
- Readily supports future joint working arrangements



## **THE REPORT**

The purpose of the report is to consider the future scrutiny arrangements for the three shared services of Building Control, Procurement and Internal Audit, and any other areas of joint working in place.

## **BACKGROUND INFORMATION**

Arrangements for joint provision of the three shared services mentioned above, between Bolsover District Council, Chesterfield Borough Council and North East Derbyshire District Council were established in 2006/2007.

In April 2008 at the request of the Chief Executives Group the three Councils considered the establishment of a joint scrutiny panel to scrutinise the provision of joint services between the three Councils. It was agreed to establish a joint scrutiny panel on a pilot basis which has operated for three and a half years. The panel is chaired, hosted and supported by each authority in rotation and meets quarterly. It is made up of nine members comprising three elected members from Bolsover District Council, Chesterfield Borough Council and North East Derbyshire District Council.

Work undertaken during the year has included scrutiny of the annual reports and service plans for each of the three main shared services and quarterly monitoring of financial and performance information. It has also monitored the implementation of recommendations arising from the scrutiny review of the Shared Procurement Unit.

Additional activities supported by this approach include updating the other two authorities on scrutiny work being undertaken by Bolsover's Scrutiny Committees.

Identifying opportunities for joint member development might also be an additional function of the joint panel.

## **ISSUES FOR CONSIDERATION**

At its meeting on 15<sup>th</sup> June 2011 the Scrutiny Management Board appointed Councillors Bennett, Heffer and Wallis as representatives to this body. Councillor Bennett has since been replaced by Councillor Turner. It is now proposed that the body be formally established as it has been in operation as a pilot for three and a half years. The number of shared services continues to grow and the panel has successfully overviewed shared services and supported continuous improvement within the services delivered jointly by the three Councils.

The panel would continue to monitor performance and it is hoped to undertake further spotlight reviews as and when appropriate. The implementation of the recommendations from the spotlight review on Shared Procurement would also continue to be monitored by the panel over the coming year.

The Chief Executives Group approved the proposal at their meeting on 11<sup>th</sup> October 2011 and at its meeting on 31<sup>st</sup> October 2011, the Scrutiny Management Board recommended that Executive be informed of the intention to formalise the pilot arrangements for the Shared Services Scrutiny Panel to scrutinise the joint services between the three Councils, Bolsover District Council, Chesterfield Borough Council and North East Derbyshire District Council.

### **IMPLICATIONS**

**Financial:** None

**Legal:**

The Local Government Act 2000 originally required the Council to provide an Overview and Scrutiny function. The Council has chosen to continue with the Cabinet and Scrutiny Model. If the Council does not develop an effective scrutiny programme it will not effectively respond to the Local Government and Public Involvement in Health Act 2007. Nor will its overview and scrutiny work support or add value to the work of the Council and its partners.

In addition new expectations for self inspection and assessment at local level strengthens the need for and importance of joint oversight and scrutiny in the future.

**Human Resources:** None

### **RECOMMENDATION**

**That the Executive note the intention to formalise the pilot arrangements for the Shared Services Scrutiny Panel to scrutinise the provision of joint services between the three councils, Bolsover District Council, Chesterfield Borough Council and North East Derbyshire District Council.**

### **REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION**

Consideration and noting of a scrutiny report to formalise the joint scrutiny arrangements across the 3 Councils.

**ATTACHMENTS:** Y – Draft Terms of Reference – Shared Services Scrutiny Panel

**FILE REFERENCE:**

**SOURCE DOCUMENT:**

## **Draft Terms of Reference of the Joint Scrutiny Panel**

### **Bolsover District Council** **Chesterfield Borough Council** **North East Derbyshire District Council**

The Joint Scrutiny Panel will be made up of 9 members (3 from each authority). They will be responsible for the scrutiny function of the joint working/shared services. The terms of reference will be agreed by each authority's Scrutiny Committee and the Joint Scrutiny Panel.

#### **Appointment**

The Joint Scrutiny Panel of each authority will nominate 3 members to make up the joint committee.

#### **Role**

The Joint Scrutiny Panel will be responsible for overview and scrutiny arrangements for the three shared services of Building Control, Procurement and Internal Audit, and other areas of joint working (Crematorium, Home Improvement Agency) or additional shared services developed, covering the following elements:

- Monitoring – regularly receiving progress reports and updates against targets or objectives, and offering challenge and/or recommendations;
- Holding decision-makers to account - challenging decisions and performance;
- Adding value as a consultee – being consulted/engaged on policy proposals, draft strategies and proposed decisions;
- In-depth or spotlight reviews – a project based approach to reviewing an issue and gathering evidence to inform a report and recommendations – could be undertaken if the above activity identifies a need to;
- Monitoring progress for completed reviews and consultations.

The Joint Scrutiny Panel may:-

- Conduct research, community and other consultation in the analysis of policy issues and possible options;
- Consider and encourage community participation in the scrutiny function;
- Question members of the Joint Board and the Consortium/Service Managers about their views on issues and proposals affecting the area;
- Liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working;
- Review and scrutinise the performance of the joint services in relation to its policy objectives, performance targets and/or particular service areas;
- Question members of the Joint Board and the Consortium/Service Managers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- Make recommendations to the Joint Board arising from the outcome of the scrutiny process

The Joint Scrutiny Panel may create a working group as required.

The Joint Scrutiny Panel may scrutinise the finances for the joint services.

The Joint Scrutiny Panel will report annually, by way of a report to the Joint Board and each Council, on their workings and make recommendations for future work programmes and amended working methods as appropriate.

### **Meetings of the Panel**

The Joint Scrutiny Panel will meet quarterly for the business stated. Additional meetings will be arranged as required.

The date and time of each meeting will be agreed by the group.

The Joint Scrutiny Panel is not subject to statutory Access to Information rules, it may meet in private but where ever possible shall allow access to the public.

The host authority will be responsible for issuing the papers and producing the meeting notes to all the attendees.

## **Quorum**

The quorum for the Joint Scrutiny Panel shall be 3 members with a minimum of 1 representative per authority.

## **Chair of the Joint Scrutiny Panel**

The Chair of Joint Scrutiny Panel will be rotated amongst each authority. The host authority members will agree the chair for each meeting.

Any working group created will elect their chair.

## **Agenda items**

The Joint Scrutiny Panel shall consider the following:

- Minutes of the last meeting;
- Declarations of interest (including whipping declarations);
- Reports from the three shared services;
- Feedback from any reviews;
- Consideration of any matter that may be referred to each authority's Scrutiny Committee for a decision in relation to call in of a decision;
- Responses of the Joint Board to reports of the Scrutiny Committee;
- Business otherwise set out on the agenda for the meeting;
- Communication that will be issued from the group.

## **Additional items for the agenda**

- Identifying and overseeing shared scrutiny reviews for the 3 authorities;
- Member development opportunities.

## **Members of the Joint Scrutiny Panel**

Each member of the Joint Scrutiny Panel will also be responsible for:

- Updating their respective authorities on the services;
- Presenting reports on the services to their respective authorities;
- Identifying and overseeing shared reviews for the 3 authorities;
- Contributing to member development activities for scrutiny.

## **Work Programme**

The Scrutiny Panel will determine what items it will include in its work programme and in doing so shall take into account the wishes of Scrutiny Members. Cabinet Members will not decide the Joint Scrutiny Panel Work Programme. However, the Joint Scrutiny Panel will consider whether to include requests on the agenda from any other relevant stakeholder.

### **Call In**

The Joint Scrutiny Panel will have no 'call in' powers. However the members of the panel may identify joint service items to call in by their respective authority.

### **Review of the Panel**

The Joint Scrutiny Panel will review its progress and the terms of reference on an annual basis as part of the annual report to the Joint Board.

Committee:	Executive	Agenda Item No.:	14.
Date:	12 <sup>th</sup> December 2011	Status	Open
Category	2. Decision within the functions of Executive		
Subject:	Channel Strategy 2011-2013		
Report by:	Head of Customer Service and Performance		
Other Officers Involved	Extended Management Team. Chief Executive's and Partnership Manager. Head of Democratic Services. Head of Joint ICT. Various Officers in CSPD.		
Director	Chief Executive Officer		
Relevant Portfolio Holder	Councillor E. Watts, Leader of the Council		

#### **RELEVANT CORPORATE AIMS**

The Channel Strategy contributes to the following corporate plan aims:

**CUSTOMER FOCUSED SERVICES** – Providing excellent customer focused services

**SOCIAL INCLUSION** – Promoting fairness, equality and lifelong learning.

#### **TARGETS**

It is specifically related to the following target in the approved Corporate plan:

Design services to meet the needs of customers

- Produce a strategy detailing customer contact methods and implementation plan by December 2011.

#### **VALUE FOR MONEY**

The strategy details the broad principles for the ways in which we will deliver our services through a range of contact channels that provide better value for money, are more accessible and are designed with the citizen in mind.

## **THE REPORT**

Since 2010 there have been a number of national reports produced encouraging Councils to address the issue of channel shift and customer contact. By 'channels' we mean the methods by which public services are delivered and by which the public has contact with us, (be that via telephone, online, in person, or via other means). These channels are a critical part of public service provision. There is also an ongoing impetus for these channels to be managed effectively and efficiently to drive both continuous improvement and savings.

In particular the Local Government Contact Council\* produced a strategy template for use by Councils addressing channel shift. Surrey County Council acted as a pilot authority to produce the first strategy using the agreed model. The template has since been adopted as the industry model. The draft strategy attached has been developed using the Surrey model. Some areas have been streamlined to remove duplication and make it more manageable.

The concept of developing a Channel Strategy is being explored by the three authorities within the Joint ICT arrangement and by Chesterfield Borough Council. However all the authorities are at very different stages and it has been agreed that it is not appropriate at this point to have a joint strategy. Once approved the Bolsover strategy will be shared with our partners to aid learning and the sharing of knowledge.

The strategy provides clarity on the ownership of different channels across the Council and sets out improvement actions over the next two years. The strategy will need to be kept under review as technologies change and the implications of the Strategic Alliance become clearer.

An Equality Impact Assessment has been completed on the strategy. No adverse impact has been identified as the strategy is strong on accessibility and social inclusion. The views of local equality groups will continue to be sought as the strategy develops.

The draft strategy was shared with Extended Management Team on 27.10.11. It has been to ICT Strategy Group on 2.11.11 which was attended by three Cabinet members. It has been to Strategic Alliance Management Team on 3.11.11. The draft strategy was presented to Improvement Scrutiny Committee on 21.11.11 and no amendments were requested.

\* The Local Government Contact Council reports to the Local Government Delivery Council and Cabinet Office Contact Council. The Local Government Contact Council meets monthly and has senior representatives from customer service departments in local government from all UK regions as well as from key sector and central government groups. The remit of the group is to share best practice, form a link between local and central government in matters relating to customer contact and to have oversight of local government customer contact activity.



## **ISSUES/OPTIONS FOR CONSIDERATION**

The contents of the draft Strategy.

## **IMPLICATIONS**

Financial: Any additional financial requirements which emerge as a result of this strategy will be built into an appropriate business case for consideration.

Legal: None

Human Resources: Any development implications will be built into learning and development plans.

## **RECOMMENDATION**

**That Executive receives and approves the Channel Strategy 2011-2013.**

## **REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION**

Decision within the function of Executive.

ATTACHMENTS: Yes

FILE REFERENCE: Channel Strategy 2011-13 (final)

SOURCE DOCUMENT: Channel Strategy 2011-13 (final)

# **Bolsover District Council Channel Strategy**

**2011 - 2013**



# Channel Strategy 2011- 2013

<b>Author</b>	Jane Foley
<b>Version</b>	5.0
<b>Date Issued</b>	22.11.11
<b>Document status</b>	Final

## Distribution

	<b>Name</b>	<b>Title</b>	<b>Purpose</b>
2.0	Customer Service Team	BDC	Review and input
2.0	Democratic Services	BDC	Review and input
2.0	Joint ICT	NEDDC	Review and input
3.0	ICT Strategy Group	BDC	Review and input
3.0	Senior Alliance Management Team	BDC	Review and input
3.0	Heads of Service	BDC	Review and input
4.0	Improvement Scrutiny Committee	BDC	Review and input
5.0	Executive	BDC	Final approval

## Revision History

<b>Version</b>	<b>Date Updated</b>	<b>Revision Author</b>	<b>Summary of Major Changes Made</b>
1.0	July 2011	Jane Foley	Initial draft for comment
2.0	August 2011	Jane Foley	Version 2 for comment
3.0	24.10.11	Jane Foley	Version 3 for consultation
4.0	7.11.11	Jane Foley	Version 4 for consultation
5.0	22.11.11	Jane Foley	Version 5 - Final

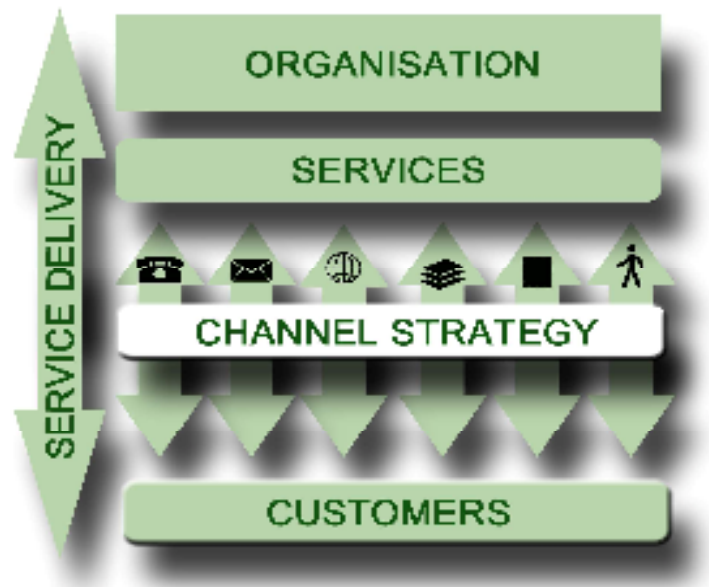
## Part 1 - Introduction

### What is a Channel Strategy?

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Bolsover District Council has a responsibility to provide excellent services to the public and value for money to the taxpayer.

The channels through which public services are delivered and by which the public has contact with us, (be that via telephone, online, in person, or via other means), are a critical part of public service provision. There is an ongoing impetus for these channels to be managed effectively and efficiently.



This Channel Strategy is our plan for the channels we will use to deliver services to, and interact with, our customers. The strategy explains how we will meet the contact demands of our customers using the resources we have available and bearing in mind the needs of our customers.

### Why is a Channel Strategy important now?

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We have made great improvements in the way customers receive services and have improved the quality of services provided. This has been evidenced through the achievement of the national Customer Service Excellence award. We have also successfully delivered year on year improvements through the delivery of a Customer Service and Access Strategy. We now need to focus attention on identifying and developing appropriate and cost effective channels to customers.

Customers receive a high standard of customer service from many public and private sector organisations. However, citizens sometimes have low expectations of services provided by local government, and it will be necessary to exceed rather than meet these expectations to achieve channel shift to cheaper and/or more effective channels. We must continue to raise our standard of service across all the channels we use and offer.

In order to meet the needs of customers we must provide services that are:

- Easily accessible
- Simple to use
- Streamlined
- Convenient
- Cost effective
- Robust

It is also important to bear in mind the target audience's access to technology, the type and complexity of the contact, their personal preferences as well as their skill sets when selecting channels

Rising internet use and customer expectations of accessing public services online present an ongoing opportunity for public service providers. Competent online services are easy and quick to use, available whenever customers need them and have a relatively low administrative burden. Managed well, online access to services is a very effective channel with considerable benefits for customers and taxpayers.

The public sector must however also meet the needs of people who do not (yet) have access to the internet.

We have made a commitment within our Corporate Plan 2011-15 to produce this strategy and deliver the implementation plan.

## **Key Considerations**

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### **The need for insight**

The process of developing and implementing a channel strategy needs to be guided by insight, and insight specifically relating to:

- The customer
- The services an organisation is providing and each service area in question
- The current delivery channels at the organisation's disposal as well as those that may be available to be/need to be used in future
- Other organisation-specific micro/macro factors that may have an impact on service provision and delivery.

It is also important to understand the wider online services market, as expectations of online services are driven by customer experiences of using similar services of other organisations.

### **Organisational challenge**

In considering a channel strategy, there is often a considerable challenge and change to existing organisational structures. A channel strategy needs to become an integral part of the structure of the organisation and the way the objectives of the organisation are realised. It cannot be super-imposed or retro-fitted onto existing practices and as such is likely to require or precipitate considerable organisational change. The channel strategy will need to sit alongside any plans for accommodation change and utilisation.

We also need to recognise that people will use different channels not just for different types of interactions, but also to suit their own convenience. Particularly at local level, an integrated channel strategy is required that takes into account the varied ways in which local people may want to interact with us.

## Part 2 – Basic Principles and Scope

### Purpose of the Strategy

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The purpose of this strategy is to outline the broad principles for the ways in which we will deliver our services through a range of contact channels that provide better value for money, are more accessible and are designed with the citizen in mind.

### Scope

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This strategy document sets out the basic principles of how we will deliver our services to the public through the contact channels available.

Contact channels in scope include:

Face to face  
Email  
Internet  
Telephone  
Mobile technology (including mobile phone applications and mobile web)  
Automated telephone technology  
Post

This document focuses on three key types of contacts between ourselves and the citizen:

- **Transactions** (e.g. reporting a problem or paying a bill)
- **Interactions** (e.g. obtaining advice, public consultations, petitioning)
- **Information Provision** (e.g. leaflets, web pages, service booklet)

This strategy should be relevant to the nature of the services provided by us and ensure our services are provided through a range of contact channels appropriate to the citizens' individual needs and preferences in a non-discriminatory way.

### Channel Hierarchy and Design Principles

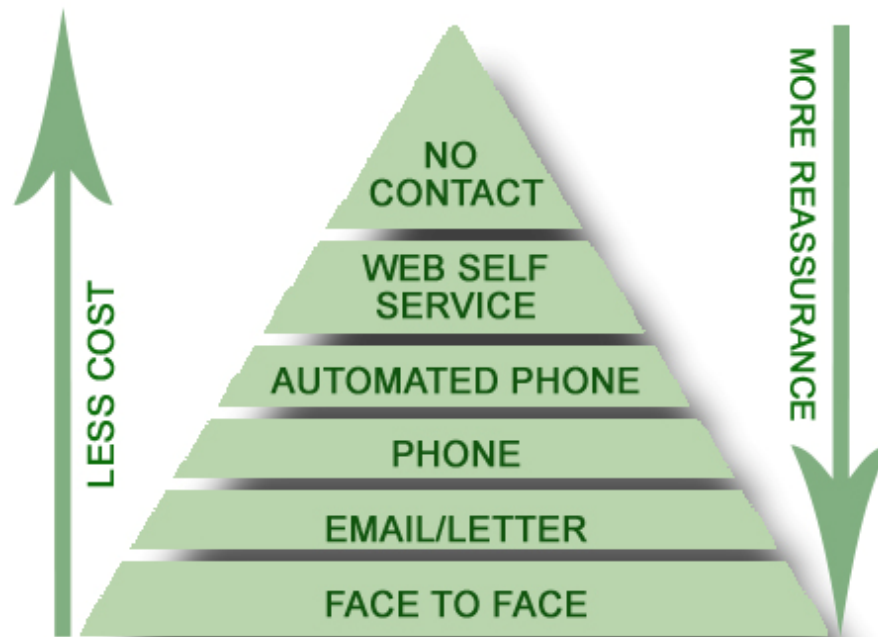
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The choice of contact channels available to the public is growing all of the time as new technologies are developed and released. For example in the last 5 years we have seen the emergence and growth of channels such as digital social media (such as Facebook, alternate realities and Twitter), mobile internet and more recently mobile phone applications (apps).

This Channel Strategy provides us with an opportunity to evaluate our current channels and the cost of such channels. It allows us for the first time to see the relevance of each channel to our entire customer base.

There is however a generally accepted model for the effectiveness of the major channels of contact available today as shown over the page.

## CHANNEL EFFECTIVENESS



What this model shows is that as we move up the triangle the cost of delivery typically gets cheaper for the organisation. However for some types of contact a greater level of human contact is required, particularly for contacts that require some level of reassurance.

For example:

*Imagine you've received a letter asking you to pay a bill or the bailiffs will turn up at your house. You've just paid the bill and now want reassurance that your personal belongings are safe. You are unlikely to log on and have a look at the Council's 'Frequently Asked Questions' (FAQs) on the website for reassurance (even though this might be the most cost-effective solution for the organisation) but you may be more inclined to ring up the Contact Centre to request a letter confirming that matters are in hand.*

*In this example, there may be a case for having online FAQs relating to debt recovery in terms of best practice, but there is probably little chance of shifting this individual contact online.*

It is therefore vital to fully understand each type of contact and the level of reassurance that the customer is likely to require before focusing the organisation's efforts on the design of any contact channel for that service.

But of course the conundrum doesn't end there. There may be little hope of shifting the channels that a certain group uses if that group simply doesn't access that channel. For example, internet penetration is currently very low amongst the jobless, the financially excluded, older people, disabled people and people who do not read or speak English –

all traditionally high users of council services. Therefore, it may not be a good use of corporate time, and taxpayer's money, to attempt to shift these contacts online. Conversely, internet usage is very high amongst teenagers, so Facebook messaging might be a good channel to communicate with young people about leisure activities. Customer insight goes a long way in the design of any channel strategy.

There are unfortunately even more factors to consider including "channel hopping", (an individual's propensity to use different channels for the same transaction depending on what is convenient to them at the time) and the public's increasing confidence in new channels that develops over years and sometimes months, creating a continually changing landscape.

The key factors to an effective channel strategy are therefore:

1. **Detail** - the deliberate design of the channel strategy for **each type of service**, bearing in mind the level of human interaction required and the needs of the targeted customer base.
2. **Fluidity** – the constant reviewing of the effectiveness of the channel strategy for each type of contact bearing in mind changing technologies, channel hopping and changing customer habits.
3. **Simplicity** – the optimum channels for the organisation should be the easiest to use for the customer to drive a shift in customer behaviour.
4. **Inclusion** – no group should be denied access to a service because of disability, language or cost of the access channel (e.g. mobile phone costs, broadband access). Options should be made available other than the organisation's preferred method of contact.
5. **Cost effectiveness** – particularly in the current economic climate, finding ways in which to deliver services effectively but at lower cost will be increasingly important.

## **Proof of Concept**

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Over the last few years we have been collating data corporately to demonstrate channel usage and where appropriate channel shift. We have also collected and analysed customer segmentation and profile data to establish a better understanding of the needs of our customers.

We have established a set of customer service standards for the authority to allow us to monitor our performance against a number of channels. The 'Key Customer Service Standards 2010/2011 Summary Report' provides an overview of our channel usage. The following is a summary:

- 91% of all incoming telephone calls were answered within 20 seconds for 2010/11 (target 90%).
- In total Contact Centres answered 81,443 (87%) calls, 2009/10 – 84,660 calls (91%). Just over 1% (1060) more calls were received in total (2010/11 93,642, 2009/10 92,581) but fewer calls were answered in total.
- 100% of enquiries acknowledged within one working day and 98% of enquiries replied to within 8 working days (targets 100% and 96% respectively).
- A reduction of 1866 or 41% in email enquiries/requests when comparing 2010/11 (2684 combined email enquiries and requests) to 2009/10 (4550 combined total).



- 96% of letters were replied to within 10 working days (target 95%). The two separate weeks of monitoring would suggest a yearly volume of around 1274 letters, which would suggest a reduction of 526 (29%) when compared to 2009/10.
- 99% of customers not kept waiting longer than 15 minutes before being served at a Contact Centre (target 99%). 94% waited less than 10 minutes to be served. (2009/10 - 98%).
- Contact Centres received 68,094 personal callers, a reduction of 2.5% when compared to 2009/10 (69,830).

In respect to payments made we have collated the following evidence to demonstrate usage and channel shift:

- Reduction of 6,981 (7%) cash transactions when comparing 2010/11 (89,953 transactions) to 2009/10 (96,934 transactions). The reason for this reduction is largely due to the shift to paying by various debit card methods of payment of their choice or direct debit.
- Reduction of 7,319 (23%) cheque transactions when comparing 2010/11 (28,089 transactions) to 2009/10 (31,751 transactions). The reason for this reduction is largely due to the shift to paying by various debit card methods of payment of their choice or direct debit.
- Reduction of 2,520 (13%) payments made to the Rent Collector when comparing 2010/11 (16,344) to 2009/10 (18,864).
- Increase of 4,457 (51%) debit card transactions in person at a cash office (Counter Card) when comparing 2010/11 (13,259 transactions) to 2009/10 (8,802 transactions).
- Increase of 788 (8.5%) debit card transactions over the telephone with a member of staff (webstaff) when comparing 2010/11 (9,912 transactions) to 2009/10 (9,124 transactions).
- Increase of 1,157 (23.5%) debit card transactions by the Automated Telephone Payment line (ATP) when comparing 2010/11 (6,066 transactions) to 2009/10 (4,909 transactions).
- Increase of 917 (17%) debit card transactions via the Internet online (Webpublic) when comparing 2010/11 (6,251 transactions) to 2009/10 (5,334 transactions).
- Increase of 11,035 (61.5%) direct debit payments when comparing 2010/11 (189,941) to 2009/10 (178,906).

In the May 2011 'Citizen's Panel' survey we asked how many of the 1,000 panel members had access to the internet and, for those who do, how they used it. We had a total of 540 replies, making the response rate to the survey 54%. This return rate is well above the national average of around 33%. The following is a summary of the responses:

- 81% had access to the internet at home, work or elsewhere.
- Of those respondents who had access to the internet, 70% had access at home, 22% had access at work and 9% had access in other locations, for instance by 'smartphone', libraries or family/ friends' houses.
- Of those who had no access to the internet (19%), 84% had no plans to, 4% planned to subscribe within the next year and 12% were thinking about subscribing but had no timescale in mind.
- 49% of respondents with access to the internet used it to access council services. Those who had used the internet had used it to view or submit planning applications (27%), report issues using the on-line forms (13%), request a service (18%), submit a compliment, comment or complaint (13%), pay rent or council tax (3%) and 'other'

- visits (26%) to the website were for general interest e.g. sought information about waste services, contact details and bad weather.
- Of those with access to the internet but had not accessed Council services, 49% reported that this is because they had no need to.

Socitm have recently produced a briefing 'Digital by default – why and how: a guide for local public service management teams'. The briefing brings together two reports that discuss customer management in local authorities and the opportunity to make significant efficiencies by making services digital. Socitm's channel value benchmarking service shows enquiry handling through the web costs about £0.32 per enquiry, as opposed to £2.90 for telephone enquiries and £7.40 for face to face (front office costs only). The most important conclusion from the report is the need for 'an excellent website integrated with all other customer channels'. The Socitm 'Better Connected 2011' survey of all council websites suggests that only a third are properly orientated to the needs of the customer. Despite our increased efforts over the last two years disappointingly our website did not score highly on content or usability in the survey. Socitm have also identified that 21% of visits to council websites during 2010 ended in complete failure. The survey indicates that websites are improving but the pace is modest and not sufficient in an ever developing digital world. Socitm believe that the web team should be run and located within the customer service function. This strategy will start to address issues identified in the survey, however large scale channel migration will require dedicated resources over and above that identified in this initial strategy.

### **Part 3 – Bolsover District Council's Channel Strategies**

#### **Local Context**

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We are a relatively rural area in the county of Derbyshire with four main towns and a number of smaller villages and hamlets. We have a population of approximately 75,600 living in approximately 34,000 households. We are currently ranked 43 out of 327 in the Index of Deprivation.

Certain areas within the District have poor broadband facilities and network coverage for mobile phones can be very sporadic, resulting in a lack of understanding and development in terms of the technology available to citizens. The government has made a commitment to invest in the broadband network and has identified funding in the region of £7 million for Derbyshire. The government's aim is to ensure that the UK has the best superfast broadband network by 2015 to enable 90% of homes and businesses nationally to access.

Our population is made up of individuals who all have specific needs and preferences as to how they would like to contact us. So we therefore have to be more creative and imaginative in terms of how we provide access to our services.

This integrated Channel Strategy seeks to provide a full range of choices of access designed to ensure that no individual, group or community is disadvantaged through lack of access to the services the authority offers.

## **Overarching Channel Strategy**

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In line with the purpose of this strategy we will:

1. Make access to our services available through appropriate and cost effective contact channels designed with the needs and preferences of our customers and council taxpayers in mind.
2. Seek to encourage greater usage of the most effective contact methods, by creating a series of deliberate and targeted channel shifts.
3. Not discriminate against any individual by limiting the choice of contact methods available.

## **Ownership of the Channel Strategy**

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The implementation of this strategy will be the responsibility of the Head of Customer Service and Performance.

## **Review Period**

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Due to the changing nature of technological advances and changes in customer preferences this strategy will by its nature be constantly evolving.

The implementation plan associated with this strategy will be reviewed through our performance management framework.

A formal review and if required re-publishing of this document will be made by 2013 when initial preparatory work identified within the implementation plan has been completed.

## **Contact Channel Governance**

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The production of this strategy has provided an opportunity for us to formally assign ownership to different channels as follows:

<b>Channel</b>	<b>Owner</b>
Contact Centre	Head of Customer Service and Performance
Contact Centre Telephony	Head of Customer Service and Performance
Telephone – generic	Head of Customer Service and Performance
Telephone – specific	Heads of Service
Mobile Telephony	Head of Customer Service and Performance
Face to Face – specific	Heads of Service
Website	Head of Customer Service and Performance
Email – specific	Heads of Service
Email – generic (enquiries@bolsover.gov.uk )	Head of Customer Service and Performance
Letters	Heads of Service
Post	Head of Democratic Services
New Media / Social Networking Sites (co-ordination and development)	Head of Customer Service and Performance

Specific issues regarding contact are allocated as follows:

<b>Issue</b>	<b>Owner</b>
Accessibility	Head of Customer Service and Performance/ Equality Improvement Officer
Avoidable Contact	Head of Customer Service and Performance/ Customer Contact Manager
Channel Shift	Head of Customer Service and Performance
Digital Inclusion	Head of Customer Service and Performance

## Accessibility of Contact Strategy

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**“We will aim to provide a full range of contact channels for each of our services, with some channels providing enhanced access for customers with special requirements”**

### What is an “Accessibility of Contact” Strategy?

In the context of this document, accessibility of contact refers to the ease or difficulty that a citizen may experience whilst using different electronic access channels to obtain services from us. For example, someone with hearing difficulties may find the telephone unusable and may prefer to communicate through email. Equally a customer who does not have English as their first language may not be able to access any contact channel without appropriate translation services. It is important that we enable vulnerable people to become less isolated and better connected to the help they need.

### The key actions that we will take to provide access for all

1. Continually engage with groups representing those with specific requirements for the way they contact us and ensure that an appropriate choice of channel is available to those individuals.
2. Ensure that we widely advertise our choice of contact channels, particularly to hard to reach groups.
3. Provide a translation service to allow easy access to the authority for all through face to face, website and telephone channels.
4. Make reasonable adjustments to channels as needed.

### Accessibility of Contact Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
A1	Ensure the website is fully compliant with government and national accessibility standards.	Head of Customer Service and Performance	March 2013
A2	Carry out an Equality Impact Assessment on the channel mix and proposed changes detailed within this strategy.	Head of Customer Service and Performance	December 2011
A3	Consult with the Equality Panel and/or other known representative groups on proposed changes detailed within this strategy.	Equality Improvement Officer	March 2013

## **Avoidable Contact Strategy**

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**“We will aim to reduce the need for customers to contact us by reducing red tape, automating processes and working with partners to provide seamless services”**

### **Why should we minimise avoidable contact?**

Local authorities are fundamental points of contact for the citizen when seeking access to public services. They provide key services for their local communities that greatly affect the quality of life for individual citizens and the overall community. The customer experience when contacting authorities should be one which is responsive, timely and efficient.

However, both local authorities and their customers also have limited resources and want to interact as efficiently as possible. By identifying customer contact that is ‘avoidable’, the local authority and its partners are better placed to redesign the way services and information are made more accessible for their customers, so they do not have to make unnecessary, valueless contacts which are both frustrating for the customer and inefficient for the provider.

We will work with internal departments and partners to design processes that reduce the need for customers to make contact with the public sector multiple times to complete one transaction. For example notifying a change of address once rather than contacting multiple departments or reporting ‘street’ incidents or faults.

### **The key actions that we will take to reduce unnecessary contact**

1. Continue to analyse ‘avoidable contact’ data from our main customer access channels to look at opportunities to reduce the need for customers to make unnecessary or multiple contacts with us.
2. Increase the number of customer queries that we are able to resolve first time on the telephone to prevent the need for a repeat call.
3. Participate in national efficiency projects that aim to reduce the need for unnecessary contact with public sector organisations.

### **Avoidable Contact Strategy Actions in Detail**

<b>Ref</b>	<b>Action</b>	<b>Owner</b>	<b>Delivery Date</b>
AC1	Work with partners through the national ‘Tell Us Once’ project to eliminate multiple customer contacts when registering a death.	Head of Customer Service and Performance	December 2011
AC2	Work with partners through the national ‘Tell Us Once’ project to improve the process for notification of ‘change of circumstances’.	Head of Customer Service and Performance	Target date to be set by government. Provisional - December 2012
AC3	Eliminate unnecessary contact through identifying top ten business processes to be challenged and feed into service review process.	Head of Customer Service and Performance/ SAMT	February 2012

## Channel Shift Strategy

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**“We will design cost effective, efficient and user friendly means of contacting us and publicise the benefits of these channels”**

### What is Channel Shift?

Channel shift is the process by which organisations seek to encourage customers to access, or interact with, services via channels other than those to which they normally choose.

Deliberate channel shift is the design and marketing of effective and efficient channels because they are the most appropriate channels for the type of contact, customer and organisation in question. Channel shift forms one part of an overall channel strategy, and implemented well it can lower costs, build reputation, empower the citizen and improve the overall service proposition. Shifting customers to particular channels involves behaviour change on the citizen's part, but once they are aware of the channels available, they will use the one that works best for them

We will actively encourage residents to shift to new and more effective channels.

### The key actions that we will take to create channel shift

1. Ensure service reviews consider the issue of channel shift and compare the effectiveness/ usage of different channels for each service and seek to shift contacts to the most appropriate channels.
2. Continue to develop and promote the website as our main communication channel and develop transactional services further.
3. Encourage employees to use the public website to transact in their day to day work to ensure that the site is fit for purpose for our residents and make improvements as required.
4. Use our marketing and communication expertise to direct customers to the most appropriate channels.

### Channel Shift Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
CS1	Through service reviews identify a series of business cases to move more transactions online (including information transactions), that take into account the dual benefits to the public, and ease of use in the Contact Centre.	Head of Customer Service and Performance/ Heads of Service	March 2013
CS2	Departments to place more engaging content on the website to increase both staff and public confidence, usage and interaction with the site.	Heads of Service / Communications Officer	March 2012

## Digital Inclusion Strategy

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**“We will ensure that citizens who do not have access to digital channels at home or work are not disadvantaged when communicating with us”**

### What is a Digital Inclusion?

Over 40% of the UK populations do not use online channels, including websites such as NHS Choices, bolsover.gov.uk and Directgov. This means that 8.7 million people in the UK are non internet users. The Government is driving a programme of digital participation.

Exclusion from access to digital channels matters to users, especially as the digitally excluded group includes socially excluded and hard to reach groups who are likely to have the greatest needs from public services. It also matters for the delivery of efficient public services, because when people cannot access services online they invariably access them via alternative means which are generally more expensive. It is therefore important that any channel strategy includes plans for communicating with these hard to reach groups and to ensure that public services online are designed for ease of use by the widest range of citizens.

### The key actions that we will take to help reduce digital exclusion

1. Widely advertise our full choice of contact channels, particularly to hard to reach/ socially excluded groups.
2. Promote wherever possible throughout the Council partner public internet access at key locations in the district e.g. libraries.
3. Never design or deliver a service that is available only through digital channels.
4. Consider the impact of digital exclusion when carrying out Equality Impact Assessments on services.
5. Support national campaigns to increase the number of people online and therefore able to access our services.

### Digital Inclusion Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
D1	Promote partner public internet access and free/low cost citizen ICT training through our publications, public notice boards and the website.	Communications Officer	March 2013
D2	Work towards meeting British Standard (BS 8878) to address the need for digital inclusion.	Head of Customer Service and Performance	March 2013
D3	Support the 'Race Online 2012' national campaign.	Head of Customer Service and Performance	December 2012
D4	Run a specific campaign highlighting what digital access channels we have.	Communications Officer	December 2012
D5	Keep under review opportunities for supporting access to internet and ICT skills i.e. Youth Councillors sharing their internet/ICT skills with the Older Peoples Forum in December 2011.	Heads of Service	March 2013



## Part 4 – Strategies for Specific Channels

### Telephone Strategy

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**“We will minimise the number of contact numbers published to provide fast access to experienced staff and reduce the amount of non urgent calls that our residents have to make to us”**

#### Our key actions to provide easy telephone access

1. Provide one main telephone number- 242424 - for the organisation which can be easily found and remembered.
2. Keep the telephone abandonment rate below 10%.
3. Continually seek to resolve customer enquiries at the first point of contact.
4. Provide access to translation services to allow easy access for all.

#### Telephone Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
T1	Review the published A-Z of ‘back office’ telephone numbers and establish if any of the services are suitable for migrating into the Contact Centre.	Head of Customer Service and Performance	March 2013
T2	Continue to explore the use of automated agents for high volume calls.	Head of Customer Service and Performance	March 2012
T3	Produce a business case as part of Project Horizon for replacing the main telephony system.	Head of Joint ICT	March 2012
T4	Promote the use of the automated telephone payment system through a publicity campaign.	Communications Officer	December 2012
T5	Strengthen informal complaints procedure so that repeat complaints are assigned to an individual officer for point of contact resolution.	Customer Service and Access Officer	March 2012
T6	Consider introducing a separate Call Centre target for 80 % (Call Centre Industry Standard) of calls answered within the Customer Service Standard of 20 seconds.	Customer Contact Manager	March 2012

#### Performance Management and Governance

- In 2011/12 our target is to answer 91% of incoming calls within 20 seconds.
- Customer Service Index (CSI) Satisfaction Level with telephone contact to the Call Centre (242424) 2007 – 70%, 2009 – 80.2%.

## Mobile Phone Strategy

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**“We will use the emerging mobile phone technology to provide better access to information for targeted user groups to increase the speed of communication, lower costs and reduce direct contact”**

Nationally Ofcom latest Communications Market Report (2011) research has identified that 27% of adults and 47% of teenagers now own a smartphone, with 59% being acquired in the last year. The emerging mobile phone technology has the ability if harnessed to increase the speed of communication, whilst lowering costs.

### Our key actions to develop mobile telephone access

1. Explore and utilise emerging technology to improve services to customers.
2. Explore the possibility of using mobile phone applications for citizens to access our services at a time to suit them.
3. Utilise ‘Quick Response’ codes on all publicity to promote the use of our website for citizens with smart phones.

### Mobile Phone Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
M1	Introduce text messaging system to inform tenants of repairs appointments.	Head of Housing	December 2011
M2	Explore appropriate developing applications (apps) for mobile phones including fault reporting and simple information provision.	Communications Officer	March 2013
M3	Introduce Quick Response (QR) codes on all council publicity for those with smart phones to access our website more easily.	Communications Officer	March 2012

### Performance Management and Governance

- Performance and usage of this channel will be monitored as services are developed.

## Web Strategy

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**“We will provide a single, comprehensive, up-to-date, easy to access and use website that allows anyone to transact and interact with us”**

### Our key actions to develop web access

1. Promote the website as the main access point for our services for simple information and transactional services.
2. Provide a single website for the organisation to make contacting us straightforward for everyone.
3. Increase the usability of our online systems to make them the channel of choice for simple transaction to promote channel shift.
4. Ensure that all web content is written in Plain English and is easy to understand.
5. Ensure the website meets with government and national accessibility standards and is available in a wide range of language options through free translation tools.

### Web Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
W1	Raise employee awareness of Channel Strategy and use of website within their daily tasks.	Communications Officer	December 2012
W2	Work with ICT to integrate online transactions directly into back office systems to prevent double entering of information.	Communications Officer	March 2013
W3	Ensure that all Council leaflets and literature is made available via the website in order to reduce printing costs and environmental impact.	Communications Officer	March 2013
W4	Ensure that all communication activity as identified in the Communication Plan is replicated on the Council's website.	Communications Officer	December 2012
W5	Maintain the existing community organisation websites.	Communications Officer	March 2013
W6	Develop on-line facilities to make requesting a service easier e.g. searchable database for bin collections, which ward do I live in, etc.	Communications Officer	March 2013
W7 (also A1)	Ensure the website is fully compliant with government and national accessibility standards.	Head of Customer Service and Performance	March 2013

### Performance Management and Governance

- Ensure that the website is available and operational 24/7.
- Maintain overall service excellence as evidenced by customer feedback, industry awards and SOCITM usability ratings.
- Obtain and maintain the “WCAG 2.0 level AA” rating for accessibility by all.

## Face to Face Strategy

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**“We will maintain face to face services through our four Contact Centres with fully trained customer advisors providing a cost effective service”**

### Our key actions to develop our face to face provisions

1. Make the Contact Centre service more cost effective.
2. Actively seek opportunities to share face to face provision with other organisations and fully utilise people and building assets.
3. Make better use of our publicity in our public buildings to encourage people to use different access channels.

### Face to Face Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
F1	Implement the approved recommendations in the Contact Centre Review 2011.	Head of Customer Service and Performance	March 2012
F2	Undertake process reviews to identify potential channel shift and quality improvements to our face to face service.	Head of Customer Service and Performance	March 2013
F3	Publicise the different access channels available to those who use face to face as their main contact method.	Communications Officer	March 2013
F4	Explore opportunities to share face to face provision with other organisations as appropriate.	Head of Customer Service and Performance	March 2013

### Performance Management and Governance

- We will aim to greet customers as they enter our building or when they approach an enquiry desk.
- We will aim not to keep customers waiting more than fifteen minutes to be served at a Contact Centre.

## Post/Paper Strategy

**“We will reduce the amount and costs of post and paper communication by better use of electronic channels”**

### Our key actions to deliver a reduction in our post/paper communication

1. Provide a complete range of online forms to minimise the amount of post handled.
2. Place more of our leaflets and information online in order to minimise printing and reduce our environmental impact.
3. Use email wherever possible to communicate with customers.
4. Use second class post as our main postal tariff to minimise cost to the tax payer.
5. Where we require a written response e.g. electoral registration, customer satisfaction we will provide prepaid postage.
6. Where we have a statutory duty to provide written information to customer's e.g. Council tax bills, polling cards etc. we will minimise costs by using bulk mailing.
7. We will utilise and use where appropriate web channels and social media to promote our services, activities and functions.
8. Encourage citizens to register for email alerts, e-marketing, e-newsletters, etc for updates on our services and activities to help reduce printing and postage costs.

### Post/Paper Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
P1	Analyse postal distribution/ mailing lists within departments and introduce email service as appropriate.	Heads of Service	December 2012
P2	Provide a complete range of online forms to minimise the amount of post handled.	Heads of Service/ Communications Officer	March 2013
P3	Review and evaluate alternative postal providers to ensure the best value for money is obtained.	Head of Democratic Services	March 2012
P4	Use web channels and social media to promote our services.	Communications Officer	March 2012
P5	Provide the opportunity for citizens to register for e-marketing material.	Communications Officer	December 2012

### Performance Management and Governance

- Reply to letters and faxes within ten working days.
- By March 2012 reduce external postal costs by 5% and paper costs by 10% (from 2010/11 costs) and review thereafter.

## Email Strategy

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**“We will aim to reduce the amount of generic email communication by better use of electronic forms and other electronic channels”**

### Our key actions to develop our email provision

1. Continue to provide a generic email service through [enquiries@bolsover.gov.uk](mailto:enquiries@bolsover.gov.uk)
2. Develop other channels in the ways detailed in this document to provide more attractive options to the email channel.
3. Provide a complete range of online forms to minimise the amount of emails handled.
4. Improve the emails we send by including more information and links to our website and other digital channels.

### Email Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
E1	Include more information in emails that link directly to our website on the specific email subject matter.	Heads of Service	March 2013
E2 (Also P2)	Provide a complete range of online forms to minimise the amount of post handled.	Heads of Service/ Communications Officer	March 2013

### Performance Management and Governance

- Acknowledge all enquiries within one working day
- Respond to enquiries in full within eight working days.

## New Media Strategy

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**“We will learn from the early adopters of new and emerging media and implement only tested channels which are beneficial to our customers”**

### Our key actions to develop our new media provisions

1. Review emerging and maturing media channels.
2. Ensure protocols are in place for the use of new media.
3. Develop other channels/media alternatives so access to services is available to our citizens at all times.

### New Media Strategy Actions in Detail

Ref	Action	Owner	Delivery Date
NM1	Review the use of social networking sites e.g. Twitter, Facebook as a media channel across the Council and identify protocols for use.	Communications Officer	December 2012
NM2	Review the use of social media sites e.g. Youtube as a media channel across the Council and identify protocols for use.	Communications Officer	December 2012
NM3	Explore the feasibility of providing live broadcasts and/or podcasts of committee meetings.	Communications Officer	December 2012

### Performance Management and Governance

- All new product launches should be subject to a full business case.
- Overall governance of new media should be the responsibility of the ICT Strategy Group.

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#### Acknowledgement

The Local Government Contact Council produced a strategy template for use by Councils addressing channel shift. Surrey County Council acted as a pilot authority to produce the first strategy using the agreed model. The template has since been adopted as the industry model. This strategy has been developed using the Surrey County Council model who have kindly given their permission for the re-use of text and pictures in part 1 and 2 of this strategy document.

Committee:	Executive	Agenda Item No.:	16.
Date:	12 <sup>th</sup> December 2011	Status	Open
Category	2. Decision within the functions of Executive		
Subject:	Working Neighbourhoods Fund Monitoring Report – Quarter 2 Update		
Report by:	Partnership Consultant Programme Manager		
Other Officers Involved	Chief Executive's and Partnership Manager		
Director	Chief Executive Officer		
Relevant Portfolio Holder	Councillor A. Tomlinson, Portfolio Holder for Regeneration Councillor E. Watts, Leader of the Council		

### **RELEVANT CORPORATE AIMS**

REGENERATION – Developing healthy, prosperous and sustainable communities. The use of Working Neighbourhoods Fund will affect the wider determinants of Worklessness by commissioning activity that takes account of the effects upon the wellbeing of residents in local communities in respect of their health, wealth and secure employment; all of which contributes to building sustainable communities in the district."

### **TARGETS**

The Working Neighbourhoods Fund will impact on the National Indicator 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods. Bolsover District Council has agreed a holding target with the LAA of reducing the out of work claimant rate within the worst performing neighbourhoods from 28.7% to 25.4% by March 2011. The Local Authority's success in tackling worklessness will also be measured against a further 4 indicators, these being:

- NI 117 – 16 to 18 year olds who are not in education, training or employment
- NI 118 – Take up of formal childcare by low income working families
- NI 163 – Working age population qualified to at least Level 2 or higher
- NI 172 – VAT registered businesses in the area showing growth.

### **VALUE FOR MONEY**

The principles of Value for Money – economy, efficiency and effectiveness will be applied in all interventions considered.



## THE REPORT

### **Background**

1. Executive Members will recall the Authority's award of Working Neighbourhoods Fund in 2008 (Minute No. 886 refers). The Working Neighbourhoods Fund (WNF) was introduced as part of the Local Government Finance Settlement and was paid as one element of the Area Based Grant. It provides resources to local authorities to tackle worklessness and low levels of skills and enterprise in their most deprived areas.

The total WNF allocation to Bolsover District Council is since its inception in 2008/09 amounts to £7,066,100.

2. As part of the Council's approach to tackling worklessness, a Commissioning Framework was established to allocate the funding in two ways:-
  - i) the Local Authority's focus upon the people who are **already receiving benefits** and are unemployed and try to encourage them back into work and off benefits, and
  - ii) tasking the Local Strategic Partnership for Bolsover with identifying measures to address and **prevent the need to be in receipt of benefits** or become unemployed
3. All WNF has now been received by the Council as it was paid over the 2008-11 period. As the WNF is non-ringfenced it has been carried into 2011/12 to enable interventions to continue and impact in the District. Residual WNF has also been allocated to selected projects during 2012/13 to maximise delivery impact in the absence of further area based grant.

### **2011/12 Quarter 2 Report**

4. The attached report titled 'Quarter 2 Update, July – September 2011' has been produced following the submission of quarterly monitoring returns by projects that have been funded to date through the Council's Working Neighbourhoods Fund. The attached report provides:
  - An overview of activity currently taking place in relation to Working Neighbourhoods Fund planning, commissioning, and future activity in relation to securing additional funding
  - Unemployment statistics including an analysis of the National Indicator (NI) 153, Job Seekers Allowance claimant counts, the number of 16-18 year olds Not in Employment, Employment or Training)
  - Information in relation to progress of individual projects in the second quarter of 2011/12

- Case studies of individuals assisted through WNF interventions to demonstrate impact

**ISSUES/OPTIONS FOR CONSIDERATION**

The contents of the Quarter 2 report.

**IMPLICATONS**

Financial: Detailed in the report.

Legal: None

Human Resources: None

**RECOMMENDATION**

**That the report be received.**

**REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION**

To ensure that WNF is targeted to best effect.

ATTACHMENTS: Y

FILE REFERENCE:

SOURCE DOCUMENT:

## **EXECUTIVE AGENDA**

**Monday 12<sup>th</sup> December 2011 at 1000 hours**  
**Committee Room One**

<b>Item No.</b>		<b>Page No.(s)</b>
	<b>PART 1 – OPEN ITEMS</b>	
1.	To receive apologies for absence, if any.	
2.	To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4 (b) of the Local Government Act 1972.	
3.	Members should declare the existence and nature of any personal and prejudicial interests in respect of:  a) any business on the agenda b) any urgent additional items to be considered c) any matters arising out of those items  and if appropriate, withdraw from the meeting at the relevant time.	
4.	To approve the Minutes of a meeting of the Executive held on 7 <sup>th</sup> November 2011.	Previously circulated
5.	The record of decision notices from the meeting of the Joint Board held on 22 <sup>nd</sup> November 2011 have now been circulated to all Members. Members may raise any questions on these decision notices.	Previously circulated
	<b>PART 2 – EXEMPT ITEMS</b> <i>The Local Government (Access to Information) Act 1985, Local Government Act 1972, Part 1, Schedule 12a.</i>  <u>Exempt – Paragraph 3</u>	
6.	Tarran Bungalow Redevelopment	To Follow
	<b>PART 3 – OPEN ITEMS</b>	
7.	Groundwork Creswell, Ashfield & Mansfield Core Funding, Report on Activities During 2010/11 <b><i>Recommendation on Page 4</i></b>  Copies of the Accounts are available in the Members Rooms.	3 to 10

8.	Junction Arts Community Arts Programme – 2 <sup>nd</sup> Stage Payment 2011/12 and 2012/13 proposed programme plan. <b>Recommendation on Page 16</b>	11 to 39
	Copies of the Accounts are available in the Members Rooms.	
9.	Limestone Journeys Partnership Agreement <b>Recommendation on Page 46</b>	40 to 46
10.	Aiming High Capital Grant – Replacement Jetty At Pleasley Vale Outdoor Activity Centre	To Follow
11.	Disposal of Goods and Office Furniture <b>Recommendation on Page 48</b>	47 and 48
12.	Recommended Item from Safe and Inclusive Scrutiny Committee – Patch Management Policies – Running a Business From Home and Illegal Occupiers. <b>Recommendation on Page 49</b>	49 to 71
13.	Shared Services Scrutiny <b>Recommendation on Page 74</b>	72 to 78
14.	Channel Strategy 2011-2013 <b>Recommendation on Page 81</b>	79 to 103
15.	ICT Investment Plans	To Follow
16.	Working Neighbourhoods Fund Monitoring Report - Quarter 2 Update <b>Recommendation on Page 106</b>	104 to 106
	Quarter 2 Update report July – September 2011	Separately bound document
	<b>PART 4 – EXEMPT ITEMS</b> <i>The Local Government (Access to Information) Act 1985, Local Government Act 1972, Part 1, Schedule 12a.</i>	
	<u>Exempt – Paragraph 3</u>	
17.	Shared Procurement Unit – Tenders Update <b>Recommendation on Page 111</b>	107 to 111

18.*	CCTV Monitoring and Hardware Tender <b><i>Recommendation on Page 116</i></b>	112 to 117
19.	Permission for Tender for Street Scene Works	To Follow

**\*Denotes Key Decision on Forward Plan**

Committee:	Executive	Agenda Item No.:	15.
Date:	12 <sup>th</sup> December 2011	Status	Open
Category	1. Decision within the functions of Executive		
Subject:	ICT Investment Plans		
Report by:	ICT Manager, Joint ICT Service		
Other Officers Involved	N/A		
Director	Director of Corporate Resources		
Relevant Portfolio Holder	Councillor D. McGregor, Portfolio Holder for Corporate Efficiency		

### **RELEVANT CORPORATE AIMS**

STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation.

Providing a fit for purpose ICT Infrastructure facilitates the delivery of all corporate aims through ensuring stable ICT Services with adequate performance for all officers and members.

### **TARGETS**

Key performance indicators for the Joint ICT Service are in large part determined by the quality of ICT Infrastructure which impacts on both the number of incidents raised and through staff satisfaction with ICT performance.

### **VALUE FOR MONEY**

Opportunities for shared procurement will be sought wherever possible. Best value procurement is undertaken through existing framework agreements and in conjunction with the Joint Procurement team.

### **THE REPORT**

### **ISSUES/OPTIONS FOR CONSIDERATION**

A full review of the ICT Infrastructure (hardware and software) has been undertaken in the three partner authorities supported by the Joint ICT Service.

This has led to the development of five year investment plans for each Authority for consideration by Members.

The attached investment plan highlights essential expenditure at Bolsover District Council based on three criteria:

**Maintain Service:** The minimum investment required to ensure that the current levels of performance of the ICT Infrastructure is maintained.

**Security:** Central Government require compliance to security standards by all public bodies. The Council is audited annually to ensure compliance with these standards. One of the key controls the Council must meet in order to satisfy basic security requirements is to operate supported versions of software. This forms the basis of the majority of the key investments.

**Invest to Save:** These items will provide savings but may need initial investment to facilitate securing the savings that have been identified. A full Return on Investment proposal would be required for each of these but these can usually only be undertaken following detailed investigation and competitive dialogue with vendors.

In the light of the above criteria the Key investment priorities are:

### ***PC and Laptop Replacement***

Historical funding constraints have led to postponement of rolling PC replacement programmes leaving a situation whereby a significant majority of the PC and laptop hardware in place is over 6 years old. As new security products and patches are deployed and client software for business applications are updated these machines are now performing poorly which impacts on officer performance and efficiency. In addition the majority of the Council laptops and PCs will not be able to run the latest Microsoft operating system, Windows 7, which must be installed by 2014. £18,950 has been previously approved to fund expenditure in the current Financial Year, which will enable an initial 40 poorly performing machines to be replaced. The Accommodation review as part of Project horizon may require that funding for replacement is brought forward to meet the needs of flexible working.

### ***Desktop and Server Operating and office applications software***

The key Microsoft platforms used by the Council become end of life in 2014 at which point no further security patches will be provided and business application vendors will no longer support their software on the Operating systems currently deployed by the Council. This includes the Server Operating systems for Business applications and the desktop operating systems and applications, Windows XP and Office 2003 along with client licenses for email and server connectivity. If we fail to upgrade to supported versions of the software we will be in breach of our Code of Connection required by Central Government.

### ***Strategic Alliance***

To help facilitate shared working for the Strategic Alliance some essential expenditure originally required for 2012-13 is recommended to be brought forward to the current year. This will allow collaborative working between officers through shared calendaring and email address lists and delivery of shared data access and shared business applications.

### ***Telephony replacement and Computer Room Air Conditioning***

The first of these is scheduled for 2013-14 as support for the switchboard from Siemens will cease in 2015. However if the proposed relocation from Sherwood Lodge proceeds this should be brought forward as part of the Project. The timing of the relocation will also determine when any replacement of the air conditioning would take place.

### ***Upgrades to Capita Housing and Revenue & benefits systems***

The underlying database system, Ingres, requires upgrading to remain supported by the database vendor. The specialist skills required to undertake this work are not available within the Joint ICT Service.

### ***Network Links to the Leisure Centres***

The current connections to the leisure centres are of insufficient capacity to allow upgrade to the supported version of the Leisure Systems. There are also significant issues with delays at the tills which impact on customers as well as the performance of the back office ICT systems. Leisure Services are currently developing a standalone bid which will propose a costed upgrade to capacity.

### ***Invest to Save***

It is proposed these are taken on a case by case basis as the return on investment cannot be determined without detailed analysis. Two investments have been approved this year on this basis; Joint GIS and replacement BACS systems.

The proposed investments together with the recommended timescales are set out in further detail in the Appendix attached to this report.

## **IMPLICATIONS**

***Financial:*** The proposed upgrading of systems as outlined within this report and the attached Appendix will clearly require a significant financial investment. The details set out within the Appendix in respect of 2011/12 seek approval for expenditure of £145,640, which is an increase on the previously approved level of £107,600. This increased investment will secure a corresponding reduction in the investment requirement for future financial years. With regard to the expenditure in respect of 2011/12 this can be fully



funded from the ICT and Office Equipment Reserve. The funding of future years' expenditure will be considered as part of the Medium Term Financial Plan which will be considered by Members in the February of 2012.

**Legal:** Contracts Standing Orders will be followed in the procurement.

**Human Resources:** Not applicable in this case.

### **RECOMMENDATIONS**

1. That the essential investments as detailed in the attached Appendix in respect of 2011-12 be approved.
2. That proposed expenditure requirements for years 2012-13 through to 2014-15 are noted and options for funding be considered as part of the development of the Council's Medium Term Financial Plan.
3. That Executive receive an annual report on expenditure along with any revisions to the 5 year investment plan.

### **REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION**

To ensure that the Council has the ICT tools needed.

ATTACHMENTS: Y  
FILE REFERENCE: ***BDC2011-15Capital Investments0.6.xls***  
SOURCE DOCUMENT: ***Not applicable***

	2011-12	2012-13	2013-14	2014-15	2015-16	Gov Connect/ Maintain Service or Invest to save	Revenue or Capital								
<b>BDC</b>															
<b>Capital Costs</b>															
<b>Hardware End of Life Replacement</b>															
Desktop Replacement/Upgrade	18590	62000	30000	12000	28000	G/M	C								Required for Win7, assumes 5 year replacement
Staff Laptop Replacement	6750	7000	13750			G/M	C								For Win7, then assume 4 year rolling replacement
Members Laptop Replacement/Up	2000				20900	G/M	C								Windows 7 Licences
Telephony Replacment			100000			M	C								Siemens end of life, may be undertaken earlier as part of Sherwood Lodge relocation. Also pre requisite for resilience. Will deliver revenue savings
P1 VMWare Servers			36000			M	C								Assumes 5 year lifespan for servers purchased in 2008
DMZ Servers	10000					M	C								May be able to redeploy ex DDDC/NEDDC
Network switches(POE)	14000	7000	7000	7000	7000	M	C								6 yr rolling replacement
JUNIPER SSL-VPN Replacment		7000				G/M	C								existing equipment end of life, possible shared use with NEDDC
SAN Expansion	14000					M	C								
SAN Replacement			30000			M	C								Assumed 5 year life/growth
SAN Switches			10000			M	C								Assumed 5 year life
Shared DR:															
DR Servers					5000	M	C								Share of total cost between 5 partners
DR SAN					10000	M	C								Share of total cost between 5 partners
DR SAN Capacity		4000				M	C								Share of total cost between 5 partners
DR Switches					1000	M	C								Share of total cost between 5 partners
DR UPS					2000	M	C								Share of total cost between 5 partners
Tape Library Replacement		10000				M	C								5 yr replcement cycle
WAN Capacity for Leisure	9000					M	C								Installation cost, Current capacity issues impacting business
Encrypted USB sticks	1000			1000		G/M	C								assumes requirement for 50
Security token FOBS		5000				G/M	C								5 year repalcement
UPS Replacement					10000	M	C								As advised by vendors
Air Con Replacement		20000				M/I	C								May deliver revenue saings on power consumption, Sherwood Lodge relocation would remove requirements
<b>H/W Total</b>	<b>75340</b>	<b>122000</b>	<b>226750</b>	<b>20000</b>	<b>83900</b>										

<b>Software Replacement</b>																				
Windows Server 2008	8000	8000					G/M	C	Server 2000/2003 end of life											
Windows Server 2008 CALS	5600						G/M	C	136 already in place, 379 required											
MS Enterprise Agreement		40000	40000	40000			G	C	For Win7/Office2007/Srv2008/SQL2005/TS2008/Exch2010											
Managed Service(PCI)	36000						M	C												
CRM U/G	4000						G/M	C	External consultancy required											
SQL 2005							G/M	C												
Ingres upgrades	10000						M	C												
ImageServer2(Comino)	8000						M/I	C	will create revenue saving and mitigate risk of PLASMON Worm devices											
Backup S/W replacement		20000					I	C	Possible shared procurement with BDC/DDDC											
Security products(Invest to Save)	10000						I	C	will reduce future revenue costs											
UNIForm Oracle 11 upgrade	3900						G/M	C	Planning - consultancy costs											
Data Management Tools		40000					I	C	may remove need for SAN Capacity											
Exchange 2007/10		15000					G/M	C	Software and consultancy(partner procurement)											
<b>S/W Total</b>	<b>85500</b>	<b>123000</b>	<b>40000</b>	<b>40000</b>	<b>0</b>															
<b>TOTAL</b>	<b>£160,840.00</b>	<b>£245,000.00</b>	<b>£266,750.00</b>	<b>£60,000.00</b>	<b>£83,900.00</b>															
<b>Additional Revenue Costs</b>																				
WAN Capacity for Leisure	27000	27000	27000	27000	27000	M	R	Line rental												
Support for Council Chamber equi	1900	1900	1900	1900	1900			four preventative maintenance visits per annum												
Disaster Recovery			3000	3000	3000	M	R	S&M covered by capital cost for 1st 3 years, returns to full £7K												
<b>TOTAL</b>	<b>28900</b>	<b>28900</b>	<b>31900</b>	<b>31900</b>	<b>31900</b>															

## **EXECUTIVE**

Minutes of a meeting of the Executive of Bolsover District Council held in Committee Room One, Sherwood Lodge, Bolsover, on Monday 7<sup>th</sup> November 2011 at 1000 hours.

### **PRESENT:-**

Councillor E. Watts in the Chair

### **Members:-**

Councillors K. Bowman, D. McGregor, B.R. Murray-Carr, A.M. Syrett and A.F. Tomlinson.

### **Officers:-**

W. Lumley (Chief Executive Officer), S.E.A. Sternberg (Solicitor to the Council and Monitoring Officer), K. Hopkinson (Director of Development), B. Mason (Director of Corporate Resources), S. Tomlinson (Director of Neighbourhoods), K. Drury (Customer Service and Access Officer), B. Truswell (Head of Shared Procurement) and R. Leadbeater (Democratic Services Officer).

### **584. APOLOGY**

An apology for absence was received from Councillor D. Kelly.

### **585. URGENT ITEMS OF BUSINESS**

There were no urgent items of business.

### **586. DECLARATIONS OF INTEREST**

There were no declarations of interest submitted.

## EXECUTIVE

### 587. MINUTES – 3<sup>RD</sup> OCTOBER 2011

Moved by Councillor D. McGregor, seconded by Councillor A.M Syrett  
**RESOLVED** that the minutes of a meeting of the Executive held on 3<sup>rd</sup> October 2011 be approved as a true record.

### 588. RECOMMENDED ITEM FROM SUSTAINABLE SCRUTINY COMMITTEE MIN. NO. 472 – PATCH MANAGEMENT POLICIES – FLY TIPPING POLICY AND FLOOD PROTECTION POLICY

The Director of Neighbourhoods presented the report to seek Executive approval of the Fly Tipping and Flood Protection Policies which had been previously considered by Patch Management and the Sustainable Scrutiny Committee.

The policies were included in the agenda for Members' consideration.

Moved by Councillor E. Watts, seconded by Councillor B.R. Murray-Carr  
**RESOLVED** that the Fly Tipping Policy and the Flood Protection Policy be approved.

**REASON FOR DECISION:** To update the Council's Fly Tipping Policy and Flood Protection Policy.

(Director of Neighbourhoods)

### 589. COMPLIMENTS, COMMENTS, COMPLAINTS AND FREEDOM OF INFORMATION (FOI) REQUESTS

The Customer Service and Access Officer presented the report to inform Members of the number of compliments, comments, complaints and freedom of information requests received for the period 1<sup>st</sup> July to 30<sup>th</sup> September 2011.

Members were advised that a good cross section of compliments had been received and all complaints had been responded to within the required standard.

Questions were raised in respect of specific issues to which the Customer Service and Access Officer responded.

It was requested that a summary of compliments be provided in future reports. Discussion took place regarding information made available to the public on the Council's website as a result an FOI request. The Chair requested that Cabinet Members be involved in discussions to determine website content in these

## EXECUTIVE

instances. The Customer Service and Access Officer agreed to advise the Communications Officer of the Chair's comments.

Moved by Councillor E Watts, seconded by Councillor D. McGregor  
**RESOLVED** that the report be received and comments noted.

**REASON FOR DECISION:**        **To keep Members informed of volumes and trends regarding compliments, comments, complaints and freedom of information requests.**

The Customer Service and Access Officer left the meeting.

### 590. CONTACT CENTRE REVIEW 2011

The Director of Corporate Resources presented the report to seek Members' approval to withdraw the Saturday morning Contact Centre Service from early 2012. The actual commencement date would be delegated to the Chief Executive Officer. The proposals had been put forward due to significant difficulties in maintaining the current service with reduced staffing levels and increased budget pressures.

Members were advised that the Head of Customer Service and Performance had carried out an Equality Impact Assessment. This suggested that the impact on the public of the withdrawal of the Saturday morning service would be minimal as alternative channels of communication were available. It was added that a public consultation would be carried out for a period of one month to raise awareness of the proposals.

Moved by Councillor E. Watts, seconded by Councillor D. McGregor  
**RESOLVED** that (1) due to the budget pressures and current low levels of performance, that the Contact Centre service is withdrawn on Saturday mornings from early 2012.

(2) the exact closure date be delegated to the Chief Executive Officer in consultation with the Leader and Deputy Leader.

**REASON FOR DECISION:**        **To address the resourcing issues within the Contact Centre Service.**

(Head of Customer Service and Performance)

## EXECUTIVE

### 591. RENEWAL AND TENDERING OF INSURANCE POLICIES 2011

The Director of Corporate Resources presented the report to advise Members of actions taken under delegated powers to renew the Council's insurance policies for 2011/12. Members were advised that the costs for the renewed policies had been in line with the previous year, which was good news considering the increased costs of insurance generally. The preferred option, which consisted of split policies between five separate insurers, was considered the most financially viable for the Council. A detailed breakdown of costs and year on year variances was provided in the report.

Moved by Councillor A.F. Tomlinson, seconded by Councillor E. Watts

**RESOLVED** that the action of the Director of Corporate Resources (in consultation with the Chief Executive Officer, Leader and Deputy Leader and the Chair and Vice Chair of Improvement Scrutiny Committee) under delegated powers be noted.

**REASON FOR DECISION:**            **The Council has assessed value for money, quality and service issues and selected the option financially beneficial to the Council.**

(Director of Corporate Resources)

### 592. THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Moved by Councillor A. F. Tomlinson, seconded by Councillor E. Watts

**RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in the stated Paragraph of Part 1 of Schedule 12A of the Act and it is not in the public interest for that to be revealed.

### 593. TENDER EVALUATION OUTCOME – FACILITIES MANAGEMENT EXEMPT – PARAGRAPH 3

The Head of Shared Procurement presented the report to advise Members of the outcome of a tender evaluation for the Facilities Management Contract.

Tenders were invited for an OJEU (Official Journal of the European Union) restricted tender and following a pre-qualification exercise, a total of six tenders were received before the deadline. One was incorrectly addressed and

## **EXECUTIVE**

inadvertently opened outside the tender opening process and was therefore disqualified.

The five qualifying tenders were considered and evaluated on a cost and quality basis. Following interview, J. Tomlinson Ltd was considered to be the preferred contractor by the Tender Evaluation Panel.

**RESOLVED** that the Facilities Management Contract be awarded to J. Tomlinson Ltd on a 60 month basis with the option to extend for a further 24 months.

**REASON FOR DECISION:**        **To ensure the Council achieves the best value for money on a cost and quality basis.**

(Head of Shared Procurement)

The meeting concluded at 1035 hours.



**RECORD OF EXECUTIVE DECISION - JOINT WORKING**

CBC: LEADER		Date of Decision: 22 <sup>nd</sup> November, 2011	
BDC: LEADER			
NEDDC: LEADER			
CBC Non-executive Leader's Support Members present: N/A			
Title Reference: Minutes of Previous Meetings			
Consultee Member(s) N/A			
Key Decision References (if applicable): CBC: BDC: NEDDC:		Delegation References: CBC: R116L BDC: NEDDC:	
Report and background papers	Yes	Public <input checked="" type="checkbox"/>	Exempt <input type="checkbox"/> Confidential <input type="checkbox"/>
Decision Status (CBC)	On Forward Plan General urgency +Special urgency	N/A	Authorised by:
Record of Decision:			
That the notes and Records of Decision of the following meetings be noted.			
(a) Joint Board of 13 <sup>th</sup> September, 2011.			
Reasons for Decision			
To note progress on joint working			
Alternative options considered and rejected (if any) N/A			
Declarations of interests: None			
Decision subject to call-in		Yes	
Date Record issued: 23 <sup>rd</sup> November, 2011 Contact Officer: Jackie Brobyn			

Committee:	Executive	Agenda Item No.:	10.
Date:	12 <sup>th</sup> December 2011	Status	Open
Category	2. Decision within the functions of Executive		
Subject:	Aiming High Capital Grant – replacement jetty at Pleasley Vale Outdoor Activity Centre		
Report by:	Special Projects Officer / Outdoor Recreation Officer		
Other Officers Involved	Head of Leisure		
Director	Director of Health and Wellbeing		
Relevant Portfolio Holder	Councillor A. Syrett, Portfolio Holder for Social Inclusion		

#### **RELEVANT CORPORATE AIMS**

COMMUNITY SAFETY – Ensuring that communities are safe and secure by providing diversionary activities for local young people.

ENVIRONMENT – Promoting and enhancing a clean and sustainable environment by repairing and enhancing the mill pond at Pleasley Vale

REGENERATION – Developing healthy, prosperous and sustainable communities by providing accessible leisure facilities

#### **TARGETS**

None

#### **VALUE FOR MONEY**

By obtaining best value under section 123 of the Local Government Act 1972

#### **THE REPORT**

Pleasley Vale Outdoor Activity Centre was established in 2001 at Pleasley Vale Business Park, which is owned and managed by Bolsover District Council. The centre was originally wholly based in the boathouse adjacent to the mill pond, which is used for a range of water based activities. In recent years, the centre has expanded into a recently refurbished building at the eastern end of Pleasley Vale (The Greaseworks) which provides office accommodation and acts as the operational base for the centre. The

refurbishment of The Greaseworks was largely externally funded with grants from the New Opportunities Fund and the Coalfields Regeneration Trust.

Despite the investment in The Greaseworks there has been limited investment in the outdoor centre. A temporary jetty was installed in 2006, but this has proved to be unsatisfactory and is no longer safe to use. In addition, the mill pond has a leak in the headwall which has resulted in a significant drop in water level to a point where it is no longer possible to canoe or kayak on the mill pond, which has a knock on effect on the operation of the outdoor activity centre and its ability to generate income.

The continuation of water based activities at Pleasley Vale will only be possible if the mill pond is repaired and the jetty replaced with one that is both permanent and fully accessible.

Consultants have recently identified a range of options for the repair and re-watering of the mill pond and it is hoped that work will be carried out over the next few months. Initial estimates suggest that the cost of repairing the pond is between £6,000 (sealing the off-take channel, repairing the outlet pipe, sealing areas of undercutting and re-pointing the masonry crest wall) and £16,000 (if additional low pressure grouting is required).

An opportunity to invest further external funding became available in the autumn of 2011 when Derbyshire County Council invited bids for Aiming High for Disabled Children grant funding to fund projects that provided facilities for disabled children and their families.

A bid for £93,500 was submitted in September 2011, based on an indicative costing for a scheme including a replacement jetty, associated boat ramp, floating pontoon and a pedestrian / disabled access bridge. Unfortunately, this bid was initially unsuccessful.

However, Leisure Services was subsequently contacted in early November with an offer of funding. The acceptance of this offer will depend on the mitigation of a number of potential risks and the necessary approval from Executive.

Since submitting the original funding application, a revised scheme has been proposed that provides better disabled access by relocating the proposed footbridge and slipway, lengthening the jetty / pontoon and providing a disabled access ramp. However, the revised scheme had not been fully costed at the time of submission of this report. Additional information will be provided at the meeting.

The scheme is designed to provide an accessible jetty for canoeing, kayaking and other water based activities on the mill pond adjacent to Mill 1 as part of the ongoing development of the outdoor activity centre. Subject to cost and available funding the proposed Works include:

- Removal of the existing jetty on the mill pond, which is no longer safe for use
- Construction of a new 24m long concrete jetty
- Construction of a concrete slipway for launching canoes / kayaks
- Installation of floating pontoons
- Installation of a hoist for disabled users
- Construction of a disabled access ramp to the jetty / pontoon
- Relocation of the existing 30' storage container to a point further along the bank
- Installation of a 12m x 1.8m universal beam steel pedestrian / disabled access bridge over the River Meden on the site of a derelict wooden footbridge (this will be removed)
- Construction of concrete or tarmac link paths to link the bridge to the car park and along the top of the bank from the bridge / boat store to the existing boathouse

In order to progress the project it is necessary to secure planning permission and other approvals (e.g. Environment Agency) as a first step. The site has been surveyed, drawings have been produced and both a planning application and application for Environment Agency consent were submitted in November 2011, which are currently being considered. The cost of the site survey, drawings, structural calculations and planning application were funded by Leisure Services from existing budgets.

Should the cost of the whole scheme be significantly more than the available budget, it may prove necessary to revise the scheme and remove certain elements (e.g. the pedestrian footbridge). However, the replacement jetty is the key element of the scheme and this will be retained. It may be necessary to complete some elements of the scheme at a later date using additional external funding as part of a second phase.

A photograph of the existing jetty and a plan of the proposed jetty are attached to this report.

Contractors have been identified that can undertake all of the necessary works and supply / install the floating pontoons. However, due to the value of the contract it will be necessary to go out to tender for the works.

Subject to securing planning permission and other consents, contracts will need to be let and works will need to be completed by the end of March 2012 in order to comply with the terms of the funding.

Following the presentation of a similar report to Cabinet, discussions have taken place with a contractor who is prepared to accept responsibility for completion of the project, provided that planning permission and other consents are in place to allow sufficient time for them to be reasonably expected to complete the works by the end of March 2012, and subject to them being awarded the contract.

## **ISSUES/OPTIONS FOR CONSIDERATION**

The existing jetty is in need of replacement in the very near future and the cost of this would need to be funded from the Council's own resources or external funding if the Aiming High grant were not accepted.

The timescale for completion is tight, but is achievable subject to securing planning permission and other consents and awarding a contract in time to allow work to start in mid-January 2012.

However, due to the time of year when the work is to be undertaken and the unpredictable nature of the weather, it is possible that a prolonged period of sub-zero temperatures would stop work on site, with the possibility of work not being completed by the end of March 2012.

In light of this, the funders (Derbyshire County Council) will take a reasonable approach according to individual circumstances. In general, invoices against specific completed pieces of work will be paid, subject to an interim invoice for work completed being submitted and assurances provided that the remainder of the work would be done and funded elsewhere.

It would also be acceptable to revise plans for the project (if this proved necessary) if it was agreed that the primary aims of the project for which the budget had been allocated would still be achieved.

Should it prove impossible to secure planning permission and other necessary consents in time for the project to be completed by the end of March 2012, it may prove necessary to decline the offer of funding. Derbyshire County Council is aware that this may happen and have asked to be informed as soon as it becomes apparent that the project cannot proceed, so that the funding can be reallocated.

## **IMPLICATIONS**

- Risk: If the project is not fully completed by 31 March 2012, the Aiming High grant will only fund the percentage that has been completed. The remainder of the project will still need to be completed, e.g. if the project is 90% complete, the remaining 10% will need to be completed at no cost to the Council. Planning permission and other consents are not secured in time, meaning that the funding has to be declined.
- Financial: Savings on future replacements costs of the existing jetty to the Council  
Costs associated with non-completion of the project (i.e. the shortfall)
- Legal: Ensuring compliance with the Council's Financial Regulations.

Human Resources: None

## **RECOMMENDATIONS**

- 1. It is recommended that the offer a £93,500 Aiming High for Disabled Children grant be accepted.**
- 2. It is recommended that the tender process be streamlined to allow works to proceed without undue delay in accordance with contracts standing orders.**
- 3. It is recommended that should it become apparent that planning permission and other consents will not be granted in time for the project to be completed by 31 March 2012 (i.e. by mid-January 2012) that authority be given to the Director of Health and Wellbeing to decline the offer of funding .**
- 4. It is recommended that delegated powers be granted to the Head of Leisure to amend the scheme as necessary to deal with other risks, such as weather and increased costs.**

## **REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION**

In order to allow the development of an accessible jetty / floating pontoon at Pleasley vale Outdoor Activity Centre.

ATTACHMENTS: Photograph of the existing jetty / Plan of the proposed jetty.

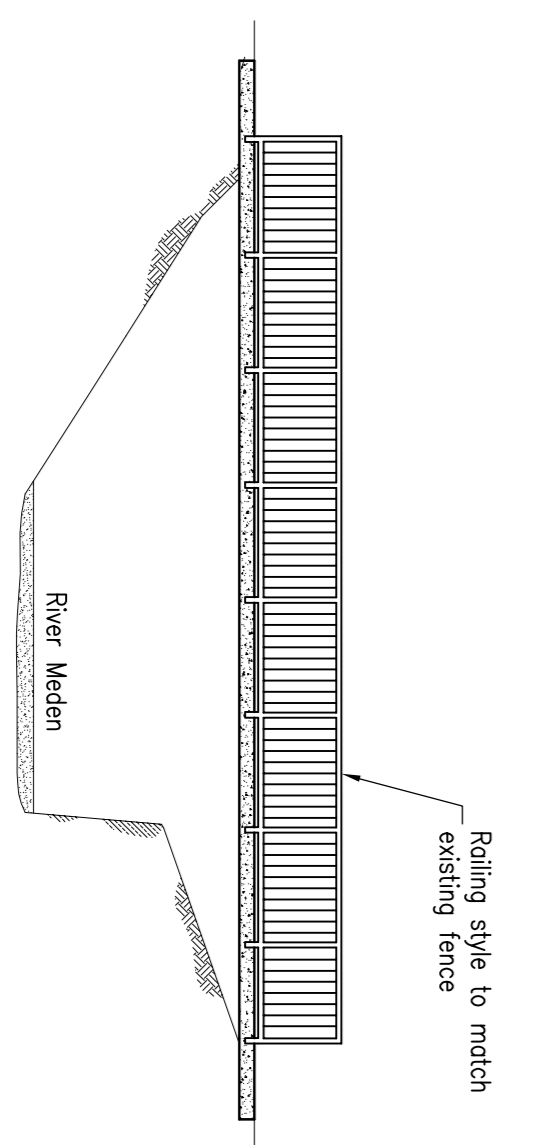
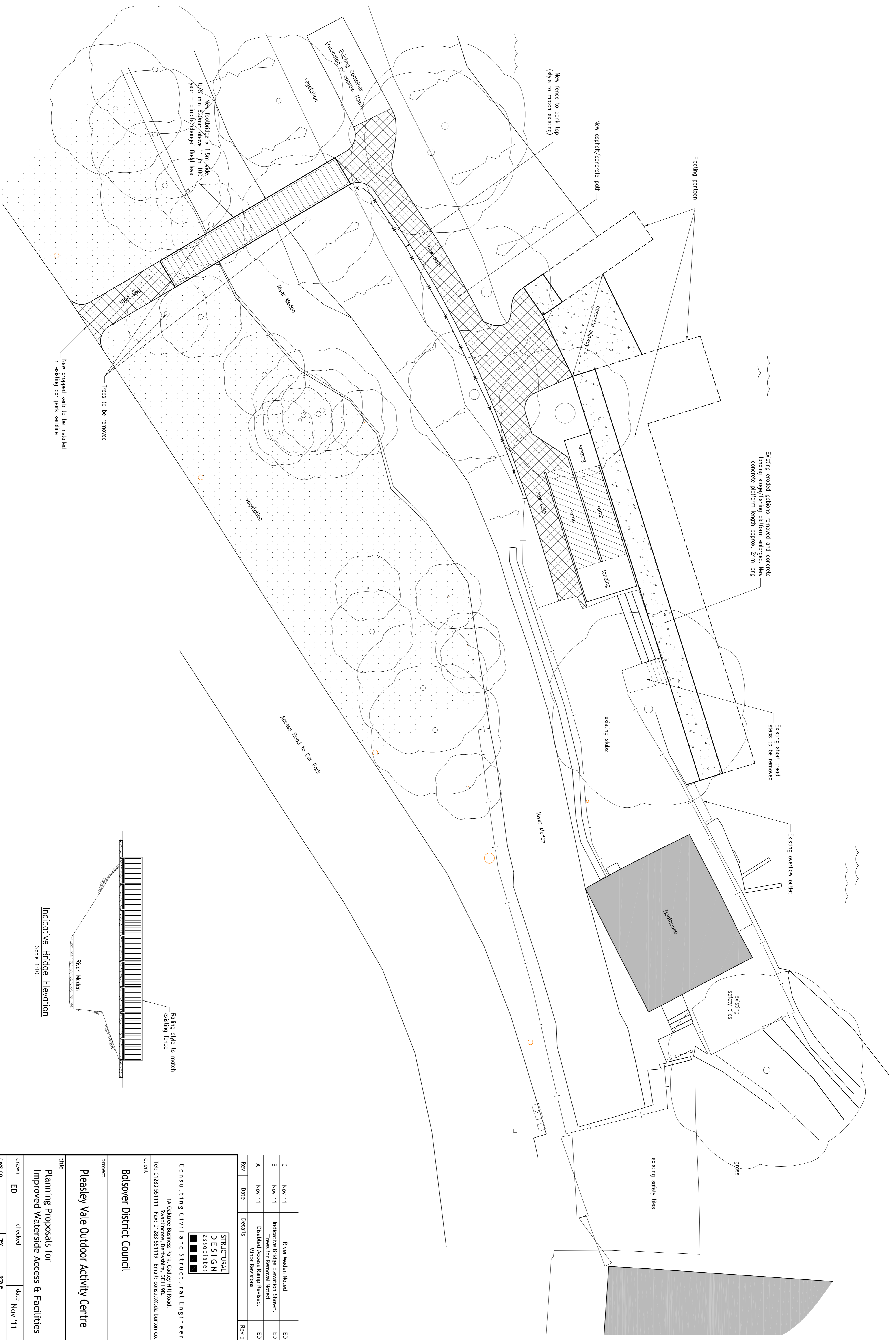
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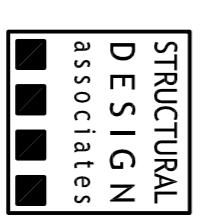


*Existing jetty at Pleasley Vale Outdoor Activity Centre*





Rev	Date	Details	Rev By
C	Nov '11	River Meaden Noted	ED
B	Nov '11	Indicative Bridge Elevation Shown. Trees for Removal Noted	ED
A	Nov '11	Disabled Access Ramp Revised. Minor Revisions	ED



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**Bolsover District Council**

**Project**  
Plesley Vale Outdoor Activity Centre

**Title**  
Planning Proposals for  
Improved Waterside Access & Facilities

drawn	checked	rev	scale	date
ED		C	at A1	Nov '11

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To find scale dimensions, measurements to be reported to the Engineer before proceeding.