



The Arc
High Street
Clowne
Derbyshire
S43 4JY

Date: 29 May 2013

Dear Sir or Madam,

You are hereby summoned to attend a meeting of the Executive of Bolsover District Council to be held in Chamber Suites 1 and 2, The Arc, Clowne, on Monday 10 June 2013 at 1000 hours.

Register of Members' Interests - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.


You will find the contents of the agenda itemised on pages 2 to 3.

Yours faithfully,

Chief Executive Officer
To: Chairman & Members of the Executive

ACCESS FOR ALL

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INVESTORS IN PEOPLE

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Chief Executive Officer: Wes Lumley, B.Sc., F.C.C.A.
The Arc, High Street, Clowne, Derbyshire, S43 4JY



The Government Standard

EXECUTIVE AGENDA

Monday 10 June 2013 at 1000 hours
Council Chamber Suites 1 & 2, The Arc, Clowne

Item No.		Page No.(s)
	PART 1 – OPEN ITEMS	
1	Apologies for absence	
2	Urgent Items of Business 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	Declarations of Interest Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct 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	Minutes To approve the Minutes of a meeting of the Executive held on 14 May 2013.	Previously circulated
5	Recommended Items From Other Standing Committees Recommended item from Improvement Scrutiny Committee held on 7 May 2013 – Min No 1150 – Accommodation Utilisation Policy Recommendation on page 4	4-16
6*	Revenue Strategy Recommendations on pages 20 & 21	17-21
7	Working Neighbourhoods Fund and Work and Skills Plan Update – April 2012 to March 2013 Recommendation on page 24	22-68

8	Neighbourhood Outreach Outline Service Proposal <i>Recommendations on page 75</i>	69-75
9	Councillor Access to the Local Government Pension Scheme <i>Recommendations on pages 78 & 79</i>	76-79
10	Rechargeable Repairs <i>Recommendation on page 81</i>	80-98
11*	Medium Term Financial Plan <i>Recommendations on page 110</i>	99-110
12	Corporate Enforcement Policy <i>Recommendation on page 112</i>	111-120

PART 2 – EXEMPT ITEMS

The Local Government (Access to Information) Act 1985, Local Government Act 1972, Part 1, Schedule 12a.

Paragraph 1 & 3

13*	Former Tenancy Arrears Write Offs <i>Recommendations on page 122</i>	121-122
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Paragraph 3

14*	Tender Evaluation Outcome – Minor Works Framework Contract for Surfacing	To Follow
15*	Tender Evaluation Outcome – Minor Works Framework Contract for Drains Repairs	To Follow

* Denotes Key Decision

Recommended Item from Improvement Scrutiny Committee held on 7th May 2013

1150. ACCOMODATION UTILISATION POLICY

The Building and Contracts Manager presented the policy and explained that it had been written in order to create criteria for using space in a better way. Employees needed appropriate space to enable them to work properly. The unions had been consulted to ensure that the space provided for employees e.g. lunch rooms and break out areas was sufficient.

Members made comments regarding signage required in stairwells and the difficulty of conducting confidential business in open plan areas. The Building and Contracts Manager noted that there were still a few issues to be addressed at The Arc, and a meeting was to be held with the Assistant Director of Human Resources and Payroll to discuss their concerns.

Moved by Councillor J.E. Smith and seconded by Councillor R. Turner
RECOMMENDED that the Accommodation Utilisation Policy be forwarded to the Executive for approval.

(Building and Contracts Manager/Governance Manager)

BOLSOVER DISTRICT COUNCIL

Accommodation Utilisation Policy

October 2012

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



Equalities Policy 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 its Equality Policy.

The Council also has due regard to eliminate discrimination and to proactively promote equality of opportunity and good relations between persons of different groups when performing its functions.

Access for all

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اگر آپ کو یہ دستاویز سمجھنے میں مدد کی ضرورت ہو یا یہ بڑے حروف یا ترجمہ کی شکل میں درکار ہو تو برائے مہربانی اس صفحے کے آخر میں دیے گئے نمبر پر ہم سے رابطہ کریں۔



..... Department:

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CONTROL SHEET

Document Details	Comments / Confirmation (To be updated as the policy progresses)
Title	Accommodation Utilisation Policy
Document type – i.e. draft or final version	Final
Author of Policy	Building and Contracts Manager
Location of Policy – i.e. L-drive	
Member route for approval	Cabinet, Scrutiny and Executive
Cabinet Member (if applicable)	Regeneration
Risk Assessment completed (if applicable)	
Date Equality Impact Assessment approved	November 2011
Partnership involvement (if applicable)	
Policy Approval i.e. Executive/ Council Planning Committee	
Date Approved	
Date Policy due for review (maximum three years)	October 2015
Date forwarded to Strategy and Performance (to include on Intranet and Internet if applicable to the public)	

Bolsover District Council – Accommodation Utilisation Review

1 Introduction

This document describes the methodology and standards that underpin the way Bolsover District Council will review the way it utilises current and future accommodation needs.

To implement the standards laid down in this document, there will need to be a considerable change of culture, and in order to be successful and to gain the maximum benefit from the changes, it is a culture change that will need to be driven forward by Heads of Service/Assistant Directors.

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 provided across council departments.

In some instances, the physical constraints of any individual building or the specific service requirements of an occupier may necessitate a variation from this Framework.

2 The Vision

To rationalise all the Council's office accommodation and provide a modern, flexible, cost effective and efficient workplace for use by all employees that will facilitate improved employee working conditions, improved service delivery and new working practices that bring about a change in the way the authority works.

This will be achieved by reducing the amount of administrative office accommodation the Council holds and by making the most effective and efficient use of the accommodation the Council retains. The introduction of flexible working will be the most noticeable change in the way the council works. Flexible working is the ability for an individual to work independently of and be less reliant on a single fixed base. There is no simple generic flexible working model that will fit all work situations. Rather it is a 'tool kit' of approaches which may be configured to an individual team or sections circumstances.

The objectives of the accommodation review are:

- To reduce the amount of space occupied by council operations by 40% (September 2012) and maximise revenue income of vacant accommodation.

- Reconfigure, develop, disposes of or acquire property that suits the purpose of the authority, in line with the councils corporate aims.
- To provide a range of corporately owned office facilities serviced and managed by a Corporate Facilities Management team.
- To reduce the Council's carbon footprint to the minimal level that will maintain service delivery.
- To provide a portfolio of accommodation that will support flexible working and provide staff with the facilities they need to deliver services.
- To put in to effect corporate space utilisation standards to ensure optimum and consistent use of accommodation.
- To reduce the Council's property running costs to the optimum level that will maintain service delivery.
- To minimise disruption to service delivery whilst the programme is implemented.

3 Principles Underpinning the Provision of Accommodation

Several key principles will underpin the provision of the Council's office accommodation to support the concept of shared space, collaboration and new ways of working. These key principles are detailed as follows:

- **Cost, Quality and Adaptability** - The flexibility and adaptability of the Council's office accommodation is essential in order to enable it to respond quickly and positively to changing business needs. Office accommodation will be generic and will not be excessively bespoke so as not to compromise future flexibility. Accommodation will have a consistent look and feel with a common approach to the facilities provided, space allocation and utilisation. Good design is about achieving the right balance between functionality, serviceability, maintainability, aesthetics, affordability and value for money.
- **Security and Wellbeing** - The security and wellbeing of the Council's staff is paramount, therefore full compliance with work place health and safety legislation will be incorporated in to the provision of accommodation.
- **Equality** - The Council is committed to providing its services from buildings that are accessible to and inclusive of all sections of the community that it serves and the people it employs. Where practicable, every endeavour will be made to ensure the office accommodation provided is accessible and compliant with the Equality Act 2010 requirements. An equality impact assessment will be undertaken which is employee and customer focussed.
- **Comfort, Productivity and Fitness for Purpose** - It is recognised that staff require different types of workspace to perform their jobs

effectively. Workstations, formal and informal meeting spaces, one-to-one supervision rooms, break out spaces and quiet areas will all be provided in order to optimise productivity and comfort for staff when performing their duties. Every element of the Council's office accommodation will have a purpose. This means that available space will be utilised in the most efficient and effective way to support service delivery whilst maintaining environmental comfort and ease of use for staff and service users.

- **Sustainability** - Sustainability has become and will remain a key issue for building occupiers and is therefore fundamental to this Framework. The incorporation of sustainable objectives and practices in to the provision of the Council's accommodation will deliver a healthy, productive and ecologically sustainable workplace with reduced environmental risks.
- **Signage** - Clear and effective signage will play an important role in distinguishing the different visitor areas and staff work spaces within a building. It will also ensure building users can navigate their way around the Council's accommodation.
- **Value for Money** - Achieving the vision set out in this document will require a choice of products and solutions which offer the best combination of value for money and quality of performance.
- **Better Customer Experience** - The reduction in the amount of accommodation the Council uses will be the most visible message to customers that we are changing.
- **Communication** – Clear, open, transparent two way lines of communication to be maintained throughout the process.

4 Welfare Facilities

The Council recognises the importance of providing facilities that meet the welfare needs of their employees. Welfare facilities are those that are necessary for the well-being of employees, such as washing, toilet, rest and changing facilities, and somewhere clean to eat and drink during breaks. Where practicable the Council will provide facilities that exceed minimum requirements. An Equality Impact Assessment will identify any equality-related needs with regard to these facilities.

The provision of further welfare facilities such as rest facilities, in the form of break out spaces, rest room, first aid/occupational health room, showers and multi faith prayer room will be determined on a building by building basis, to comply with the Workplace (Health, Safety and Welfare) Regulations 1992.

5 Buildings

- **New Buildings** - This category of buildings covers any new buildings that are required to achieve the vision. They will be high quality sustainable buildings in suitable locations, which will provide both functionality and flexibility and will create a stimulating environment which will encourage creativity, enhance communication and portray a dynamic organisation.
- **Retained Buildings** - This category of building relates to buildings that are assessed as being currently or potentially well performing and fit for purpose and in the correct location to support the delivery of services. Retained buildings will be invested in so that they provide good quality working environments in full compliance with statutory provisions. They will be provided with infrastructure capable of supporting an adaptable and flexible environment. The existing constraints of the building will influence the layout although principles of good design will be applied wherever possible.

Disposals - This category of building covers buildings that are assessed as being poorly performing and unfit for purpose or that provide a redevelopment opportunity, this will be dealt with within the Asset Management Plan.

6 Flexible Working

Flexible working requires collaboration between property and infrastructure, people and service needs. It is about delivering the best services to our customers, creating a better environment for our staff and service users whilst reducing the overall costs of property to the Council. Work is what you do and not a place to which you go. The authority has determined that its employees can be categorised into 5 different classes.

Every member of staff will be assigned one of the 5 worker profiles by their department. This information will be used to determine the number of workstations a service or department will be allocated together with the ICT equipment a worker will receive. The 5 worker profiles are defined as follows:

- **Fixed Office Worker** - An employee whose job requires them to be based in the same council building for the full contractual hours of their post. These people are tied to one particular office and cannot usually work remotely or from home.
- **Flexible Worker** - An employee whose job requires them to be based at the same base for a large proportion of their time but who is able to work from other bases or from home on occasion.
- **Mobile Worker** - An employee whose job requires them to be away from their nominated office base for the majority of their time. When not

at their nominated base they could be working from other council sites, working at home, visiting service users or visiting the offices of other organisations.

- **Field Worker** - An employee whose job requires them to work out in the field for at least 90% of their contracted hours.
- **Home Worker** - An employee who works at home for the full contractual hours of their post, where their work type allows and where they have the support and agreement of their manager. The post holder is required to attend council offices for team meetings, appraisals, training and other events, as and when required by their manager.

7 Work Space Allocation

Space will be allocated on the basis of business need. The amount of space provided to a particular service or department will depend on the worker profiles of the staff based in that service or department. Space will be allocated on an average of 5-7m² per workstation maximum, excluding shared meeting, ancillary and social space. All space will be allocated in order to comply with any building related or health and safety legislation. In the first instance workstations will be allocated in accordance with the following ratios:

Worker profile	Workstation Ratio (Staff : Workstation)
Fixed Office Worker	1:1
Flexible Worker	3:2
Mobile Worker	2:1
Field Worker	10:1
Home Worker	0:0

These ratios may reduce down further to comply with the business needs of the Council if required. Wherever possible there will be no cellular offices. The use of any cellular offices will be considered for either operational reasons or because of restrictive building layouts. However, approval for cellular offices must be obtained from Senior Management Team through a fully costed business case. Building alterations will not be undertaken to create open plan accommodation other than where this provides additional workstations at economic rates. To effectively introduce flexible working, it will be necessary to provide different types of work space and building facilities. The different types of work space can be used by staff to perform different elements of their duties in the most effective way. An average full time employee spends approximately one fifth of their time awake working. A variety of improved work spaces will provide staff with a better environment in which to spend

their working time, resulting in increased productivity, a better customer experience and improved staff morale.

8 Additional Work Space

The average allocation of these different types of workspace will be as follows:

Type of Space	Ration per number of FTEs
Break Out Space	1 per 125 FTEs
Quiet/Private Space	1 per 50 FTEs
Formal Meeting Space - large	1 per 125 FTEs
Formal Meeting Space - small	1 per 125 FTEs
One to One Supervision Space	1 per 25 FTEs where required
Touch Down Space	Either 3:2, 2:1 or 10:1 staff to workstation ratio depending on the worker profile (see above)
Storage Space	Please refer to section 11

It must however be appreciated that the physical constraints of any individual building or the specific service requirements of an occupier may necessitate a variation from these standards. The definition of the various workspaces are:

Team Space - Workstation space will be allocated to optimise team dynamics enabling staff to engage and collaborate with colleagues when working from a particular building.

Break Out Space - Break out space takes the form of a small area with soft furnishings that can be used for rest and relaxation, informal meetings or alternative work space.

Quiet/Private Space - Areas designated as quiet space are areas to use when high levels of concentration or confidentiality are required. These spaces can also be used as - one to one supervision spaces.

Meeting Space - The density required on the working floors is intended for comfortable work and efficient space utilisation, but not to facilitate people holding meetings at workstations. It will therefore be necessary to provide space for meeting facilities. This meeting space can take the form of:

- **Formal Meeting Space** – Meeting rooms will range from large conference rooms to rooms for 4 - 6 people.
- **One-to-one Supervision Space** – Formal small meeting rooms designed for confidential one to one meetings. All formal meeting space will be bookable via a central electronic booking system and not specifically allocated to any particular department or service.
- **Touchdown Space** - The provision of workstations where flexible, mobile or field workers can touchdown and connect to the Council's ICT network. These will be located in corporate buildings, some of which will be located in local front line service delivery properties. These spaces are intended to minimise travel requirements by allowing staff to work in locations closer to their own homes or site visits and meeting venues.

9 Furniture Profiles

In order to achieve the most efficient and effective use of the Council's office accommodation, whilst maintaining service provision, a standard desk size and shape should be adhered to. A 1400mm rectangular workstation offers staff sufficient desk top area to perform their duties in a satisfactory manner and hence is to be adopted as the standard workstation type. The rectangular shape enables greater flexibility in accommodation layout over other shaped workstations. It is acknowledged that the authority already owns a great number of good quality curved desks that need to be utilised during this process. Therefore, in the future all new or replacement desks will be ordered in line with the table below.

The standard furniture allocation for each worker profile is as follows:

Worker profile	Worker Profile Furniture Allocation
Fixed Office Worker	Sole use of 1600mm rectangular desk, fully adjustable chair and under desk pedestal.
Flexible Worker	Shared use of 1600mm rectangular desk, fully adjustable chair and access to lockers.
Mobile Worker	Shared use of 1600mm rectangular desk, fully adjustable chair and access to lockers.
Field Worker	Access to hot-desk with fully adjustable chair and access to lockers.
Home Worker	In accordance with the Council's home-working policy.

Desk top screens will not be provided as standard as screens tend to result in individual work spaces being personalised and becoming unsuitable for flexible working. Acoustic screens will only be provided where a service presents a justified and fully costed business case or where there is a disability-related need. Under desk pedestals will not be issued to employees unless they are classed as a fixed office worker. This will ensure that shared workstations are not personalised or monopolised by individuals and are available for use by more than one employee.

Access to storage lockers will be available to those employees who do not have an under desk pedestal. These lockers can be used to store personal items and will be lockable.

Any shelving provided for the storage of files and paperwork that cannot be stored on the Council’s electronic document records management system will normally be free standing rather than wall mounted to maintain the flexibility of the space. In addition to lockers, flexible workers will be provided with mobile storage solutions to assist them with transporting ICT equipment, paper documents and personal possessions (appropriate equipment to be assessed by Heads of Service on a case by case basis).

10 Information and Communication Technology (ICT)

The Council will actively encourage flexible working by the provision of the most appropriate equipment to enable modern working methods to ensure the best outcomes for the Council and the individual. All Council office accommodation will be provided with the infrastructure to enable staff to access the Council’s ICT networks.

ICT Equipment

In order to ensure consistency across the county, standard ICT equipment profiles have been allocated to the worker profiles as follows:

Worker Profile	IT Profile	Telephony Profile
Fixed Office Worker	Desktop PC	IP telephone per desk
Flexible Worker	Shared Desktop PC or laptop	IP Telephone per desk/ optional mobile phone
Mobile Worker	Shared Desktop PC or laptop/smartphone	IP telephone per desk/mobile phone
Field Worker	Shared desktop PC or laptop/smartphone	IP telephone per desk/ mobile or smart phone
Home Worker	Desktop PC optional printer optional – Mangers approval required	IP telephone or mobile phone

The technical solutions identified above are options which will be utilised as required on a case by case basis to ensure cost effective working solutions. It is recognised that there will be instances where specialised equipment or software is required. Any request for equipment outside the standard specification will be considered on its own merit.

When allocating ICT equipment to staff, consideration must be given to the degree of flexibility they will require. Where desktop PC's are allocated for use by flexible workers, they will be installed with all the required software to enable full flexibility. In order to maximise the Council's sustainability credentials, a further consideration when allocating ICT must be the energy efficiency of the equipment issued. However, this needs to be balanced against the cost of purchasing and maintaining the equipment over its expected life.

11 Storage

The provision of on-floor storage will be greatly reduced and will be limited to a maximum of 600 linear millimetres per person for business papers and case files in addition to the locker or under-desk pedestal allocated. Exceptionally, additional on-floor storage may be provided to meet proven operational requirements. High capacity storage may need to be provided for certain services. These storage requirements will be considered in consultation with the relevant department and housed in areas of that are not deemed suitable for the location of workstations. In some cases high capacity storage areas could be removed if an appropriate cost effective electronic storage solution is suitable.

12 Human Resource Issues

- Support arrangements to facilitate the work of the project through advice on implementation of different ways of work.
- Reviewing the Council's Guidance and Policies on Work Life Balance to support the project.
- To advise on the need for contractual changes, for example where an employee becomes a contracted home worker under the Working at Home Policy.
- To assist the Regeneration Department with communication issues, alongside the Council's Communications Officer

Committee:	Executive	Agenda Item No:	6
Date:	10 June 2013	Status	Open
Category:	Decision within the functions of Executive		
Subject:	Revenue Strategy		
Report by:	Director of Housing, NEDDC		
Other Officers Involved	Joint Assistant Director, Strategy & Performance		
	Joint Assistant Director, Finance & ICT		
	Communications Manager, NEDDC		
Director	Director of Housing, NEDDC		
Relevant Portfolio Holder	Portfolio Holder for Regeneration		

RELEVANT CORPORATE AIMS

CUSTOMER FOCUSED SERVICES - Providing excellent customer focused services

STRATEGIC ORGANISATIONAL DEVELOPMENT - Continually improving our organisation

The proposals will help deliver the corporate aims by making a significant contribution to the Council's long term financial sustainability.

TARGETS

N./A

VALUE FOR MONEY

This report is intended to ensure that the Council has in place value for money services which meet the needs of the district's residents and contribute to the Authority's financial sustainability.

BACKGROUND

Over recent years both Strategic Alliance Councils have made significant efficiency savings in order to address the financial challenges which they face.

Whilst it is clear that these financial pressures and the need for efficiencies will continue into the foreseeable future, it is clear that other measures are also required in order to stimulate economic growth, prioritise the two Councils' strategic priorities, and to bring increased revenue into the two Authorities. It is within this context that work has been undertaken to develop a Revenue Strategy for the two Councils.

The strategy which has been developed is based upon extensive consultation with senior managers and teams across the two Authorities. It identifies the policy, process and procedural changes which are necessary in order to have a more consistent, more corporate - and a more effective - approach to revenue generation.

Sitting alongside these 'policy' issues, significant work has been undertaken to identify specific revenue generating opportunities, in terms of options to review/align existing fees/charges across the two Councils, opportunities to introduce new charged-for services, opportunities to develop trading models, opportunities to drive advertising and sponsorship revenue, opportunities to more effectively market Council services, and opportunities to maximise the level of grant income flowing into the two Authorities.

Members are asked to agree:

- (i) to the policy and procedural changes set out within the strategy;
- (ii) to agree to receive quarterly reports upon progress in implementing the strategy;
- (iii) to note specific revenue generating proposals; and
- (iv) to note that a dedicated resource will be required to drive this activity forward.

Specific proposals are simply highlighted in broad terms at this stage and will be brought forward on a business case-by-business case basis for Members' consideration over the course of the next twelve months.

ISSUES FOR CONSIDERATION

Members are very familiar with the financial challenges facing the Council, and so these will not be repeated here.

Whilst significant - and successful – efforts have been made over the course of recent years to generate efficiency savings it is clear that whilst such efforts will continue, other complementary approaches must also be progressed in order to ensure the Council's long term financial sustainability. The successful delivery of coordinated efforts to drive increased revenue through the Authority is part of that process.

Over the course of recent weeks significant work has been undertaken in this area, which has resulted in the production of the Revenue Strategy attached at Appendix 1.

This work has been overseen by a project group comprising the NEDDC Director of Housing, the Joint Assistant Director, Strategy & Performance, the Joint Assistant Director Finance & IT, and the NEDDC Communications Manager.

In undertaking their work the group has liaised closely with Joint Directors, Joint Assistant Directors, and with other senior managers from across the two Councils. Members have also been heavily involved in the process, through the Executive Member for Regeneration at BDC, and the Portfolio Holder for the Environment at NEDDC

The work undertaken has spanned a number of potential review areas across the two Councils, comprising:

- an identification of potential opportunities to review/align existing fees/charges between the two Councils;
- an identification of potential opportunities to introduce new charged-for services and to introduce charges on activities which are currently delivered for free;
- an identification of possible opportunities to establish trading companies;
- an identification of opportunities to more effectively market and promote existing/new Council services;
- an identification of opportunities to introduce more effective corporate advertising and sponsorship packages; and
- an identification of opportunities to increase the level of grant income flowing into the two Councils.

The Revenue Strategy identifies the policy, process and procedural changes which will be necessary in order to support efforts to bring more revenue into the two Councils. A wide range of measures have been identified, including the introduction of a consistent corporate approach to annual fee/charge reviews, the establishment of clear advertising/sponsorship policies, the introduction of an 'invest to earn' fund, and the concept that individual services are able to retain a portion of the increases in revenue which they generate. (The full range of proposals is set out in Action Plan A of the strategy.) In order to ensure that these proposals are implemented it is proposed that progress against the strategy is reported back to Executive on a quarterly basis for the next twelve months, commencing in September 2013.

The strategy is supported by specific revenue proposals. The proposals range from potentially aligning pest control fees across the two Councils and introducing new paid-for advertising on council vehicles, through to reviewing waste charges and introducing pre-planning application consultation fees.

Further work is needed to develop a work programme around these opportunities. At this stage Members are not being asked to make decisions upon any of these proposals. Rather, Executive is simply being asked to agree that a business case for each specific proposal will be prepared and brought to Members for consideration on a phased basis over the course of the next twelve months.

It must be stressed that the Revenue Strategy is not a panacea. It will not address all of the fiscal challenges facing the Council. However, alongside activities to grow the district's economy, progress asset rationalisation, prioritise the Council's priorities, and other measures, it will make a meaningful and significant contribution. While it is impossible to be definitive at this stage it is anticipated that the successful implementation of the identified actions will generate full year net increases in revenue of £50,000 - £60,000 per Authority.

In order to ensure that the strategy is effectively delivered its implementation will be managed by the Joint Assistant Director for Policy & Performance. To work alongside the

Assistant Director, it is proposed that a new dedicated post is established within the Communication Team spanning both authorities to deliver marketing, advertising and sponsorship activity, and to more directly drive the optional delivery of the identified proposals. A detailed proposal for this post will be presented to a future Executive meeting.

OTHER OPTIONS CONSIDERED AND REJECTED

As highlighted, the Council has made significant efficiency savings over the course of recent years. While these efficiencies will continue, adopting such an approach as the exclusive way forward bring significant risks to the Authority. Adopting a more balanced approach, including activity to drive increased revenue, represents a more effective strategy to ensuring the Council's long term financial sustainability.

FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report.

Individual business cases for specific revenue opportunities will be presented to Executive on a phased basis over the course of the next twelve months. These business cases will set out the specific financial implications of each individual proposal.

As highlighted at s.3.10, it is anticipated that the successful implementation of all of the identified measures will generate full year additional net revenue of £50,000 - £60,000 per Council.

In order to drive this activity it will be necessary to establish a dedicated post within the Communications Team, spanning both authorities. Specific proposals for this post will be brought forward for Members' consideration in due course.

OTHER CONSIDERATIONS

It is imperative that in reviewing/introducing any paid for services the Council has due regard to the impact of such proposals upon its communities. These impacts will be at the heart of individual business case proposals.

An Equalities Impact Assessment (EIA) has been undertaken upon the Revenue Strategy and is attached at Appendix 2. Individual EIAs will be undertaken upon each specific business case proposal as it comes forward.

A thorough Risk Assessment will be undertaken upon each detailed business case.

RECOMMENDATIONS

That Executive:

- 1 Approves the Revenue Strategy attached at Appendix 1.
- 2 Agrees to receive progress updates upon the Strategy on a quarterly basis over the next twelve months.

- 3 Agrees to consider the business case for individual revenue proposals as they come forward over that period.
- 4 Notes that a dedicated post will be required within the Communications Team to deliver advertising/sponsorship/marketing activity and to drive the operational delivery of the Revenue Strategy.

REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION

- 1 For Executive to agree a clear Revenue Strategy.
- 2 To ensure that the strategy is proactively driven forward, and that Executive is aware of progress.
- 3 To ensure that Executive is able to consider the detailed business case for each revenue proposal prior to agreeing its implementation.
- 4 To ensure that adequate resource is in place to drive the delivery of the strategy.

ATTACHMENTS Y

Revenue Strategy (Appendix 1) – To follow

Revenue Strategy Equalities Impact Assessment (Appendix 2) – To follow

FILE REFERENCE N/A

SOURCE DOCUMENT N/A

Committee:	Executive	Agenda	7
Date:	10 th June 2013	Item No.:	
		Status	Open
Category	2. Decision within the functions of Executive		
Subject:	Working Neighbourhoods Fund and Work & Skills Plan Update – April 2012 to March 2013		
Report by:	Partnership Consultant Programme Manager		
Other Officers Involved	Chief Executive's and Partnership Manager		
Director	Chief Executive Officer		
Relevant Portfolio Holder	Deputy Leader of the Council – Cabinet Member for Regeneration Leader of the Council		

RELEVANT CORPORATE AIMS

REGENERATION – Developing healthy, prosperous and sustainable communities. The use of Working Neighbourhoods Fund affects 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

National Indicator (NI) 153 measured progress on reducing concentrations of worklessness within local authority areas, particularly those in receipt of the WNF. Specifically, the indicator measured the out-of-work benefits claimant rate in the worst performing neighbourhoods – these were defined as Lower Super Output Areas (LSOA) with a benefit claimant rate of 25% or more as at February 2007 (4 quarter rolling average).

A local target was negotiated within the Derbyshire Local Area Agreement (LAA) to reduce the average claimant rate in the worst performing neighbourhoods from 28.7% to 25.7% by March 2011. To take account of the impact of the economic downturn this target was later revised to an average claimant rate in the NI153 areas that was 1.1 percentage points lower than that of the East Midlands.

Following the change of Government in 2010, NI153 figures ceased to be published centrally and the target is no longer active within the LAA. However, the Chief Executives and Partnership Team continues to calculate and publish the same 'out of work benefit claimant' data for the purpose of consistently monitoring the impact of the WNF programme.

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 WNF allocation to Bolsover District Council was £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 future years to enable interventions and their impact to continue in the District.

Working Neighbourhoods Fund and Work and Skills Plan Update

4. The attached report titled 'Working Neighbourhoods Fund and Work & Skills Plan Update – April 2012 to March 2013' provides:
 - An updated spend/financial position for WNF monies allocated to the Council and Bolsover Partnership for the year ending March 2013;
 - An outline of activity currently taking place in relation to WNF planning, commissioning, and future activity in relation to securing additional funding;
 - Details of other initiatives that are currently being worked on that impact on the Work and Skills agenda;
 - An update on unemployment statistics for the district including an analysis of the National Indicator (NI) 153, Job Seekers Allowance claimant counts, and the number of 16-18 year olds Not in Employment, Employment or Training (NEET);
 - Case studies of individuals assisted by WNF funded activities during 2012/13, highlighting the support and help that people have received and how it has made a difference to their lives;
 - An updated Work and Skills plan for the period ending March 2013.

ISSUES/OPTIONS FOR CONSIDERATION

None.

IMPLICATONS

Financial: Detailed in the report.

Legal: None

Human Resources: None

RECOMMENDATION

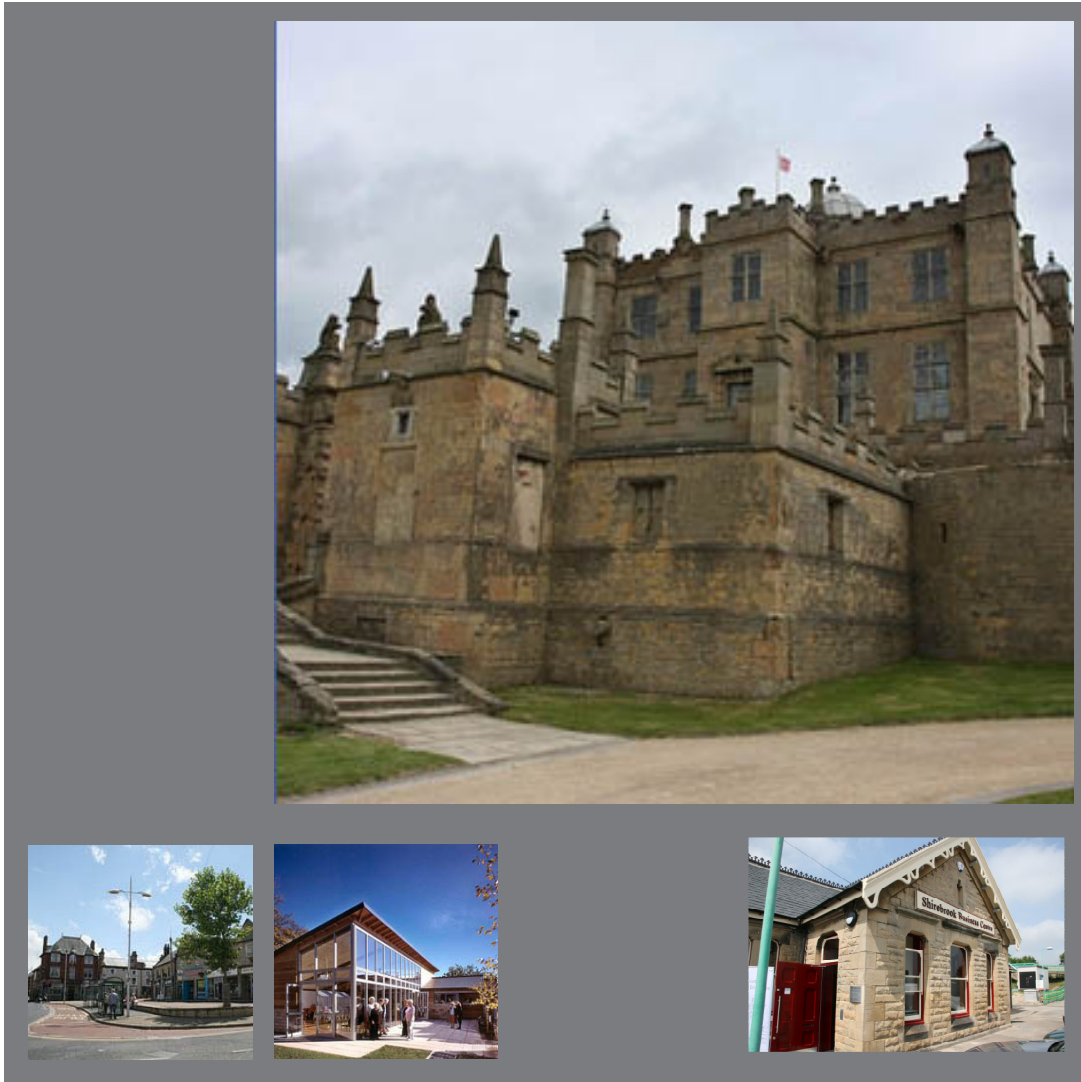
That the report on the Working Neighbourhoods Fund and Work & Skills Plan be received.

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:

**Working Neighbourhoods Fund and
Work & Skills Plan
2012-13 End of Year Report**



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Working Neighbourhoods Fund and Work & Skills Plan Update

Introduction

Welcome to this Working Neighbourhoods Fund (WNF) and Work and Skills Plan 2012-13 end of year update which aims to:

- Provide an updated spend/financial position for WNF monies allocated to the Council and Bolsover Partnership for the year ending March 2013;
- Report on activity currently taking place in relation to WNF planning, commissioning, and future activity in relation to securing additional funding;
- Outline other initiatives that are currently being worked on that impact on the Work and Skills agenda;
- Report on unemployment statistics for the district including an analysis of the National Indicator (NI) 153, Job Seekers Allowance claimant counts, and the number of 16-18 year olds Not in Employment, Employment or Training (NEET);
- Case studies of individuals assisted by WNF funded activities during 2012/13, highlighting the support and help that people have received and how it has made a difference to their lives;
- Provide an updated Work and Skills plan for the period ending March 2013.

Working Neighbourhoods Fund Financial Allocations and Commitments

Bolsover District Council was allocated **£7,066,100** WNF for the period 2008-2011. As 2008/9 was a transitional year, following the cessation of the Neighbourhood Renewal Fund, and a period of consultation and planning, the Leader of the Council agreed in 2009 to roll forward unallocated WNF into future years. This decision provided the Council and Bolsover Partnership with flexibility to spend the funding wisely and achieve maximum impact over a longer period of time. This has been particularly important in the absence of any further Area Based Grant.

The purpose of the WNF is to reduce levels of worklessness and increase enterprise and skills in our most deprived communities. Bolsover District qualified for WNF as it had more than 20% of its Lower Super Output Areas (LSOAs) in the most deprived decile on the overall Indices of Multiple Deprivation (IMD) and was ranked among the top 40 districts on an equally weighted measure of key benefit claim rate and employment rate.

The WNF was allocated in two ways. Bolsover District Council allocated £3 million WNF to Bolsover Partnership to commission initiatives that focussed on **preventing worklessness**. The remainder of the WNF was focused on addressing the NI 153 indicator, to **reduce the number of people claiming benefits** in the worst performing areas. A Core Worklessness Group (CWG) consisting of the Leader/Deputy Leader, Officers of Bolsover District Council and relevant partners in relation to worklessness was established in 2008 to move this agenda forward.

Of the total WNF allocation, approximately £321K has been ringfenced for management and administration of the scheme over a five year period, and £6,364,542 has been assigned to projects through formal contracting arrangements bringing the total WNF commitment to **£6,685,425**.

Bolsover District Council and Bolsover Partnership have taken a strategic approach to the commissioning of activities using WNF; ensuring interventions meet an identified need and

genuinely add value to existing services. This has only been possible through continuing the existing good working relationships with all of our key partners.

Details of WNF allocated to individual activities are detailed below, providing a breakdown between the CWG and Bolsover Partnership. Full details of activities can be found at www.lsp.bolsover.gov.uk.

Projects Commissioned by the Core Worklessness Group

Project Name	Organisation	WNF 2008/09 – 2011/12 Actual	WNF 2012/13 Actual	WNF 2013/14 Forecast	WNF 2014/15 Forecast	Total Approved
BizFizz - Clowne and Elmton with Creswell	Clowne Enterprises	24,927	0	0		24,927
LEADER	BDC	66,000	0	0		66,000
Family Employment Initiative	CRT	273,681	0	0		273,681
Grants to Voluntary Organisations	TRUST	14,250	0	0		14,250
Grants to Voluntary Organisations	DUWC	82,095	0	0		82,095
Ways to Work	Rural Action Derbyshire	152,518	20,138	15,555	10,625	198,836
Public Sector Apprenticeship Phase 1	BDC	42,213	0	0		42,213
Bolsover Infrastructure Development Officer	BDC	70,032	38,626	0		108,658
Work for Yourself	Disability Dynamics	180,190	16,526	27,416	38,432	262,564
Free Legal Advice	Chesterfield Law Centre	52,956	1,600	0		54,556
Bolsover Apprenticeship Programme	BDC	601,397	268,475	7,000		876,872
Bolsover Employment and Enterprise Initiative	DNCC	0	12,076	41,618		53,694
Bus to Work	Chesterfield Comm Transport	46,138	0	0		46,138
Bolsover Intermediate Labour Market Programme	The Shaw Trust	407,150	0	0		407,150
Shirebrook Enterprise Centre	BDC	387,166	478,240	31,841		897,247
	TOTAL	2,400,713	835,681	123,430	49,057	3,408,881

Projects Commissioned by the Bolsover Partnership

Project Name	Organisation	WNF 2008/09 – 2011/12 Actual	WNF 2012/13 Actual	WNF 2013/14 Forecast	WNF 2014/15 Forecast	Total Approved
Bolsover Volunteering Project	CVP	156,434	0	0		156,434
Ways to Work	Rural Action Derbyshire	49,839	0	0		49,839
Financial Inclusion - Phase 1	CVP	10,300	0	0		10,300
Family Employment Initiative (Practice Nurse)	CRT	75,116	0	0		75,116
Raising Aspirations (Strands 1-3 – Young People)	DCC	770,704	191,717	93,187	57,458	1,113,066
Hot Prospects in Bolsover	Hot Prospects	80,944	0	0		80,944
Bolsover Financial Inclusion Project	CVP	347,861	0	0		347,861
Bolsover Enterprise and Training Initiative (BETI)	DNCC	160,179	0	0		160,179
Raising Aspirations (Strand 4 – Adults)	Chesterfield College	293,994	41,892	11,634		347,520
Raising Aspirations (Strand 4 – Adults)	CVP	131,728	0	0		131,728
Relationships and Self Esteem	SNAP	134,145	52,592	2,856		189,593
Nacro Pro-Active (contract terminated)	Nacro	4,824	0	0		4,824
Coaching, Leadership and Volunteering Academy	BDC	90,704	2,450	0		93,154
First Steps Farm	Rhubarb Farm	48,205	0	0		48,205
Disability Partnership Project	Disability Dynamics	69,337	0	0		69,337
Supporting Enterprise	BDC	76,271	1,290	0		77,561
TOTAL		2,500,585	289,941	107,677	57,458	2,955,661

TOTALS (CWG & LSP)	4,901,298	1,125,622	231,107	106,515	6,364,542
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Working Neighbourhoods Fund - Financial Summary

During 2012/13, a total of £1,125,622 WNF has been spent on project activity to reduce or prevent worklessness across the district. This has been matched with other funding sources totalling a whopping £2,396,416 during the year. So, for every £1 of WNF that has been invested in the district, a further £2.13 has been levered in from other funding sources! This is a significant amount of leverage and demonstrates the wider impact of the WNF. The most significant source of match funding for the WNF has been the European Regional Development Fund (ERDF), but other funding streams also include the Coalfields Regeneration Trust, Derbyshire County Council, Legal Services Commission, NHS Derbyshire, and Bolsover District Council.

Financial Summary: Core Worklessness Group

The CWG has an overall allocation of £3,745,216 to spend on initiatives aimed at moving people off benefits and into work. WNF spend in 2012/13 by activities commissioned by the CWG was £835,681. This was against a forecast spend of £914,838 (91% achieved). The majority of underspend arose from the Bolsover Apprenticeship Programme which had an underspend of approximately £46,000. Furthermore, both the Work for Yourself programme and Bolsover Employment and Enterprise Initiative were delayed starting due to ERDF contracting issues. The overall return of WNF from CWG projects is £52,000, which will be used to commission further activities.

At the end of March 2013, the CWG had spent £3,236,394 of its £3,745,216 WNF allocation. Contracted spend for CWG activities in future years as shown on page 4, in addition to monies that have been ringfenced for activity that is not yet committed, indicate that the CWG currently has £264,455 residual WNF for future commissioning. It is likely that this residual funding will be used to extend the Bolsover Apprenticeship Programme. A forward strategy for the scheme is currently being considered alongside national policy/initiatives and options for moving forward are to be outlined to Bolsover District Council's Chief Executive Officer and Head of Human Resources in June 2013.

Financial Summary: Local Strategic Partnership

The LSP has a total allocation of £3,000,000 to spend on initiatives aimed at preventing worklessness. WNF spend in 2012/13 by activities commissioned by the LSP was £289,941 against a forecast of £344,784 (84% target spend achieved). Overall, the WNF underspend resulting from LSP commissioned activities in 2012/13 was £54,853, of which £35,676 is recommended to be returned to the WNF programme.

At the end of March 2013, the LSP had spent £2,790,526 of its £3,000,000 allocation. Forecast WNF spend for all LSP activities is £165,135, leaving the LSP with £44,339 residual WNF for future commissioning. Residual WNF will be used to support an expedition to Namibia (subject to Executive Board approval) as well as priorities identified within the Work and Skills Plan.

Activity update

New Bus Route to Sports Direct

Sports Direct is the district's largest employer, employing 4,560 people in total with 4,000 employees based within the head quarter's warehouse at Brook Park. Sports Direct recruit on a regular basis through two employment agencies, Blue Arrow and Best Connection, offering temporary warehousing opportunities for staff. One of the major barriers for people living in the Bolsover district wishing to work for Sports Direct is transport. This is because Sports Direct operate a 24/7 three shift pattern at times that are not co-terminus with public transport.

Transport in relation to employment, particularly at Sports Direct, has been a key matter for the Bolsover Employment and Enterprise Partnership for some considerable time. So when discussions with a commercial provider proved positive, things really started moving and it is extremely pleasing that an embryonic partnership between Bolsover District Council, McEwens Coaches Ltd and Jobcentre Plus means that from 23 May 2013 a bus service will run from Chesterfield, through Bolsover, to Sports Direct and return twice a day, seven days a week, to coincide with the morning and afternoon shift patterns. This is fantastic news and will open up job opportunities for many of our residents.

Namibia Expedition for 14-16 year olds

An exciting initiative between Hardwick Clinical Commissioning Group (CCG), Derbyshire County Council's Raising Aspirations Project, Bolsover Partnership and the district's secondary schools is well on its way to making history. For the first time ever, the district's secondary schools are working collaboratively on a foreign expedition to Namibia in Africa in the summer of 2014.

The expedition will be led by Steve Lloyd, a local GP and Chair of Hardwick CCG and will benefit 25 young people aged 14-16 from Years 10 and 11 who are identified as being from disadvantaged groups. Recruitment will be from current Year 9 and 10 and interested students are being asked to submit an application outlining why they would like to take part in the event, what skills they could contribute, and their ideas for fundraising as a team. Shortlisting and panel selection will take place end May/early June 2013, and team building and fundraising events will commence shortly afterwards.

New Job Club in Clowne

A new Job Club at The Arc, Clowne is due to start in June 2013. Up until now, a Job Club in Clowne has not been available due to lack of IT facilities. However, with the Council's move to Clowne in January 2013, and with the goodwill agreement of Chesterfield College to use their training room on site at the Arc, a Job Club will soon be available for job seekers needing help with online job searches, making applications and updating their CVs. The Job Club will run weekly on Wednesday mornings between 10am – 12pm.

Raising Aspirations Evaluation Event

'Raising Aspirations' was the key driver for Bolsover Partnership when commissioning activities through the WNF. So much so, that a number of different initiatives supporting different groups of individuals were commissioned under this theme and the Raising Aspirations Partnership became an integral element of the overall Bolsover Partnership structure. Although, a number of the projects have now ceased following the end of the WNF, the Partnership felt it was important to stage an event to gather learning from the evaluations of these projects to ensure

good practice, lessons learnt and key learning points are not lost. The key themes arising from the evaluations were:

- Tracking project participants after their involvement with projects is important in order to determine the impact it has had and how they are progressing;
- More private sector employer engagement needed for adult work experience, rather than just relying on the voluntary sector alone (RA - adults);
- Offer in-work support to adults in order to support and sustain progression (RA - adults).
- Develop ways of engaging more male clients to access programmes (RA - adults) as numbers are low despite the demographics for this district;
- Share the 'can do' attitude with others and form closer links with partners and agencies.
- Specialised project workers, partnership collaboration and funding to offer bespoke and alternative initiatives were key elements to success (RA – young people);
- Longer running projects would allow the impact to be measured over a longer period of time (RAiSE);
- Increase awareness of the project evaluations/recommendations to a wider audience.

Enterprise Co-ordination

When Bolsover District Council applied to ERDF for funding to continue the previously WNF funded Work for Yourself Project, a business start-up programme for people with disabilities, it was keen to ensure that business support provision across the district was well co-ordinated and different projects avoided competing with each other. This has proved to be particularly important as there is now a plethora of different business support providers. To date there has been four Enterprise Co-ordination meetings where the managers of the different initiatives come together to share project information, agree referral pathways, discuss ERDF reporting requirements and address strategic issues. In addition to this, the practitioners of these business start-up initiatives meet quarterly to share ideas, best practice and receive presentations from services of interest. This truly is a good example of providers of similar services working together to ensure the best outcomes for local people.

Tesco

Unfortunately it isn't all good news ... local people were devastated to hear of the imminent job losses at the Tesco distribution centre in Barlborough. The 90 day staff consultation period will close at the end of May 2013 and the Jobcentre's Rapid Response to Redundancy Programme will work with employees affected by the closure between June and September in skills development, providing 1-2-1 support, and making a benefit claim. The Partnership may be able to assist in organising a special Jobs and Training Fair on site for Tesco employees early September.

Help to Work Directory

The 'Help to Work' online directory has been completely revamped and is now available at www.helptowork.org.uk. This website, which has received nearly 1,000 hits since it was re-launched, provides details of organisations that can help people living in Bolsover District or Chesterfield Borough to find employment, to become self employed, to do some training or volunteering, and build self confidence.

There is also support available to help with other underlying problems that might prevent people from taking advantage of opportunities that are open to them. Each organisation featured in the Help to Work website has its own page containing information about its services, the 'Steps to Success' that it can support, and contact details. The website also includes a helpful search facility making it easy to search for different types of support that are available locally.

BIG Lottery Fund Talent Match

The BIG Lottery Fund Talent Match programme is a £100 million investment to deliver creative ways to help young people find work or start their own enterprising business. The fund is targeted at young people, aged 18-24 who have been unemployed for 12 months or more and are the hardest to reach. The Sheffield City Region (SCR) (which includes Barnsley, Bassetlaw, Bolsover, Chesterfield, Doncaster, North East Derbyshire, Rotherham and Sheffield) is being led by Sheffield Futures who submitted a prospectus in November 2012 for circa. £10m to deliver activities aimed at inspiring disengaged young people and supporting them on a pathway to employment. The prospectus passed the first stage and a detailed delivery plan is currently being worked up across the SCR with a deadline of 23 June 2013.

The agreed target groups within the prospectus include young people with:

- Mild to moderate learning difficulties;
- Low level mental health issues (depression, anxiety);
- Caring responsibilities (including young parents); and
- Care Leavers

Central to the Talent Match programme are young people who are expected to be involved in designing/planning interventions, decision making and governance arrangements. The Raising Aspirations project, funded through WNF, is leading on co-ordinating young people's consultation and engagement activities across Bolsover, Chesterfield, North East and Bassetlaw. Key elements of the programme will include:

- Positive engagement activities, building confidence and aspirations through Talent Match coaches;
- Peer mentoring;
- Work experience placements, volunteering, internships, traineeships and apprenticeships;
- Enterprise skills

SCR Apprenticeships Hub

The SCR City Deal proposition which was approved by government in July 2012 includes a **£77.3 million skills programme** over three years to create 4,000+ *additional* apprenticeships and 2,000 *additional* opportunities for the upskilling of the existing adult workforce to Level 3 (equivalent to A level).

Following a tender process led by Sheffield City Council, which officers from BDC were involved in, intermediaries for different occupational sectors have been appointed to engage with businesses. The intermediaries will play a key role in supporting businesses to diagnose their skills needs and support will include assistance with recruiting apprentices, selecting appropriate training and providing ongoing advice and guidance throughout. Intermediaries have been given targets for each district within the SCR; their targets for the Bolsover district by July 2016 are:

Sector	Apprentices Starts	Upskilling Starts
Engineering, Advanced Manufacturing and Construction	46	23
Retail, Hospitality and Logistics	41	21
Business, Finance, ICT and CDI	37	18
Care	42	21
TOTAL	166	83

The intermediaries that have been appointed for each sector are as follows:

Sector	Appointed Intermediaries	
Engineering, Advanced Manufacturing and Construction	Fern Global	Chesterfield College
Retail, Hospitality and Logistics	Stafforce	The Source
Business, Finance, ICT and CDI	Stafforce	The Source
Care	Employers Forum	Chesterfield College

NOMS

BDC submitted a bid to the National Offender Management Service (NOMS) in November 2012 after successfully passing the first stage of the application process for a proposal to start a social enterprise to assist disadvantaged individuals gain skills and employment. This would have provided an exit route for the work undertaken and achieved through the Help to Work Partnership (formerly the Bolsover Disability Partnership) and more recently the Help to Work Plus Project funded through EU PARES. Unfortunately the second stage bid was not successful which means the work of the Help to Work Partnership will currently end in November 2013. The Partnership's Funding, Appraisals and Research Officer is researching potential other funding streams and will continue seeking funding opportunities to continue the good work undertaken by this partnership.

Raising Aspirations (Strand 4) Moving Forward

Unfortunately, funding from Working Neighbourhoods Fund for the Raising Aspirations project ceased in March 2013. The project, delivered by Chesterfield College, was designed to support the hardest to reach unemployed residents aged 19+. The ceasing of funding threatened its future, however partners recognised that outside of the Work Programme provision there is little support for individuals who are furthest removed from the job market and in response a partnership has been formed between the Family Employment Initiative, Chesterfield College and Bolsover District Council to extend the project by at least one cohort. Using the Adult Skills Budget, Chesterfield College are responsible for delivering the course and the qualification, the Family Employment Initiative are supporting the engagement and progression of learners through one-to-one mentoring and progression routes and Bolsover District council will continue to support childcare and travel costs as well as some of the Family Employment Initiative delivery costs. Early indications are that the project is continuing to thrive under the new partnership with 14 individuals commencing a new cohort in Clowne on 18th April.

Unemployment Statistics

NI 153 Number of People Claiming Out of Work Benefits

National Indicator (NI) 153 measured progress on reducing concentrations of worklessness within local authority areas, particularly those in receipt of the WNF. Specifically, the indicator measured the out-of-work benefits claimant rate in the worst performing neighbourhoods – these were defined as Lower Super Output Areas (LSOA) with a benefit claimant rate of 25% or more as at February 2007 (4 quarter rolling average).

Within Bolsover district, six neighbourhoods fell into the ‘worst performing’ category:

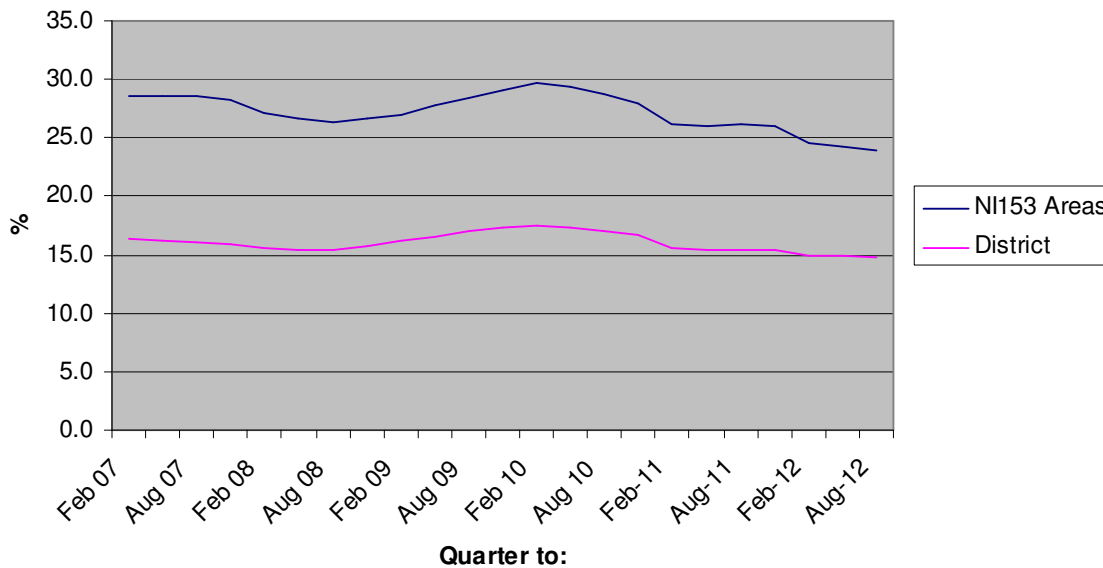
- LSOA 004A (Bolsover North West)
- LSOA 004D (Bolsover West)
- LSOA 003C (Elmton-with-Creswell)
- LSOA 007D (Shirebrook East)
- LSOA 006B (Shirebrook North West)
- LSOA 003D (Whitwell)

The CWG was established to allocate WNF with the explicit aim of addressing NI153. A local target was negotiated within the Derbyshire Local Area Agreement (LAA) to reduce the average claimant rate in the worst performing neighbourhoods from 28.7% to 25.7% by March 2011. To take account of the impact of the economic downturn this target was later revised to an average claimant rate in the NI153 areas that was 1.1 percentage points lower than that of the East Midlands.

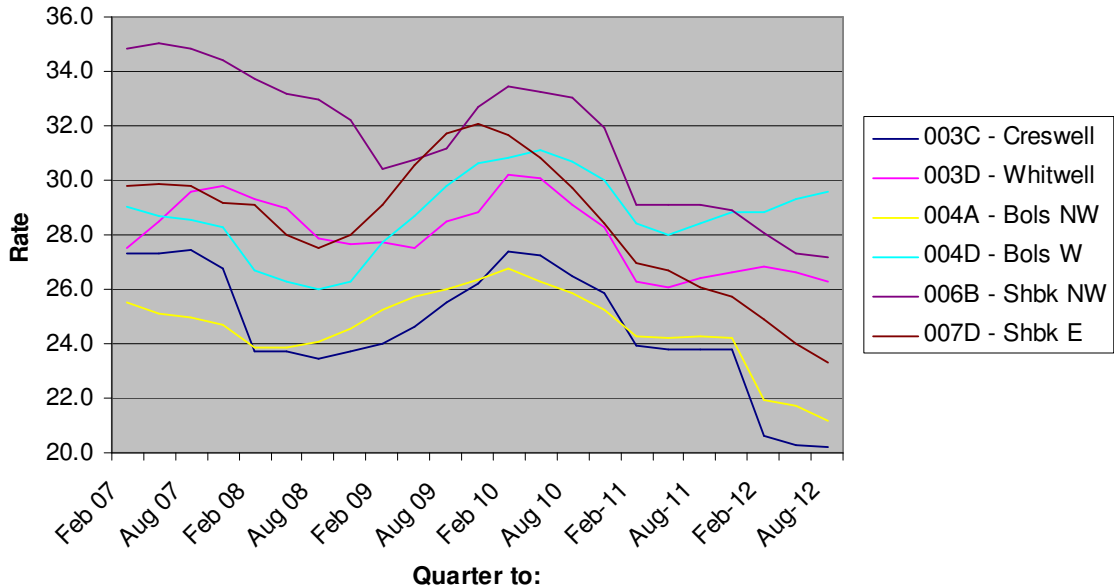
Following the change of Government in 2010, NI153 figures ceased to be published centrally and the target is no longer active within the LAA. However, the Partnership Team continues to calculate and publish the same ‘out of work benefit claimant’ data for the purpose of consistently monitoring the impact of the WNF programme.

The charts below track the out-of-work benefit claimant rates for the six original NI153 areas and Bolsover District between February 2007 and August 2012.

Out-of-work benefit claimant rate - Bolsover District



NI 153 areas - Bolsover District



- The average NI 153 out of work benefit claimant rate in **August 2012 was 24%**. This is **4.7% LOWER** than the baseline rate of 28.7% in February 2007;
- All areas, with the exception of Bolsover West, had a claimant rate lower than that in February 2007;
- Three of the six areas have a claimant rate of less than 25%;
- In total, **THIRTY-NINE** areas (81%) within Bolsover District had a claimant rate lower than that in the baseline year with decreases of between 0.2 percentage points in Barlborough and 7.6 percentage points in Shirebrook North West;
- The average out of work benefit claimant rate across the whole of the Bolsover district was 14.7% in August 2012. This is a 2.8 percentage points reduction since February 2010.

NI 153: Out of work benefits claim rates in Bolsover LSOAs

LSOA	LSOA/Ward	Feb 07	Feb 08	Feb 09	Feb 10	Feb 11*	Feb 12	Aug 12**	Variance Feb 2007- August 2012	
001A	Barlborough	4.5	4.0	5.1	6.2	5.8	5.8	5.2	0.7	↓
001B	Barlborough	8.4	8.5	8.5	9.1	8.0	8.5	8.2	-0.2	↑
001C	Barlborough	14.5	13.4	15.0	15.7	15.3	15.4	15.1	0.6	↓
001D	Clowne South	7.8	6.7	7.7	8.8	6.2	6.5	6.6	-1.2	↑
001E	Bolsover North West	12.0	12.8	13.2	13.2	12.2	12.7	12.1	0.1	↓
002A	Clowne North	21.2	20.5	19.8	19.4	17.0	17.3	17.1	-4.1	↑
002B	Elmton and Creswell	19.5	18.6	18.8	19.1	15.9	16.0	16.0	-3.5	↑
002C	Whitwell	8.1	8.5	8.4	9.3	8.2	9.5	10.0	1.9	↓
002D	Whitwell	16.0	14.5	14.9	16.5	14.7	13.6	13.8	-2.2	↑
003A	Elmton and Creswell	23.1	20.9	18.8	20.2	18.7	17.1	16.5	-6.6	↑
003B	Elmton and Creswell	20.3	19.3	21.2	21.2	18.8	19.8	20.1	-0.2	↑
003C	Elmton and Creswell	27.3	23.7	24.0	27.4	23.9	20.6	20.2	-7.1	↑
003D	Whitwell	27.5	29.3	27.7	30.2	26.3	26.8	26.3	-1.2	↑
004A	Bolsover North West	25.5	23.9	25.3	26.7	24.3	21.9	21.2	-4.3	↑
004B	Bolsover North West	16.4	17.0	18.1	18.2	14.8	15.1	15.5	-0.9	↑
004C	Bolsover South	15.6	14.3	15.8	18.6	14.2	12.9	13.1	-2.5	↑
004D	Bolsover West	29.1	26.7	27.7	30.8	28.4	28.8	29.6	0.5	↓
005A	Bolsover South	7.3	5.5	6.6	7.5	6.2	6.7	6.7	-0.6	↑
005B	Bolsover South	18.7	17.8	17.6	18.7	17.4	18.5	18.7	0.0	↔
005C	Bolsover West	12.0	10.6	11.0	12.6	10.3	11.0	11.7	-0.3	↑
005D	Bolsover West	12.6	11.9	12.5	13.7	10.9	10.6	10.8	-1.8	↑
005E	Pleasley	12.1	12.5	13.2	15.4	12.4	11.9	11.3	-0.8	↑
005F	Scarcliffe	16.6	15.1	15.5	17.4	14.8	15.3	15.3	-1.3	↑
006A	Shirebrook Langwith	22.1	20.2	21.9	23.5	21.1	20.2	19.4	-2.7	↑
006B	Shirebrook North West	34.8	33.8	30.4	33.4	29.1	28.1	27.2	-7.6	↑
006C	Shirebrook North West	23.5	22.5	22.5	23.8	22.4	22.9	22.3	-1.2	↑
006D	Shirebrook South West	16.9	16.4	15.8	16.3	15.2	14.2	13.2	-3.7	↑
007A	Pleasley	18.0	17.1	18.4	19.3	17.2	15.6	15.2	-2.8	↑
007B	Scarcliffe	22.1	22.6	22.7	23.7	21.9	22.0	21.7	-0.4	↑

007C	Scarcliffe	18.8	17.7	17.9	19.0	16.9	15.2	14.9	-3.9	↑
007D	Shirebrook East	29.8	29.1	29.1	31.7	27.0	24.9	23.3	-6.5	↑
007E	Shirebrook South East	23.7	21.8	22.6	24.1	21.3	18.0	17.7	-6.0	↑
008A	Blackwell	11.6	11.6	11.1	11.6	11.4	10.4	9.2	-2.4	↑
008B	Blackwell	12.4	11.7	11.7	13.2	12.1	11.7	11.3	-1.1	↑
008C	Tibshelf	15.5	14.4	13.4	14.9	13.3	12.1	11.2	-4.3	↑
008D	Tibshelf	8.0	7.4	8.5	9.1	8.0	9.4	9.3	1.3	↓
008E	Tibshelf	17.4	17.6	17.7	20.0	18.2	16.9	15.5	-1.9	↑
009A	Blackwell	14.2	14.2	15.8	16.8	13.9	13.4	13.7	-0.5	↑
009B	South Normanton East	11.6	12.6	12.0	14.6	12.5	11.8	11.8	0.2	↓
009C	South Normanton East	18.3	16.4	19.0	20.8	19.7	18.2	17.5	-0.8	↑
009D	South Normanton West	15.0	13.8	14.6	17.4	16.0	14.2	14.1	-0.9	↑
009E	South Normanton West	14.8	13.7	15.5	17.8	14.9	13.8	13.0	-1.8	↑
010A	Pinxton	14.2	13.5	13.2	15.4	13.2	12.3	12.5	-1.7	↑
010B	Pinxton	20.6	20.5	20.5	22.8	21.0	20.4	20.0	-0.6	↑
010C	Pinxton	12.1	11.3	12.5	13.1	11.9	11.9	11.1	-1.0	↑
010D	South Normanton East	8.0	5.9	6.0	6.9	6.9	6.4	6.4	-1.6	↑
010E	South Normanton West	8.6	8.7	9.6	9.7	8.5	8.2	8.1	-0.5	↑
010F	South Normanton West	4.7	4.3	6.1	6.3	5.8	5.2	4.8	0.1	↓
	NI153 Average	28.5	27.1	27.0	29.7	26.2	24.6	24.0		
	Bolsover District Average				17.5	15.5	15.0	14.7		

Key	
	Original six NI153 LSOAs
↑	Better performance
↔	No change
↓	Worse performance

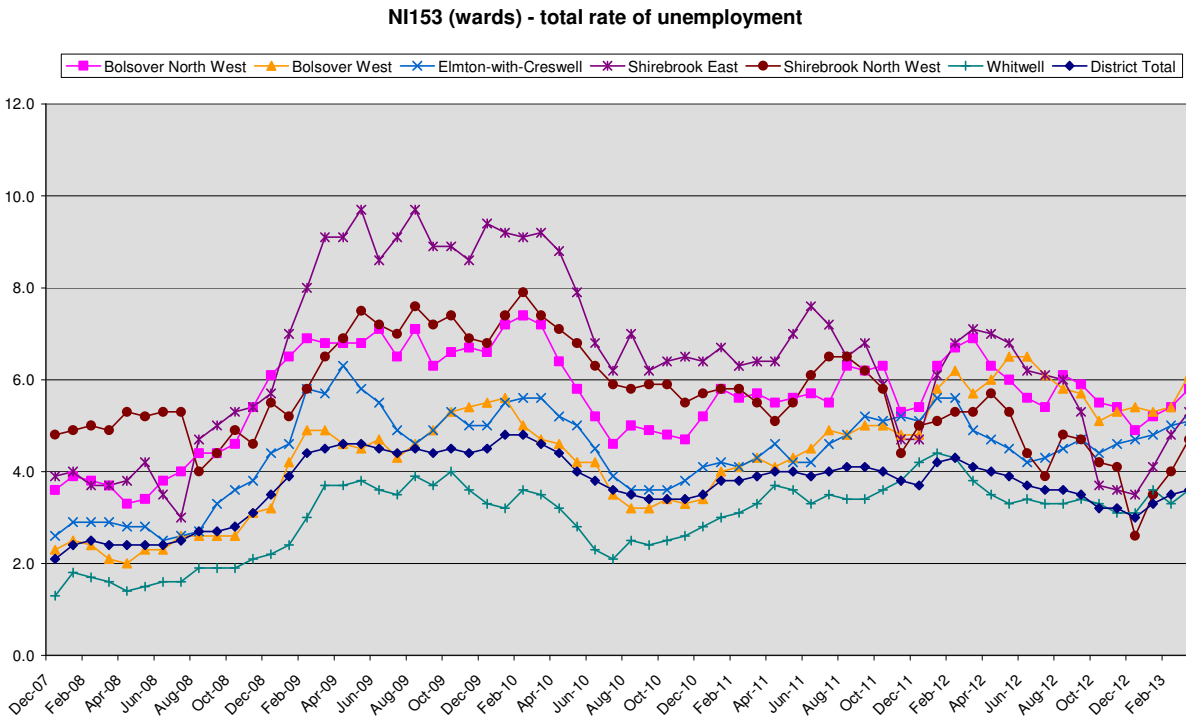
* February 2011 data amended based on 2010 Lower Super Output Area Population Estimates

** August 2012 data amended based on 2011 Lower Super Output Area Population Estimates

Compiled by CEPT. Date Source Nomis

Job Seekers Allowance

Due to the time lags associated with the release of NI153 data, monthly Job Seekers Allowance (JSA) claimant data can be used to provide a clearer picture of the impact of the economic downturn on the district. JSA data is only collected at ward level, not Lower Super Output Area level; however the chart below is useful in highlighting recent trends across the NI153 areas between December 2007 and March 2013.

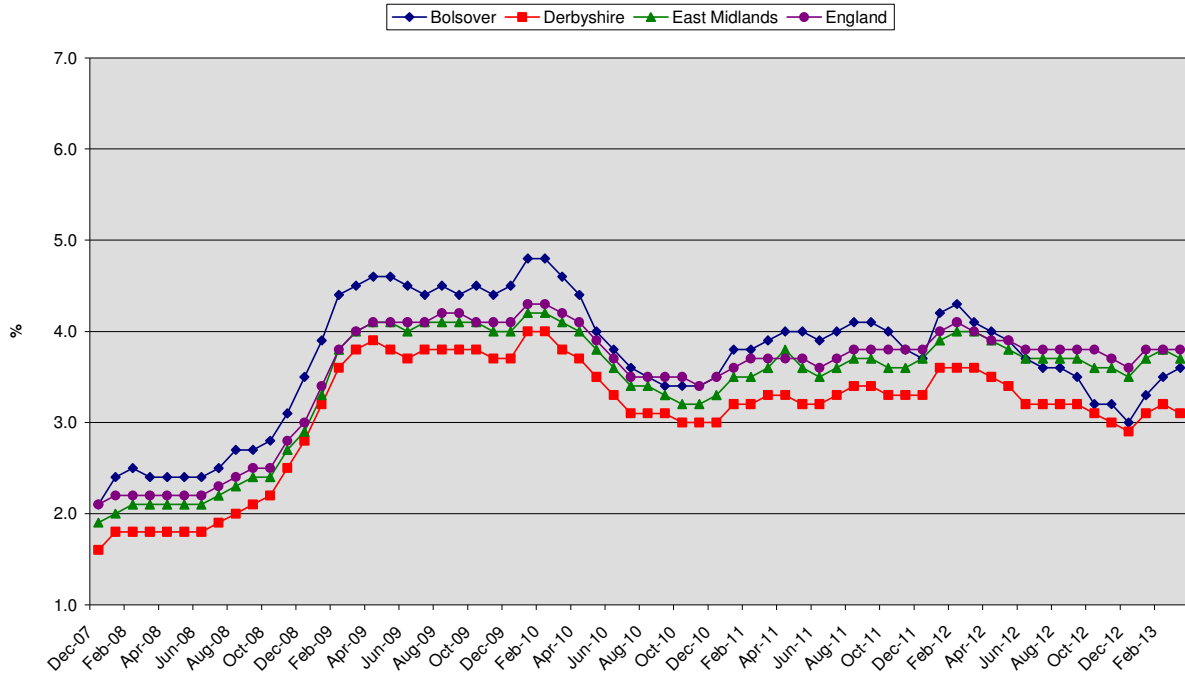


Source: Office for National Statistics (Nomis)

The chart below shows how the unemployment rate for Bolsover District compares with Derbyshire, the East Midlands and England from December 2007 to March 2013. District level unemployment peaked during February 2012 at 4.3%, the highest rate since 2010, but had fallen to 3.0% in December 2012. Although District level unemployment rate rose during January, February and March 2013 (largely due to seasonal fluctuations) the district rate remains lower than East Midlands and England.

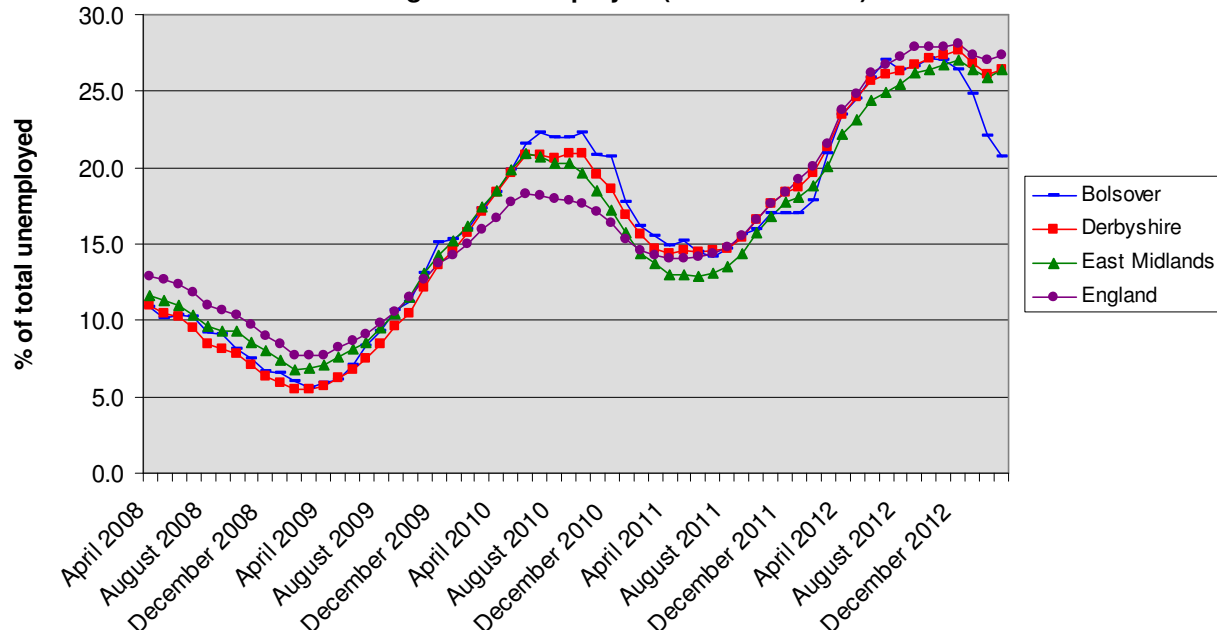
This is good progress as the district rate was consistently higher between December 2007 and April 2010, however the redundancies expected in September 2013 at Tesco distribution centre in Barlborough are likely to have a serious effect on the JSA claimant rate later this year.

Total rate of unemployment across Bolsover District



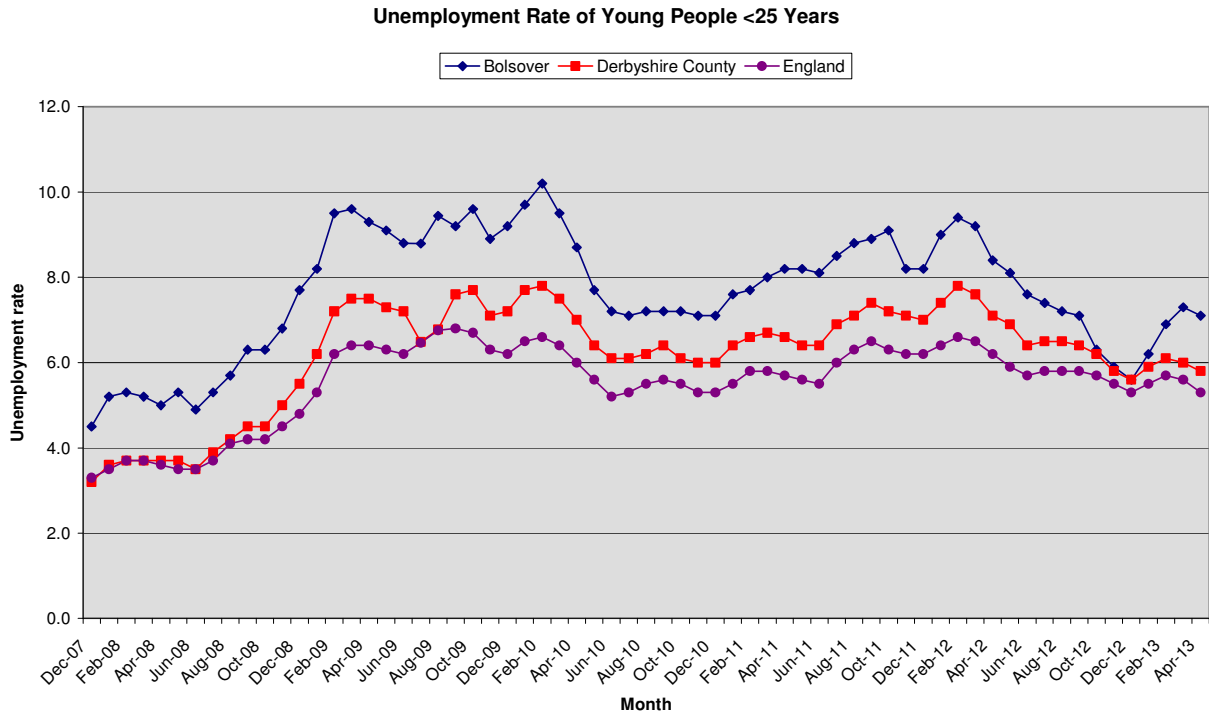
The below chart demonstrates long term unemployment rates from April 2008 to March 2013 in Bolsover District, Derbyshire, the East Midlands and England. Although long-term unemployment rates have been rising steadily since August 2011, Bolsover District experienced a noticeable drop since November 2012 to March 2013 bringing long-term unemployment rates for Bolsover District to 20.7, much lower than Derbyshire, East Midlands, and England!

Long Term Unemployed (over 12 months)



Source: Office for National Statistics (Nomis)

The graph below shows the proportion of young people (aged under 25 years) who are claiming unemployment related benefits. Since December 2007 Bolsover District has consistently experienced higher youth unemployment rates than County and National averages. However the gap closed in October 2012 to December 2012 but more recently experienced an increase bringing youth unemployment rates to 7.1 in April 2013. Youth unemployment remains a key priority for Bolsover Partnership.



Not in Employment, Education or Training (NEET)

Data is produced by Derbyshire County Council on a monthly basis, but from April 2011 the calculation method was changed in two significant ways:

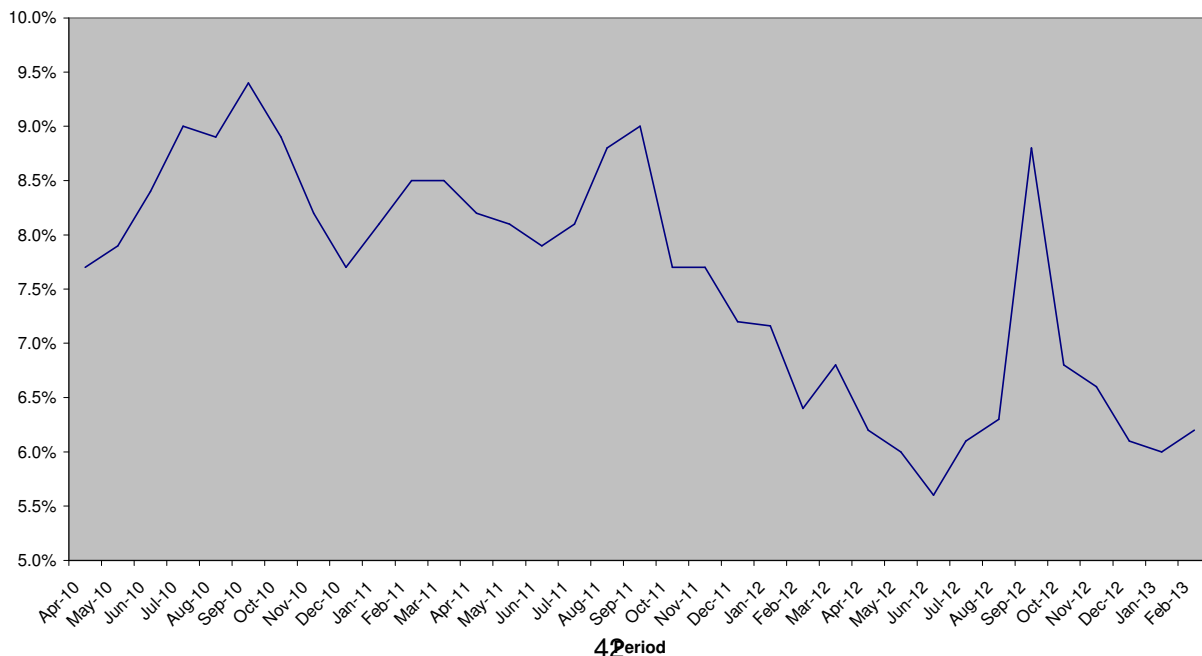
- Data is now calculated by residency. This is a positive change as previously a young person who was NEET would be classed as such as within their place of residency. If that young person took up further education in a neighbouring authority they would be removed from the Bolsover District cohort and classed as EET in the neighbouring authority. This has been an issue for some time due to the lack of FE provision within the district. By basing the calculation on residency, the data will be a more accurate reflection of the post 16 destination of young people.
- The geographical areas on which the data is produced has changed from 'district' to 'locality'. This means that official district level data will no longer be available, and will be produced jointly for Bolsover and North East Derbyshire. North East Derbyshire NEET rates have historically been lower than Bolsover Rates.

The changes above mean that the monthly NEET rates reported from 2011/12 onwards will be lower and not directly comparable with the figures from previous years. An additional level of reporting has been introduced within the Bolsover and North East Derbyshire locality. Multi Area Team (MAT) data is produced for smaller areas within each locality. Bolsover District comprises the following MATs:

- Bolsover
- Clowne and Creswell
- Shirebrook
- South Normanton
- Tibshelf

Data at this level is not yet publicly available, but can be used to calculate an approximate district figure. The chart below provides an indication as to the district trend since April 2010. This data has been produced by calculating the average of the MAT area rates and should therefore be used with caution.

***Bolsover District NEET Rate Based on Residency**



Outputs

The following table identifies the outputs that have been achieved during April 2012 – March 2013, as well as those achieved since the WNF programme commenced in 2008/09. During 2012/13, WNF projects have reported a collective outcome of **80 people gaining employment**. This takes the total to date since the WNF programme commenced to 1,422. In addition, the **Family Employment Initiative helped 115 people into work** during the 2012/13 period.

In 2012/13, 4,710 people 'signed off' the unemployment benefit claimant register in Bolsover district and 2,165 of these went into work; that's an annual average of 46% of claimants entering work over the period of a year.

Output Ref No	Output Description	2012/13 Actual	Programme Cumulative Actual
1	No. of unemployed people gaining employment	80	1,422
2	No. of 16-18 year olds going into education, training or employment (that were previously NEET)	81	424
7	No. of new business start ups	11	89
8	Jobs created/safeguarded	14	261
9	Businesses assisted to improve performance	38	334
12	Sq metres of new or upgraded floor space	2,307	2,307
13	No. of employees benefiting from training	51	842
15	No. of people benefiting from debt management advice and guidance	74	936
16	No. of low income families taking up formal childcare	6	38
17	No. of people benefiting from health initiatives to reduce the teenage conception rate	81	375
27	No. of people accessing volunteering opportunities	47	555

Project Case Studies

Case studies are an effective means of communicating real life successes to demonstrate the actual impact of project delivery to the every day lives of local people. In the following section, there are a number of case studies from WNF funded interventions that have been working hard over the last 12 months to make a real difference to people's lives.

Ways to Work

Delivered by Rural Action Derbyshire

Ways to Work is a cross-cutting transport project that aims to remove transport as a barrier to work. It provides assistance with mopeds, bikes, bus/taxi vouchers, subsidised driving lessons and personalised travel planning.

Case Study 1

Rhubarb Farm is community based project in Langwith that helps people move into employment in land based industries such as horticulture and agriculture. Rhubarb Farm offers apprenticeships, and Ways to Work Bolsover has been helping a number of these apprentices with their transport difficulties. The project manager attended the Apprentices Induction Day to explain about how the project could help with moped loan, bicycles, or transport costs for the first few weeks of their new employment.

The working relationship between Ways to Work and Rhubarb Farm is a good one, with the staff there providing written confirmation of employment. All of the apprentices are on low wages, so for them to have help with their transport needs means they are more likely to remain in employment.

Several of the apprentices have received help with bus fares, either benefiting from online four weekly mega rider tickets bought by the project, or by the project supplying Stagecoach vouchers that can be exchanged for weekly mega rider tickets by the drivers on Stagecoach buses. Ways to Work has also provided two second hand bicycles from Groundwork Derby & Derbyshire for use by two of the apprentices to get to and from Rhubarb Farm and also to run errands whilst at work.

Case Study 2

Partnership working has always been key to Ways to Work Bolsover and a recent collaboration with the Probation Service has meant that a number of Young Offenders were able to access help with their transport needs through our partnership working with CT4TC. A group of young men, including 3 from Bolsover district, needed to get to South Nottinghamshire College to sit an exam for their CSCS card. The Probation Service asked Ways to Work for help, and the project was able to sort out a minibus through CT4TC to help the young men get to college and back easily.

The Ways to Work service has continued to help apprentices. A young man from Clowne had been travelling daily to County Hall in Matlock. He needed to catch two buses each way, and it was taking almost four hours to do the round trip. His employer said that he was doing brilliantly at his work placement, but on an apprentice's wage, was struggling with his bus fares. The help Ways to Work has been able to give him with at least some of his travel costs has really helped this young man; it would have been such a shame if he had had to give up his apprenticeship because of transport difficulties.

Case Study 3

When Symon applied to us for the moped loan at the beginning of November 2012 he had recently started a job, but was reaching the point where he was considering giving it up due to the fact that he was having to rely on expensive taxis to get him home after his late shift. He was training to be a Chef, doing an NVQ Level 2 in Professional Cookery, at the Half Moon Pub on Whitwell Common. It is in an isolated spot and there are no buses late at night. Wheels to Work was able to assist Symon by loaning him a moped as well as paying for his CBT training and safety gear.

Case Study 4

Anna applied to us for a moped loan in the middle of October 2013. She had just been offered a job as a care worker with Direct Health. Care Workers have to travel from one client to the next during the course of their shift and the job would have been virtually impossible to undertake without own transport. Anna is still undergoing on-the-job training but anticipates being taken on as a permanent member of staff at the end of February. Wheels to Work also paid for Anna's CBT training and safety gear.

Raising Aspirations (young people) Delivered by Derbyshire County Council

Raising Aspirations is a project that works with pre and post-16 year olds to raise aspirations and reduce the risk of being NEET. The project has recently been extended to work with the primary school clusters in an initiative that teams up with peers from Year 7.

Case Study 1

Amy (young person renamed) was referred to the project by her Barnardo's After Care worker, as despite being in post 16 education, Amy's mum's dependency on alcohol was causing issues. The project worker assigned was John Ryan and he worked with the referring worker to engage Amy. They began working together and developing strategies, which Amy implemented and her lifestyle stabilised.

However, Amy went onto develop a relationship with a known drug user and perpetrator of domestic violence. This raised concerns that Amy was not only at risk of being a victim of violence, but also the temptation to begin her own drug use and Amy disengaged with her education. Amy's flat was noted by the local Police as she was vulnerable and there was a suspicion that the flat was being used for drug use. Amy began to disengage with all the services supporting her and she absconded from her flat and care arrangements. The project, working in partnership with other agencies, was involved in ensuring Amy's wellbeing by locating her and unfortunately she had become a victim of violence.

John continued to work with Amy and raised further concerns about her lifestyle. Again the Aftercare Worker and Raising Aspirations Project Worker delivered a joint approach which proved successful in securing Amy's re-engagement with services and disclosures of the difficulties that she was facing. Subsequently John acted as her advocate to streamline the number of services contacting Amy directly. This has reduced the stress that Amy has been experiencing and once again Amy's life is stabilising. She is no longer a victim of violence, has returned to college and she is being supported by specialist agencies. The Raising Aspirations Project has, with Amy's agreement, withdrawn. The Project will continue to be available to support Amy if she requires or requests this.

Case Study 2

The project worker first met with Melissa when she was 7 months pregnant; she was living at home with her parents and she had 2 goals: to go to college to study childcare and to move into her own property.

The worker supported Melissa to complete an application form for North Nottinghamshire College and an application for the local authority housing list. They discussed the implications of both of these actions. Melissa got invited to go to college for an interview and the project worker accompanied her as requested. The college advised Melissa to wait until the following year, as the reality of having a new baby and starting a full time course would be difficult to manage. Melissa and her worker discussed this further and though initially disappointed she recognised that this would provide her with the time to address her other priorities; becoming a mum and holding her own tenancy.

The project worker advised that she would still be supported and continued the contact, helping her to get furniture for her property provided by the council, by referring her to Hope, a furniture project in Worksop. She also received support to secure a community care grant and complete child benefit and tax credit forms.

14 months on Melissa was settled in her own property and wanted to apply for college again as her son was now one year old and she felt ready to leave him with a carer. The project worker assisted Melissa in completing an application for the same college again, but this time with further guidance support she had identified that Media was her area of interest and she now recognised the reality of studying childcare and being a mum would be too much and felt she wanted something that was a contrast.

Melissa identified the local nursery that she would like to care for her son and the project worker arranged a visit, which she accompanied Melissa and her son to, it was an instant hit. So they completed the 'Care To Learn' form for the childcare to be funded and the project worker liaised when there were some issues with start dates and co-ordinated this with the childcare provider.

Again the project worker accompanied Melissa for the interview, as understandably she felt nervous. Despite the nerves she was accepted onto the course. Further support was offered on the taster session and enrolment and with the completion of the bursary forms.

Melissa is now at full time college and her son is in full time childcare. However support didn't end here. Melissa contacted the project to advise that she was finding it difficult balancing her workload and motherhood and the fact that she didn't have a laptop at home was compounding this. So the project worker contacted the college on her behalf, and they arranged for the loan of a laptop for Melissa via student services. The project also arranged for the purchase of equipment to allow internet access as without this she couldn't complete her coursework.

Melissa has now shared her 'journey' as part of the evaluation of the Raising Aspirations project as she felt that the work undertaken by the project enabled her to have the success she has experienced and wanted to acknowledge the difference it made for her. After all, Melissa's story is one of inspiration!

Case Study 3

Darren is a very lively young man who sometimes finds it hard to cope in crowded areas, or where there are too many people and has some serious health needs. Whilst being at the Rhubarb Farm he has achieved well and challenged himself, doing everything from woodwork, dry stone walling to making ponds and planting seeds and potting plants, but he has now found his niche in “cooking”.

During the cookery sessions he fully engages, pays attention to detail and listens intently to instructions, with outstanding results. Darren only needs to be shown a method once and he retains it well, showing others what he has learnt. Not only does Darren engage himself, he encourages others to have a go.



This young man’s confidence has grown and on one of the busiest cook and eat sessions, where the group were preparing French onion soup with garlic and cheese croutons, Darren served nearly 20 people and not once complained there were too many people or that it was too crowded. Everyone saw a very confident individual who was having a great time. Darren was praised throughout the day, not only from staff, but by visitors and volunteers on just how good his soup tasted. Darren raised money from the sale of the soup that will be used for another cook and eat session, which he has already sourced a recipe he would like to try.

Darren has developed many skills he didn’t feel he had, and has surprised himself and others. He needed the right environment and support in order to progress and this will most definitely not be the end of the story for Darren!

Case Study 4

James is a young man for whom school has not been working well over the last 3 years and he persistently truanted. The school was unsure what to provide for him that would encourage him to participate willingly, then the off site provision that Raising Aspirations Project commissions at Rhubarb Farm was discussed with the Assistant Principal and the project manager met with James to introduce the idea and he was willing to give it a go.

James found himself attending in the harshest of weather; snow, bitter temperatures, rain, sleet and wind and yet he became involved in a variety of activities from digging, planting, cooking, painting, making a sensory garden, constructing a pond and den building, all tasks that develop communication skills, team working ability, organisation, being aware of others and working safely and now he can't get enough.

There was negotiation with the school not to withdraw the offer as a consequence to poor behaviour so that work could be consistent with James without disruption, therefore it was agreed to provide an incentive day; an additional day a week for a term so that James could earn this as a result of good attendance and behaviour. James has yet to miss a day and his attendance has soared from 45% to 85% and this young man is going from strength to strength and is becoming a role model for others now attending the site.

Bolsover Apprenticeship Programme Delivered by Bolsover District Council

The Bolsover Apprenticeship Programme is the Council's flagship project which has created 100+ funded apprenticeship opportunities over the last three years. The second phase of the project saw 30 new apprentices being recruited in February 2012 and placed with a variety of public and voluntary/community sector organisations.

Case Study 1

Thirty apprentices came together in June 2012 to be recognised for their achievements and receive certificates for a Level 1 qualification they completed during their first few weeks of employment on the Apprenticeship Programme. During their induction week they were involved in a variety of practical, physical and theoretical individual and team activities and challenges. The common theme was to explore the values and expectations of the workplace and the process gave them an understanding of the invaluable, transferable, soft skills that managers and employers require. The induction also included a days 'Art of Brilliance' workshop that explored positive psychology.

Bolsover District Council Leader, Councillor Eion Watts said, "Our Apprenticeship Programme is proving to be a huge success and we are delighted that another thirty have grasped this opportunity and are doing so well. The Programme gives young people, who were struggling to get onto the job ladder, that invaluable work experience, the chance to learn new skills and improve their confidence and self esteem and I would like to congratulate them on their recent exam success". SLIC Training of Chesterfield delivered a level 1 qualification in Preparing for Employment, which covered CV writing, job search, applications and interview techniques over two intensive days.

Two of the apprentices have already put these skills to good use having applied for jobs with their placements. One has secured a full time job and will continue their apprenticeship in a new role at the Chesterfield Royal Hospital. The funding for the programme comes from a mixture of Coalfields Regeneration Trust, Working Neighbourhoods Fund and placement partner contributions.

Raising Aspirations (adults)
Delivered by Chesterfield College

The Raising Aspirations (strand 4) project for adults aged 19+ is a structured employability programme that spans 16 weeks and aims to move individuals closer to the labour market through an accredited qualification, 1-2-1 mentoring and work placements.

Case Study 1

Michelle came to Raising Aspirations with little work experience and completely no direction as to where she wanted her career to head. She had spent the previous 11 years raising her family and had become very insular. She had been through a difficult time personally, and her confidence was low. Michelle seemed to have a passion for doing something to make a difference but was unsure in what aspect. She had done some home studying that related to health and nutrition and therefore was looking to head in that direction, but didn't seem too keen.

We spoke to Michelle about what it was that she enjoyed; what were her interests besides raising her family? What did Michelle enjoy before she became a mum? Her answer was animals. Michelle had previously done some work experience at a farm working with horses as a teenager and thoroughly enjoyed it. After speaking to one of her peers on the RA course it was only then when she realised she would like to pursue a career working as a veterinary nurse. We found Michelle a work placement at a reputable Veterinary Surgery in Bolsover and Michelle searched the internet for a course she could do alongside this to enable her to reach her goal.

Since then Michelle has grown within her role at the surgery and has also progressed on a personal basis. She has taken on extra voluntary work at the RSPCA increasing her level of responsibility within the career path she has chosen. We advised Michelle with regards to funding her qualification and she has now enrolled to start on the Level 2 Veterinary Care Assistant course. Michelle took part in a mock interview towards the end of the programme and the transformation was striking.

Case Study 2

Claire is a 37 year old, single mum with four children from Bolsover. As a lone parent, Claire had no other option but to leave work when she became pregnant with her third child. She currently claims JSA and has been out of the working environment for 9 years.

In October 2012, Claire was referred to the Raising Aspirations project by Bolsover Job Centre. Her work experience was limited due to her family commitments; previously she had worked as a cleaner and in various newsagents as a cashier. She had no qualifications and very little confidence in herself or her abilities. During her initial interview though, she was very positive about enrolling onto the course, particularly the opportunity of meeting new people and interacting with other adults. Claire's situation before she started the course was very isolated and quite lonely.

Claire engaged with all areas of the programme, her regular one-to-one meetings revealed that she was growing in confidence and motivation every week. She communicated well with other members of the group and was very popular, building strong friendships with others who she found were in a similar situation to her. For the first time in nearly 10 years, Claire realised that she was not alone.

By the end of the course, Claire had met and exceeded all targets set. Her situation is now very different to 16 weeks ago. She has enrolled on a Chesterfield College Adult Numeracy and Adult Literacy L2 qualification, an ITQ Qualification and is currently on a work experience placement at Chesterfield College as an Administration Assistant. Claire was, not surprisingly, awarded a 'Superwoman' certificate at the end of the programme to highlight how far she had come. Her achievement has been amazing. Claire has had to completely come out of her comfort zone, she has challenged and motivated herself and is a shining example of what can be accomplished. We are very proud of Claire; Raising Aspirations is happy to support this determined and highly capable individual. Her journey will continue.

RAiSE

Delivered by SNAP

This project is an innovative, education programme for schools, designed to offer a preventative model for teenage pregnancy with a specific focus on relationships, self esteem and personal aspirations.

Case Study 1

J appears to be a confident, bubbly, self assured and helpful member of the group. During the first session she sat with her feet on the chair and began dominating the other group members, especially those that were much quieter than her. J remained interested and engaged with all activities; she always wants to be the first to complete activities and share her thoughts and opinions. Unfortunately, J is not a good listener and often talks over other group members.

J has strong negative opinions about people from other nationalities and cultures. She has found it very difficult to hear the positive views and contributions from other group members. She interrupts what they have to say and continues to argue her racist views. J has spoken about her views being grounded in her dad's racist attitude. J has strong opinions about relationships and sometimes she appears embarrassed by the group discussions; she seems to cope with her embarrassment by laughing and talking over other group members.

As the sessions have progressed, J has become more open to constructive challenge and has allowed her self to be challenged in the areas of racism. She has shown some vulnerability and seems to be less bossy with one of her quieter friends.

J was asked to give her thoughts about the RAiSE programme. She said that it has helped her to become much calmer and focused in her other lessons. She also said that she is thinking about how she should respect other people. Towards the latter end of the programme the facilitators have begun to see a softer side to J; she is slowly developing better listening skills and is much more respectful to other people and their opinions.

Case Study 2

When we first began to deliver the RAiSE Project with this group, B was extremely quiet. She would only speak if we asked her a direct question, and her voice was very quiet. She would come in to a session, quickly sit down, and did not use eye contact or open body language. We tailored the sessions so that B would be given direct opportunities to give her opinion and speak in front of the group, rather than fade into the background whilst others spoke over her. For example, we once asked each girl in the group to identify which chocolate best described them, and why. B carefully thought through her answer and fed back to the group that she was most like a "Milkway because she may be boring on the outside, but if you get to know her on the inside, she is very interesting".

Towards the end of our time with this group, we had a group debate where individuals in the group gave their opinions and others in the group could challenge their point of view. B came alive in this debate and demonstrated her growing confidence by speaking even when she didn't have to, and firmly challenging the views of others. She entered the group sessions by saying hello to us and maintaining eye contact.

Case Study 3

The first time we met D, he was disrespectful to us and the other young people in the group. He appeared to have no listening skills, and would frequently speak over us. He did not give eye contact and would generally laugh and mess around through the session. He continued to behave in this way for a few weeks; however he gradually began to engage with some activities, but still remained easily distracted. He said that he did not like school because of teachers. During the second session, D filmed one of the group members on his phone and posted it on youtube. The boy who he had filmed had been a target for bullying by all group members. This was dealt with immediately by the school and relevant parties.

During recent discussions, D identified that people bully others due to bad things that happen at home, and because they too have been bullied. D recognised that what he had done with the youtube video was disrespectful to us, and he apologised for this. Towards the end of our time with D, he talked about putting a stop to bullying within his friendship group. He was open and honest about his experience of being bullied. As D had become more respectful of us, his listening skills have improved, he gives us eye-contact when we speak to him, and is keen to have his turn during the activities we facilitate. He is also more able to have to one to one conversations, and allows others to speak without dominating.

Case Study 4

When we first met 'A' he admitted that he constantly feels angry and would not engage with any of the activities. He said that he wasn't interested in anything and he spent the first session making negative comments about girls. There was an incident where he smashed his hands onto the table and broke his pen. The following week 'A' returned to the group but he didn't speak to anyone or engage with the activities. He spent the entire time of the session staring at the table.

During session evaluation, the RAiSE facilitators agreed that they would talk with 'A' and ask him to advise them on how they should react when he was feeling angry. The facilitators also agreed that they would develop a session around anger and anger management. This would relate to several members of the group who had expressed that they had issues with anger management.

At the beginning of the next session the facilitators spoke with 'A' and he told them that he would prefer it if they would leave him alone when he is in an angry mood. After this quick chat 'A' engaged with the activities that the facilitators had developed; signing only occasionally, but being more respectful towards the facilitators and other group members. 'A' told the group that he had been unable to cry since he was seven.

During the following sessions 'A' engaged with group discussions. He appeared happy and at times he seemed to be a completely different person. 'A' gave solid opinions and even stayed behind to finish off a discussion he was having with the facilitators.

***Shirebrook Enterprise Centre – ‘The Tangent’
Delivered by Bolsover District Council***

The Tangent is Bolsover District Council’s flagship Enterprise Centre in Shirebrook, providing a mix of office and workshop units. The centre provides graduation space for businesses looking to progress from start-up accommodation.

An exciting, state of the art baby furniture design company has just moved into new premises, marking the growth of their successful business.

Directors Shaun Millburn and Andy Crowell from Babycotpod Limited have just signed a deal with to move into our 'The Tangent' Business Centre in Shirebrook, which was opened in September 2012 by secret millionaire and Derbyshire business woman Kavita Oberoi.



Shaun, who is a mechanical design engineer, was the brainchild behind the product which was inspired by his time on paternity leave with his second child in 2008. “I was watching an episode of Dragon’s Den and beside me was my son in his moses basket. I started to think how there was nothing out there that was modern and design led when it came to newborn cots so I decided to design my own.”

Andy, a close friend and neighbour, joined Shaun in 2009 to provide commercial direction for the business. Andy said “Babycotpod has been four years in the making and we had decided we could no longer function from warehousing and storage space alone. The launch of the Tangent has come at the perfect time for us. We needed a modern and flexible work space that will grow with us and the business hub provides that for us. We were also attracted by the high spec facilities at such an affordable price and the fact that we can access the space 24/7.”

The state of the art £4.7 million business enterprise centre is based in the market town Shirebrook. The impressive centre has already started to attract both established and start-up local companies to the facility.

Based at the Brook Park industrial estate, the business centre has 34 units, which are a mixture of workshops and office space of varying sizes to cater for a variety of companies.

Cabinet Member for Regeneration, Councillor Alan Tomlinson said “We are delighted that Babycotpod has chosen the Tangent as its new workspace and we look forward to be part of the organisations growth and success. This is just the sort of business that we are trying to attract in the hub and we look forward to welcoming other businesses to the centre.”

The Tangent’s facilities include high speed broadband, three meeting rooms and a conference room with modern video communication equipment. The Tangent also has a shared lounge area complete with refreshment facilities where businesses can hold events, network, and showcase work to the public. Rental prices start at £350 per month and excellent incentives are available for companies interested in the relocation to The Tangent.

Construction of the project has been funded by the European Regional Development Fund (£3.8 million) and Bolsover District Council’s Working Neighbourhoods Fund (£900,000).

Bolsover District Work and Skills Delivery Plan

Priority Theme 1: Supporting businesses to succeed
1.1 Increase the number of business start-ups
1.2 Support existing businesses to grow
1.3 Provision of business accommodation
1.4 Maximise resource opportunities for business support
Priority Theme 2: Promote activity that will directly create opportunities for individuals to gain employment
2.1 Increase the number of Apprenticeship opportunities
2.2 Maximise job opportunities for local people
Priority Theme 3: To raise the aspirations and confidence of all residents, particularly young people and families
3.1 Raise the aspirations of school aged young people
3.2 Reduce the number of 16-18 NEETs
3.3 Reduce worklessness amongst working aged residents
Priority Theme 4: Enhance access to transport, infrastructure, accommodation and finance for residents and businesses
4.1 Remove transport barriers to employment
4.2 Access to finance for SMEs
4.3 Increase opportunities for Bolsover residents to access affordable credit, debt and legal advice
Priority Theme 5: Promote the strengths of the district, such as tourism and leisure offer, to strengthen perceptions of Bolsover
5.1 Develop people's skills to work within tourism and leisure sectors
5.2 Promote the area's strengths to increase tourism
Priority Theme 6: Address the poor health of the Bolsover population with a particular focus on those with mental and physical disabilities
6.1 Increase the number of people with disabilities/health needs moving closer to the labour market

PRIORITY 1: SUPPORTING BUSINESSES TO SUCCEED

Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
1.1 Increase the number of business start-ups							
a. Business start-up support for people with disabilities WNF page on Bolsover Partnership website	Disability Dynamics Penny Melville-Brown Tel: 01329 841814	Meeting between business support providers to map client journey and agree referral mechanisms <i>3 x Enterprise Co-ordination meetings took place and 2 x Bolsover Practitioner's meetings</i>	2011/12	2012/13	2013/14	<u>2011/12</u> 15 new businesses created (WNF funded)	Ongoing to March 2015
			14 business start ups 14 new jobs created	9 business start ups 9 new jobs created	14 business start ups 14 new jobs created	<u>2012/13</u> ERDF and WNF funding secured. Procurement of sub-contractor completed (Disability Dynamics). Delivery commenced July 2012 (4 months late). 3 businesses created (ERDF/WNF funded)	
b. Deliver pre-pre start business start-up activity	DNCC Scott Knowles Tel: 01246 207207		2011/12	2012/13	2013/14	<u>2012/13</u> Project staff commenced September 2012. 35 people assisted to start a business (ERDF/WNF funded)	Ongoing to March 2014
				20 individuals supported 12 business ideas generated	40 individuals supported 24 business ideas generated		
c. Support for business start-ups WNF page on Bolsover Partnership website	NBV, Joanna Clarke Tel: 0115 970 5550	Meeting between business support providers to map client journey and agree referral mechanisms <i>3 x Enterprise Co-ordination meetings took place</i>	2011/12	2012/13	2013/14	<u>2011/12</u> 26 business start-ups, 6 gaining employment, 20 jobs created and 2 business forums (WNF & LEO funded)	Ongoing to December 2015
			30 business start ups 35 gaining employment 2 business forums	NBV targets	NBV targets	<u>2012/13</u> No outputs achieved due to re-profile of funding.	

Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
1.2 Support existing businesses to grow							
a. Support businesses with recruitment needs WNF page on Bolsover Partnership website	DNCC Scott Knowles Tel: 01246 207207		2011/12	2012/13	2013/14	<u>2011/12</u> 27 people into work, 38 SME's assisted, 141 people accessing training (WNF funded) <u>2012/13</u> ERDF and WNF secured for 2012-14 delivery. Project staff commenced Sep 2012 (6 months delay) 35 individuals assisted to start a business (ERDF/WNF funded)	Ongoing to March 2014
			21 people into work 45 SME's assisted 155 people accessing training	20 businesses assisted to improve perf. 2 jobs created	40 businesses assisted to improve perf. 6 jobs created		
b. Support existing businesses to grow WNF page on Bolsover Partnership website	NBV, Joanna Clarke, Tel: 0115 970 5550		2011/12	2012/13	2013/14	<u>2011/12</u> 66 businesses supported (WNF & LEO funded) <u>2012/13</u> No outputs achieved due to re-profile of funding.	Ongoing to December 15
			60 businesses supported	NBV targets	NBV targets		
1.3 Provision of business accommodation							
a. Provision of additional business units in Shirebrook WNF page on Bolsover Partnership website	BDC Natalie Etches 01246 242389		2011/12	2012/13	2013/14	<u>2012/13</u> 2,307 sqm space 1 ha land redeveloped 3 jobs created 1 graduates placed 1 new businesses (WNF and ERDF funded).	Ongoing to March 2014
				2,207 sqm space 1 ha land redeveloped 5 jobs created 1 graduates placed 1 business	8 jobs created 1 graduate placed 6 new businesses		

Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
			Establish baseline		90% average occupancy within Shirebrook, Bolsover, South Normanton, Tibshelf and Clowne business units		
b. Attract a major manufacturing company to Markham Vale http://www.sheffieldcityregion.org.uk/enterprise-zone	BDC Sonia Coleman Tel: 01246 242413	Local Development Order approved to simplify planning. <i>Enhanced Capital Allowances agreed for Markham Vale.</i>	2011/12	2012/13	2013/14	<u>2012/13</u> Andrew Page on site.	Ongoing to March 2014
					Major employer attracted to Markham Vale		
1.4 Maximise resource opportunities for business support							
a. Ensure opportunities to access funding for business support are maximised Funding Database, Bolsover Partnership website Business Bolsover website	BDC Jessica Clayton Tel: 01246 242334	Ensure funding database is updated regularly funding updates/news is promoted on LSP bulletins and Business Bolsover	2011/12	2012/13	2013/14	<u>2011/12</u> Database created 10 Business Bolsover e-bulletins <u>2012/13</u> 5 business support initiatives secured ERDF PA2 funding within the district (2012/13) 12 Business Bolsover e-bulletins (2012/13)	Ongoing to March 2014
			Funding database created	4 Business Bolsover e-bulletins Min. 2 ERDF bids approved	4 Business Bolsover e-bulletins		

PRIORITY THEME 2: PROMOTE ACTIVITY THAT WILL DIRECTLY CREATE OPPORTUNITIES TO INDIVIDUALS TO GAIN EMPLOYMENT

Objectives	Lead	Actions	Targets			Progress	Status
2.1 Increase the number of Apprenticeship opportunities							
a. Increase the number of private sector apprenticeships Link to feasibility study	BDC Laura Khella Tel: 01246 242242	Agree sectors to deliver pre-apprenticeship programmes Work with Sheffield City Region (SCR) to roll out the City Deal	2011/12	2012/13	2013/14	<u>2011/12</u> Feasibility study completed end Aug 2011 (WNF funded) <u>2012/13</u> Successful bid to CRT to work with the Colleges, DNCC, CBC and NEDDC to provide grants to private sector businesses taking on an apprentice. Only 2 apprentices started due to lack of interest from the private sector (probably due to competition from the DCC and AGE grants). CRT monies since returned. SCR have been successful in securing £77m through City Deal to create private sector apprenticeships. Activity commencing 2013/14.	Ongoing to March 2015
			Feasibility study produced	20 apprentices recruited within private sector	2 Level 2 programmes delivered (10 per cohort) 200 private sector apprenticeships (revised to 166)* 100 adults upskilled (revised to 83)* *Intermediary targets		
b. Extend the existing Apprenticeship Scheme within the public and VCS Bolsover Partnership website	BDC Laura Khella Tel: 01246 242302	Explore potential for creating a public/VCS apprenticeship scheme with the Royal British Legion for ex-service personnel and their spouses/children/dependents/carers	2011/12	2012/13	2013/14	<u>2011/12</u> All 30 apprentices have completed their induction and commenced their apprenticeship during Feb/Mar 2012 (WNF & CRT funded) <u>2012/13</u> 0.4 FTE post recruited to support apprentices (shared post with RA strands 1-2)	Completed
			20 app'ships in the public sector created (18-24 years) 10 app'ships in the VCS (16-17 years)	21 apprentices achieving an NVQ L2			

Objectives	Lead	Actions	Targets			Progress	Status
						29 out of 30 apprentices found employment (97% job outcomes) Consultant appointed to undertake research into the options for continuing the apprenticeship programme	
c. Green Deal Link to DECC website	Groundwork Trevor Witts Tel: 01246 570977	Develop local provision to roll out the Green Deal Any partnership Bolsover joins as part of Green Deal will create local apprenticeship opportunities	2011/12	2012/13	2013/14	<u>2012/13</u> Discussions ongoing with Sheffield City Region (SCR) model for roll out. SCR LEP approval of approach. Groundwork is an accredited installer of 7 Green Deal measure	Ongoing to March 2014
2.2 Maximise job opportunities for local people							
a. Partnership working to maximise job opportunities created through inward investment. www.businessbolsovr.com/locate-in-bolsover	BDC/JCP Laura Khella Tel: 01246 242302 Bev Weston Tel: 01246 344524	Work with BDC planning/legal to incorporate local labour clauses in Section 106 agreements Work with the Sector Skills Council for Construction to implement Employment and Skills within procurement and inward investment	2011/12 Minimum 40% of jobs through sector routeways secured by Bolsover residents	2012/13 Minimum 40% of jobs through sector routeways secured by Bolsover residents	2013/14 Implement Employment and Skills Plans within procurement activities	<u>2012/13</u> NEDSEP meeting bi-monthly. Ongoing information sharing of inward investment developments across north eastern Derbyshire McDonalds 25 new job opportunities. 24 completed trg and 16 into work (64%) Andrew Page 20+ jobs (1 st wave), 45 completed trg and 11 into work (55%) - further 8 with details held for 6 months for further work opportunities.	Ongoing to March 2014

Objectives	Lead	Actions	Targets			Progress	Status
b. Develop/delivery training programmes in response to unfilled vacancies	JCP Bev Weston Tel: 01246 344524	Monitor JCP live unfilled vacancies and emerging industry opportunities to facilitate training & skill development Pre-apprenticeship programmes (2.1a) cover the skills gaps identified	2011/12	2012/13	2013/14	Welding and hospitality identified as skills gaps. Consistently high demand for health and social care jobs and future demand for warehousing/logistics anticipated.	Ongoing to March 2014
				2 short courses delivered	2 short courses delivered		
c. Deliver initiatives to improve chances for local people to access work	Laura Khella Tel: 01246 242302	Organise a 'Meet the Employer event' annually	2011/12	2012/13	2013/14	<u>2011/12</u>	Ongoing to March 2014
			1 Meet the Employer event		1 Meet the Employer event	Meet the Employer event took place March 2012 (approx 45-50 people attended) (WNF funded)	

PRIORITY THEME 3: To RAISE THE ASPIRATIONS & CONFIDENCE OF ALL RESIDENTS, PARTICULARLY YOUNG PEOPLE, FAMILIES AND PEOPLE WITH DISABILITIES

Objectives	Lead	Actions	Targets			Progress	Status
3.1 Raise the aspirations of school aged young people							
a. Deliver the Raising Aspirations Programme to school aged young people LSP website Link to DCC Multi agency teams' plans	RA Project Manager, Clare Talati Tel: 07800 955252 Multi agency teams, Brenda Towse Tel: 01629 533190		2011/12	2012/13	2013/14	<u>2011/12</u> 24 pupils increased attainment at KS4 950 KS4 students attended motivational events (WNF funded)	Ongoing to March 2013
			45 pupils increasing attainment at KS4 100 KS4 students attending motivational events				
b. Deliver the RAiSE project within secondary schools to raise aspirations and reduce levels of teenage conception Bolsover Partnership website	SNAP Developm't Project Janice Cooper Tel: 01773 510882	Secure mainstream funding for 2012/14 <i>Comic Relief bid submitted October 2012 but unsuccessful. Evaluation completed and learning shared</i>	2011/12	2012/13	2013/14	<u>2011/12</u> Project delivered in 3 schools benefiting 210 young people (WNF funded) <u>2012/13</u> Delivered in 3 schools, 81 beneficiaries. (WNF funded)	Completed
			Work with 72 young people across 3 secondary schools	Work with 50 young people across 3 secondary schools			
c. Deliver enterprise activity within the five secondary schools to improve enterprise skills across the school curriculum. Bolsover Partnership website	BDC, Natalie Etches Tel: 01246 242389	Secure additional funding for 2012-14	2011/12	2012/13	2013/14	<u>2011/12</u> 729 students improving enterprise skills (WNF/LEO funded)	Completed
			700 students improving their acquisition of enterprise skills across 5 secondary schools				

d. Deliver a programme that gives young people an opportunity to experience vocational training.	Bolsover and Staveley Learning community Jacqui Kinch Tel: 07810 506975	Secure mainstream funding <i>There has been a decline of vocational courses as a result of government Policy and school funding</i>	2011/12	2012/13	2013/14	<u>2011/12:</u> 195 young people involved 191 qualifications achieved (mainstream funding)	Ongoing to March 2014
			40 young people having taster sessions across the 5 secondary schools 40 vocational qualifications achieved	45 young people having taster sessions across the 5 secondary schools 45 vocational qualifications achieved	Funding outstanding	<u>2012/13</u> Apr – Sep 2012: ▪ 109 current Yr 11 learners ▪ 33 current Yr 10 learners Oct 12 – Mar 13: ▪ 87 current Yr 11 learners ▪ 32 current Yr 10 learners 4 secondary schools (Bolsover, Heritage, Shirebrook & Tibshelf)	

3.2 Reduce the number of 16-18 NEETs

a. Provide support for teenage parents, those with drug/alcohol problems and those that have been NEET for 6+ months and provide targeted support for school aged y/p identified as potential NEETs to reduce increase of this stat at October Bolsover Partnership website	Raising Aspirations Manager, Clare Talati Tel: 07800 955252	Embed approach with the new Multi Agency Team (MAT) structure <i>Approach fully embedded</i> Secure ongoing funding to March 2014. <i>Funding secured to September 2014</i>	2011/12	2012/13	2013/14	<u>2011/12:</u> 161 NEETs supported 125 into EET (WNF funded) Youth Contract aimed at 16-17 yr old NEETs – Groundwork has secured prime contract for region. <u>2012/13:</u> 55 NEETS supported 61 into EET (project targets not achieved due to departure of 3 members of staff. Underspend has been used to extend project delivery until September 2014 and new targets negotiated.	Ongoing to September 2014
			150 NEETs supported Progress 115 NEETs into EET	150 NEETs supported Progress 90 NEETs into EET			

3.3 Reduce worklessness amongst working age residents							
a. Deliver Family Employment Initiative Bolsover Partnership website	CRT Amanda Siddle Tel: 07979 558628	Map current employment support provision and identify evidence based gaps/duplication Identify sources of referrals and need Secure additional funding (explore Royal British Legion and other funding opportunities)	2011/12	2012/13	2013/14	<u>2011/12</u> 132 people into work (CRT, WNF and BDC funded)	Ongoing to March 2014
			126 unemployed people into work	108 unemployed people into work 324 engagements 108 into training 36 into voluntary work		<u>2012/13</u> 416 engagements 115 into work 138 into training 27 into voluntary work (CRT funded)	
b. Deliver personalised employment/skills development programmes to unemployed/economically inactive Bolsover residents Bolsover Partnership website	Chesterfield College Emily Williams Tel: 07909 780194	Secure additional funding for 2013/14	2011/12	2012/13	2013/14	<u>2011/12</u> 71 achieving accredited qualification 16 positive progressions 12 sustained progressions (WNF funded)	Ongoing to July 2013
			69 achieving accredited qualification 18 positive progression 12 sustained progression (13 wks)	69 achieving accredited qualification 27 positive progression 18 into employment		<u>2012/13</u> 31 accredited qualifications 23 positive progressions 3 into employment (WNF and SFA funded) Outputs achieved below contracted targets. As outcome based, payments adjusted accordingly. <u>2013/14</u> C/f College/FEI delivering new cohort	

c. Engage with other employment support providers (Work Programme, Working Families Everywhere, Acorn Training, Disability Partnership)	Laura Khella 01246 242302	Maintain contact with prime contractors	2011/12	2012/13	2013/14	<u>2011/12</u> Directory updated 4 briefings from prime contractors (WNF funded)	Ongoing to November 2013
			Help to work directory updated 2 briefings from prime contractors	Help to work directory updated 2 briefings from prime contractors	1 briefing from prime contractor	<u>2012/13</u> Revamped Help to Work website went live 1 briefing from WP prime (EU PARES, WNF and partner funded)	
d. Deliver informal learning opportunities, supported by Learning Champions to build self esteem and learning progressions LSP website Link to Adult Education website	CVP 01246 823852		2011/12	2012/13	2013/14	<u>2011/12</u> 8 people into empl't 130 undertaking accredited learning 47 achieving OCN L2 14 CHC's recruited (WNF funded) External evaluation completed	Completed
			5 into employment 72 unemployed people in accredited learning 33 OCN L2 16 Community Learning Champions recruited				

e. Provide volunteering opportunities for unemployed/ economically inactive residents Bolsover Partnership website	Bev Weston, JCP	Ascertain volunteering activity across district and identify gaps Identify partners that are able to offer residents work experience	2011/12	2012/13	2013/14	<u>2011/12</u>	Ongoing to March 2014
			10 people into work 6 vol opps created 72 people volunteering 75 placements across: construction Horticulture Retail Conservat'n	50 placements across: construction Horticulture Retail Conservat'n	50 placements across: construction Horticulture Retail Conservat'n	16 people into work 107 vol opps created 196 people volunteering (WNF funded) 9 people into work 64 vol opps created 64 placements across Construction, Conservation and Horticulture (mainstream funded) <u>2012/13</u> 19 construction placements 8 horticulture placements 26 conservation placements (mainstream funded)	

PRIORITY THEME 4: ENHANCE ACCESS TO TRANSPORT, INFRASTRUCTURE, ACCOMMODATION AND FINANCE FOR RESIDENTS AND BUSINESSES

Objectives	Lead	Actions	Targets			Progress	Status
4.1 Remove transport barriers to employment							
a. Provision of moped and bike hire, and vouchers for bus and taxis to enable people to get to work Bolsover Partnership website	RAD Sandie Abberley 01629 821923	Secure additional funding for 2013-14 to match WNF <i>DCC providing £100K match in 2013-14</i> Work with DCC to mainstream Wheels to Work and Community Transport	2011/12	2012/13	2013/14	<u>2011/12</u> 95 people into work 13 x 16-18 year olds going into EET (WNF funded) <u>2012/13</u> 77 People into Work 18 Into EET (CRT, DCC and WNF funded)	Ongoing to March 2014
			60 into work 7 x 16-18 year olds going into EET	76 into work 4 NEETs into EET	76 into work 4 NEETs into EET		
b. Improve transport links to major employment sites	Bev Weston, JCP Laura Khella, BDC	Respond to large employer recruitments through provision of accessible transport Communicate transport needs to DCC	2011/12	2012/13	2013/14	<u>2012/13</u> Successful negotiations with a commercial bus company. New route to commence May 2013.	Ongoing to March 2014
					All major employment sites have a bus route		
4.2 Access to finance for SMEs							
a. Provision of finance to support the growth of Bolsover SME's CRT website – BV page	NBV, Joanne Clarke Tel: 0115 970 5550	Promote grants available to business start ups	2011/12	2012/13	2013/14	<u>2011/12</u> ERDF business support, mapping and dissemination in September 2012 <u>2012/13</u> 2 businesses have accessed NBV grants totalling £6,510 (ERDF funded)	Ongoing to December 2015

Objectives	Lead	Actions	Targets			Progress	Status
4.3 Increase opportunities for Bolsover residents to access affordable credit, debt and legal advice							
a. Deliver the Bolsover Financial Inclusion Strategy Link to the FIS Bolsover Partnership website	Lorna Wallace 01246 823852	Work with partners to secure additional funding to continue to provide services	2011/12 209 people rec'g debt advice 3 one-stop shops 767 people accessing benefits advice £707K benefits recovered 7 new CU union collection points 150 new CU members	2012/13	2013/14	<u>2011/12</u> 209 people receiving debt advice 3 one-stop shops 1,624 people accessing welfare benefits advice £689K benefits recovered 7 new credit union collection points 122 new CU members (WNF funded) Financial Inclusion Forum meets quarterly	Ongoing to March 2014

PRIORITY THEME 5: PROMOTE THE STRENGTHS OF THE DISTRICT, SUCH AS TOURISM AND LEISURE OFFER, TO STRENGTHEN PERCEPTIONS OF BOLSOVER

Objectives	Lead	Actions	Targets			Progress	Status
5.1 Develop people's skills to work within tourism and leisure sectors							
a. Equip people with the skills to access employment in the field of physical activity, sport and leisure Bolsover Partnership website	BDC		2011/12	2012/13	2013/14	<u>2011/12</u> 10 people into jobs 125 people volunteering (WNF/PCT funded)	Completed
	Jenny Carter 01246 593058		4 people into jobs 4 x 16-18 yr olds going into EET 146 people volunt'g 1340 voluntary hours delivered	7 accredited qual'ns gained		2012/13 29 Accredited qualifications (WNF/PCT funded)	
5.2 Promote the area's strengths to increase tourism							
a. Support employment/ enterprise in tourism by increasing investment in the tourism economy through new and repeat visitors Creswell Craggs	CHT Ian Wall Tel: 01909 720378	Secure additional match for 2013/14	2011/12	2012/13	2013/14	<u>2011/12</u> 2 new exhibitions and 25 events organised (Lottery funded and CHT funded)	Ongoing to March 2014
			2 new exhibitions 10 events organised	2 new exhibitions 10 events organised	2 new exhibitions 10 events organised		

PRIORITY THEME 6: ADDRESS THE POOR HEALTH OF THE BOLSOVER POPULATION WITH A PARTICULAR FOCUS ON THOSE WITH MENTAL AND PHYSICAL DISABILITIES

Objectives	Lead	Actions	Targets			Progress	Status
6.1 Increase the number of people with disabilities/health needs moving closer to the labour market							
a. Improve access for people with disabilities to employment/ training Disability Dynamics Page on Bolsover Partnership website Help to Work website	Disability Dynamics Penny Melville-Brown 01329 841814	Explore opportunities through the Royal British Legion Explore social enterprise potential to expand Disability Partnership <i>Bid submitted to National Management Offender Service for social enterprise set up costs October 2012 - unsuccessful</i>	2011/12	2012/13	2013/14	<u>2011/12</u> Online directory available and 19 updates 7 partners workshops 3 employer workshops (WNF funded) <u>2012/13</u> 171 referrals 131 starts 10 job outcomes (PARES and partner funded)	Ongoing to December 2013
			On-line directory available July 2011 7 partner and 3 employer workshops	200 referrals 110 starts 17 job outcomes	150 referrals 90 starts 33 job outcomes		
b. Provision of District Nurse provision to support people with mental health issues to get back into work FEI page on Bolsover Partnership website	NHS Derbyshire/ FEI		2011/12 targets: 50 people supported with their health needs 2 people with LD moving into employment 9 people with LD making a +ve progression towards employ't 6 carers receiving health assessment			<u>2011/12</u> 65 people supported with their health needs 1 people with LD making a +ve progression 4 carers receiving a health assessment (WNF funded)	Completed March 2012
c. Integrate employment within health and promote through CCG's	Judy Derricot, NHS Derbyshire Tel: 01246 242465	Seek tenders in response to commissioning opportunity by October 2012	2011/12	2012/13	2013/14	<u>2011/12</u> Commissioning brief drafted but on hold due to current changes within the health arena	On hold
			Develop the evidence base and strategic approach to influence change	Develop a pilot with one CCG. Use learning to extend infl and change Support the NHS	Use learning to extend influence and change Support the NHS		

Committee:	Executive	Agenda Item No.:	8
Date:	10 th June 2013	Status	Open
Category	2. Decision within the functions of Executive		
Subject:	Neighbourhood Outreach Outline Service Proposal		
Report by:	Environmental Health Manager		
Other Officers Involved	Julie Lewis Kerry Oscroft Emma Kendall		
Director	Joint Director of Health and Wellbeing		
Relevant Portfolio Holder	Cllr A Tomlinson		

RELEVANT CORPORATE AIMS

COMMUNITY SAFETY – Ensuring that communities are safe and secure
CUSTOMER FOCUSED SERVICES – Providing excellent customer focused services
ENVIRONMENT – Promoting and enhancing a clear and sustainable environment
REGENERATION – Developing healthy, prosperous and sustainable communities
SOCIAL INCLUSION – Promoting fairness, equality and lifelong learning.
STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation.

Please specify how the proposals help to deliver the corporate aims.
The proposals for the service are a holistic and cross cutting approach and will therefore contribute to all of the above corporate aims.

TARGETS

The service contributes to the Healthy Bolsover plan and also links closely with work mitigating the impact of Welfare Reform.

VALUE FOR MONEY

The proposals for the service include close working with internal colleagues and external partners and aims to assist in the delivery of other services, therefore avoiding duplicate interventions and visits.

THE REPORT

The proposals for the Neighbourhood Outreach service are to provide support and assistance to vulnerable residents utilising a holistic approach that can address a whole variety of issues. For example, these may be related to financial hardship, age, education, mental health, disability or social isolation. The approach of early intervention, well informed signposting, combined with good local knowledge, can prevent issues from escalating to crisis point and can assist other departments and partner organisations in delivering their services, aims and objectives. This support and assistance will be delivered directly to individuals and households, which can be tailored to their individual needs. Consultation with partners has highlighted that whilst many organisations can deliver support at a community level, resources to deliver one to one support is currently very limited.

Who are the customers?

It is proposed that any resident of Bolsover District regardless of their tenure, age or location in the District could benefit from this service.

Whilst the service will focus on vulnerable households and individuals, it is not proposed to impose any qualifying criteria. There are many families or individuals that may not be considered as vulnerable, but with advice and support can be prevented from becoming vulnerable or falling into crisis. Should the demand for the service become unmanageable, prioritisation of clients will be considered.

Where will the service operate from?

It is proposed to operate an outreach approach that will not require the officers to be based from fixed locations. The officers will work as flexible workers, utilising hot desk space at The Arc as necessary, but will spend much of their time out in the communities. The officers will provide support to individuals and groups either in their own homes, or utilising other community venues.

The Children's Centre and Adult Education Unit at Bolsover have offered regular office accommodation for use by the service and further locations are being explored. These venues will allow one to one meetings with customers. The use of such accommodation will also help liaison and partnership working.

The Methodist Church Hilltop Bolsover, have a regular free coffee morning. Many residents of the Castle Estate have started using this venue and it would therefore be appropriate for the service to have a regular attendance at these sessions. Along with advertising, the residents of Castle Estate can know where they can approach the service for initial advice and the officers can make appointments for home visits where appropriate, when more detailed assistance can be delivered.

At South Normanton, the Resident's Group will be located at The Hub and it is possible for a Neighbourhood Outreach officer to use the venue at regular times and therefore offer drop in sessions. Other opportunities are being explored to enable this approach to be delivered in New Houghton and as the service develops we expect that a number of venues will become available for use, such as libraries and other community facilities throughout the District.

Service Focus - Impact of welfare reform.

The impact of welfare reform is considered as high priority for the Council and it is necessary to work in partnership, to find ways of mitigating the impact on our most vulnerable residents. The Neighbourhood Outreach Service is well placed to contribute to this work as it will undoubtedly have direct contact with the affected residents.

Following consultation with the Corporate Resources Department, it is proposed that Neighbourhood Outreach will provide an advice and support service directly to the residents. This will not only assist the affected residents, but also assist the Authority with the increasing number of enquiries that is receives. The service will be made available throughout the entire District.

During consultation it became apparent that resources for budget coaching are minimal and considering the impact of welfare reform, this has an important role to play in mitigating financial hardship. It is therefore proposed that the service will provide personal budget coaching, for which two of the officers are already trained and have some experience. Following consultation with colleagues in Corporate Resources, it is clear that this would be a valuable role (which they are unable to provide themselves) and in addition to this, the service will help residents make applications for Discretionary Housing Payments (DHP), which fits particularly well with budget coaching. By assisting clients with applications, we can help ensure that adequate evidence is provided (therefore a more complete application) which makes it easier for the application to be processed by Benefits Officers. This approach will also assist in the allocation of the DHP budget.

When officers are assessing a customer's needs and circumstances, it may be necessary to make referrals for a benefit assessment or a food bank for example. Customer Service Advisors, when receiving enquires of this nature, use a script to ensure that the customer is advised of other relevant services and it is therefore proposed that the officers will also use scripting, to ensure advice and referrals are both relevant and up to date.

The officers have also worked closely with Food Banks in the District and considering the level of demand this relationship will continue. As the officers will be in direct contact with residents in need of this service, then they can continue to act as a referral agency for the Food Banks and continue to support the running of these projects.

Service Focus - Public Health

Public Health has recently moved to Derbyshire County Council and is undergoing considerable change and the Healthy Bolsover Plan is currently being reviewed. Despite these changes there are emerging opportunities and a need for further partnership working with our health colleagues.

The Health Improvement Team engage and undertake their interventions at a community level and are not able to provide assistance to individuals. From the consultation it has become clear that the ability to provide one to one support to individuals and families would be a valuable resource, that would not only avoid duplication with other services, but would also help to fill existing gaps in service provision.

The community based work of the Health Improvement Team broadly covers the three 'Healthy Bolsover' aims of Promoting Healthy Lifestyles, Building Healthy Communities and Ensuring Access to Effective Healthcare Interventions. It is proposed that the Neighbourhood Outreach Service will contribute to these aims for example, by supporting vulnerable and disabled people, reducing debt and maximising income. This work links closely with the focus on welfare reform and is cross cutting in its contribution to protecting public health.

The events that the Health Improvement Team deliver annually, are the HEET (Health Education Employment and Training) and HIPS (Health Information Points). These events will be a useful vehicle in which to promote the new service and to access potential clients. It is therefore proposed to work closely with the Health Improvement Team at these events and any others that develop in the future based on local need.

We will continue to deliver falls prevention interventions by running chair based exercise classes. These have proven popular in the past and the classes in South Normanton and Pinxton will continue. The advantage of delivery of these classes by Neighbourhood Outreach is that it's holistic approach, means it is able to assist the vulnerable residents with a range of issues such as disability or financial hardship, rather than a service specific focus on falls prevention.

Ongoing support for New Houghton, South Normanton and Bolsover Castle Estate

Although the community houses are closing, it is proposed to continue to deliver services to the communities of South Normanton, Castle Estate and New Houghton.

Neighbourhood Outreach propose to run a drop in service at the Methodist Church at Bolsover. It will also be necessary to launch and market the new service to promote the fact that although the houses have closed, services remain and customers can call to request help or use the drop in facility.

In South Normanton, this approach can be delivered in the same way, by having the drop in session at the Hub where the Community Group will be based. It is also proposed to continue with the Lunch Clubs/Chair Based Exercise classes at South Normanton and Pinxton. This service is very well attended and it aligns with our targets for health.

In New Houghton, we are hoping to finalise proposals to hold drop in sessions at the Community Centre to maintain the community presence and engagement. Officers are pursuing the opportunity to deliver falls prevention work in this community by holding chair based exercise classes. Neighbourhood Outreach are working with the falls prevention team to develop this and propose that drop in sessions could be held after these classes, as potential clients will be attending the classes.

Partnerships

One critical part of the work to be undertaken by Neighbourhood Outreach is sign posting vulnerable customers onto other partner services. The service is not there to replicate what other organisations do but to draw in the right services at the right time, this is critical to effective interventions and delivering effective outcomes. The service could become a hub for frontline service co-ordination.

Due to the wide ranging issues that the service will deal with, there is a huge range of internal and external partners and agencies to work with. The service currently works or has a relationship with the organisations outlined below and in order to deliver the best service for the customer, it is proposed that these relationships are maintained and developed. The list of organisations below also gives an indication of the variety of issues that will be faced by the service.

Social Services	Clinical Commissioning Groups
Public Health	Derbyshire County Council
Police	Probation Service – Community Punishment
Fire Service	Welfare Rights
Citizens Advice Bureau	Local GP surgeries
Children’s Centres	Churches
Multi Agency Teams	Drug and alcohol agencies
Mental Health Teams	Spoda – Supporting people with drug abuse (support parents and siblings of addicts)
Family Employment Initiatives	Child Behaviour Unit
Education Department	Community Drugs Team
Youth Offending Team	Junction Arts
Youth Intervention Project	CAMMS – Child and Mental Health Services
Adult Education	Fairplay
Community Transport	Leisure

Community Voluntary Partnership	Rotary Clubs
Residents Groups	Women's Aid
Parish Councils	Job Centre Plus

Partnerships will not only ensure a better service for customers, but will also generate referrals to the service and it will therefore be important to promote this new service amongst our colleagues and partners. New opportunities are likely to be exploited with the development of new partners such as the Clinical Commissioning Groups.

Next Steps

It will be necessary to launch and promote the service to colleagues, partners and residents. It is therefore proposed to create some promotional materials such as leaflets and posters. These could be tailored leaflets to specific communities to advertise the drop in sessions that are available. Using these materials it is then proposed to launch the service amongst colleagues and partners, including those partner organisations listed, to effectively market the service.

Necessary methods for receiving referrals, creating case files and recording of interventions is currently being developed. This information will enable the service to be performance managed in the future and allow its suitability and effectiveness to be monitored. Due to the changes and shifts in priorities it will be important to ensure that the service is flexible and is able to adapt. This flexibility in the future will avoid duplication with partner services and ensure that it can effectively dovetail the plethora of services available for vulnerable residents.

A performance framework for the service is currently been developed to track factors such as customer interactions and outcomes from intervention work.

ISSUES FOR CONSIDERATION

Members are asked for their views on the service proposal outlined in this report in essence these are:

- Focus of the service – Welfare Reform and Health
- Target audience – Vulnerable residents
- Service delivery – District wide

IMPLICATIONS

Financial: None arising from this report.

Legal: None arising from this report.

Human Resources: None arising from this report.

RECOMMENDATIONS

- 1 That the service proposals outlined in the report are approved and the transition to the new service is started with immediate effect.
- 2 That publicity material be developed and the new service be launched and promoted amongst internal and external partners.

REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION

To develop a more effective service following the closure of the community houses.

ATTACHMENTS: **N**
FILE REFERENCE:
SOURCE DOCUMENT:

Committee:	Executive	Agenda Item No.:	9
Date:	10 June 2013	Status	Open
Category	N/A		
Subject:	Councillor Access to the Local Government Pension Scheme		
Report by:	Governance Manager		
Other Officers Involved and relevant	Councillor Eion Watts, Leader of the Council Councillor Alan Tomlinson, Deputy Leader of the Council		
Cabinet Member with responsibility	Chief Executive Assistant Director – Governance and Monitoring Officer		
Groups/persons consulted	BDC Members of LGPS will be consulted on 12 June 2013 Cabinet		

RELEVANT CORPORATE AIMS AND STRATEGIC OBJECTIVES

STRATEGIC ORGANISATIONAL DEVELOPMENT
Continually improving our organisation

PURPOSE OF THE REPORT

The purpose of this report is to give members an opportunity to respond to a Government consultation on councillor access to the Local Government Pension Scheme.

THE REPORT

The Local Government and Housing Act 1989 and Local Authority (Members Allowances) (England) Regulations 2003 enables councillors to be given access to the Local Government Pension Scheme. Councillors who are members of the Scheme can receive retirement and death benefits in return for a contribution equivalent to 6% of their basic and special responsibility allowance. An employer contribution of almost 12% is paid by the Council.

Councillors are eligible for their allowances to be pensionable if the Independent Remuneration Panel made a recommendation to that effect and the Council adopted the recommendation. Where the scheme is adopted local members can opt into the Scheme provided they are no more than 75 years old.

As part of wider public service pension reform, the Government has been considering whether councillors and other directly elected local office holders – such as Directly Elected Mayors and London Assembly Members – should continue to have access to what they highlight is a “taxpayer funded scheme” that was designed for employees.

The Government’s initial view was that, whilst councillors are volunteers, members allowances were slowly being seen as a form of salary, a situation which has been exacerbated by the provision of state funded pensions. This, they believe, may have a negative impact on local democracy and call into question the independence of councillors to represent their communities, as it may blur the line between them and paid members of staff.

ISSUES/OPTIONS FOR CONSIDERATION

The Government does not believe that councillors and other local office holders should have access to a taxpayer funded pension scheme. Its preferred option is to end access to the Scheme from April 2014. Those already in the Scheme would have their accrued rights up to April 2014 fully protected.

However, the Government is aware that there are other opinions on this matter and has undertaken to consult on three options whereby councillors and other elected office holders may or may not have access to the new Scheme from April 2014. It is worth noting that the proposals do not affect Police and Crime Commissioners who, because of the short time they have been in office, will still be able to access the Pension Scheme for the foreseeable future.

The three options are:

- Option 1 - Exclude councillors and other elected office holders to the new Local Government Pension Scheme from April 2014. This is the Government’s preferred option.
- Option 2 - A two-tier arrangement with continued access for certain front-bench councillors which could include leaders or encompass everyone with a special responsibility allowance. The Government is seeking views on which councillors and elected office holders should be eligible if this option was pursued.
- Option 3 - No change. Access would remain as present.

As part of the consultation, the Government is requesting views on people’s preferred option and whether they have any alternative proposals. The Government will also consider evidence of whether withdrawal of continued access would be likely to cause hardship in individual cases and whether anything should be done to mitigate this.

Finally, the consultation considers the issue of contribution rate. At present, all councillors who are members of the Scheme pay a flat rate of 6% regardless of their level of allowances.

If access post-April 2014 is to continue at that rate some councillors' contribution rates would, in the Government's view, be out of kilter with the rest of the Scheme, placing too high a burden on taxpayers. It is proposed therefore that, from April 2014, any councillors who remain members of the Scheme be placed on a tiered tariff based on the allowances they receive.

The floor limit of 6% would be available to members whose allowances were no more than £21,000. Beyond that, a series of different rates would apply dependent upon the member's allowance. If a member's allowance was inside the £21,000 - £34,000 bracket they would contribute 6.5%.

The Government is seeking views on the proposed contribution rate should councillors continue to have access to the Pension Scheme and, in particular, what rate it should be.

Views are requested on the consultation by 5 July 2013. The Deputy Leader has organised a session following Council on 12 June to give the nine Bolsover councillors who are members of the Pension Scheme an opportunity to discuss the proposals in more detail and put across their views. A response will be drafted on the basis of this meeting and taken to Cabinet on 18 June before being finalised.

These proposals will not prevent councillors and other elected office holders contributing to a personal pension or to put aside a portion of their taxable allowances or salary and receive income tax relief should they wish to do so.

IMPLICATIONS

Financial – Nine of the Council's 37 members are part of the Local Government Pension Scheme. The saving to the Council should the Government's proposals to close off access be introduced would be one of £12,000. If the scheme is to be retained and an increased number of members chose to participate then clearly these costs would increase.

Legal - As set out in this report.

Human Resources – None

RECOMMENDATIONS

That the Executive:

- (1) Provide their initial views on the *Taxpayer-funded pensions for councillors* consultation.

- (2) Delegate power to the Chief Executive to finalise a response to the consultation, following consultation with the members in the Pension Scheme and Cabinet.

REASONS FOR RECOMMENDATIONS

To enable the Council to respond to the consultation.

Background papers: None, other than the already published consultation paper - *Taxpayer-funded pensions for councillors and other elected local office holders – a consultation*.

Link to consultation document –
<https://www.gov.uk/government/consultations/taxpayer-funded-pensions-for-councillors-and-other-elected-local-office-holders>

File References: N/A

Committee:	Executive	Agenda Item No.:	10
Date:	10 June 2013	Status	Open
Category	3. Part of the Budget and Policy Framework		
Subject:	Rechargeable Repairs		
Report by:	Head of Housing		
Other Officers Involved	Patch Management Group Planned and Responsive Repairs Manager Voids and Welfare Manager		
Director	Director of Neighbourhoods		
Relevant Portfolio Holder	Cllr Karl Reid - Portfolio Holder for Housing		

RELEVANT CORPORATE AIMS

STRATEGIC ORGANISATIONAL DEVELOPMENT – Reduce the councils Overall Spend, this policy will ensure more money is collected from people who cause damage.

TARGETS

Does the subject matter contribute to any targets specified in any approved plans – not directly.

VALUE FOR MONEY

This policy provides clarity on when and how the council will seek to recover money that is spent on damage to properties.

THE REPORT

This report supports the introduction of a revised policy on recharging tenants for repairs. This can include damage during the tenancy, and damages that come to our attention during the period when a property is empty.

The original policy was introduced in 2008 and has been reviewed by the Patch Management Group.

The revisions have been minor, and have been made to ensure that the policy is fully compliant with changes that have been made to the council financial regulation since the first version was produced.

The other changes are around increasing the minimum charge to £50, capping the maximum administration charge, and clarifying the methodology for costing the work (i.e. time and materials rather than schedule of rates). Some of these changes are in response to helpful suggestions made during a recent audit.

IMPLICATIONS

Financial: This policy provides clarity over recharging tenants for damage. However the council will take an approach that is aimed at minimising the need for recharges rather than maximising income.

Legal: Not directly

Human Resources: Not directly

RECOMMENDATION(S)

That the revised Rechargeable Repairs Policy be adopted.

REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION

To adopt an up to date policy that covers rechargeable repairs for Council tenants.

ATTACHMENTS: **Yes – Revised Policy**

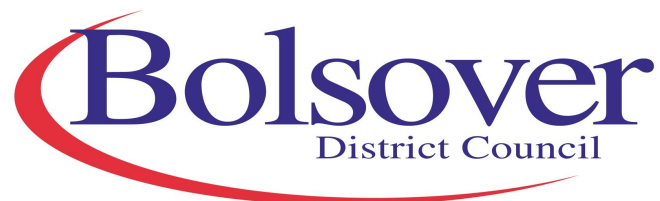
FILE REFERENCE:

SOURCE DOCUMENT:

BOLSOVER DISTRICT COUNCIL

Rechargeable Repairs Policy

July 2009. Revised May 2013



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



COMMUNITY
SAFETY



CUSTOMER
FOCUSED SERVICES



STRATEGIC ORGANISATIONAL
DEVELOPMENT



REGENERATION



SOCIAL INCLUSION

The District of Bolsover Equalities Statement

The District of Bolsover 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

Details of Document	
Title	Rechargeable Repairs
Document type – i.e. draft or final version	Review
Location of Policy	L:\housing\policies
Author of Policy	Peter Campbell
Reviewed by Director of Strategy	July 2008
Risk Assessment completed	Yes
Community Safety implications Please indicate any implications in relation to the Crime and Disorder Act 1998	This policy involves working with police who have been consulted during development
Equality Impact Assessment completed.	August 2008
Approved by	Patch Mgt route
Date Approved	June 2009
Policy Review Date	November 2012

Version numbers

- 4.0 – 2012 Review – changes to charging calculation
- 4.1 – 2012 Review with PMWG comments
- 4.2 – 2012 Final PMWG Comments
- 4.3 – 2012 Final – proof
- 4.4 Updated with changes from Audit.

CONTENTS

- 1.** The Introduction
- 2.** The Scope of the Policy.
- 3.** The Principles of the Policy.
- 4.** Responsibility for implementing the Policy

Rechargeable Repairs Policy

Scope

This policy applies to tenants of Bolsover District Council Housing Department, and their households. Although, for convenience, the word tenant is used throughout this document this policy includes secure tenants, non-secure tenants other tenants and tolerated trespassers – the same principles will apply to tenants of Council garages.

This policy describes the activities and responsibilities involved in carrying out repairs in circumstances where

- The repair is the responsibility of the tenant, or
- The damage to the property is caused by wilful damage, neglect, misuse or abuse by the tenant, their family or visitors to the property, or
- The repair is required when moving out of a house to bring it up to an acceptable standard.
- The repair is a result of a break in
- Where a tenant has misrepresented a repair, or the urgency of a repair when reporting this to the Council.

This document does contain some examples in the appendix, but this is not an exhaustive list. However, the principles within this policy will apply to all cases.

Principles

The Council is committed to maintaining the housing stock to the highest standard, and aims to provide a good service to all tenants.

However, there are times where tenants (including members of their household or visitors) cause damage to Council property. In some cases the Council will not be aware of the damage until the property is void.

The overall aim of the Rechargeable Repairs Policy is to contribute to the efficient and effective maintenance of the Council's housing stock and to ensure that expenditure is managed effectively.

The specific objectives of the Rechargeable Repairs Policy are:-

- To give clear guidance on the circumstances when people or tenants will be recharged.
- To give clear guidance on the circumstances where discretion will be exercised.
- To outline the process of recharging for repairs.

- To outline the basis for calculating the recharge.
- To inform tenants of payment arrangements.
- To inform tenants of the action the Council will take if payment is not made.
- To monitor the performance of rechargeable repairs in order to seek continuous improvement.

The principles underlining the Recharge are:-

- The Council is committed to delivering a repair service that is fair, equitable and transparent.
- The Council is committed to ensuring that existing housing is maintained to standards that are acceptable to the Council
- That tenants or others who cause additional expense to the Council are held responsible for their actions.

Circumstances for recharging

Generally, the Council is responsible for repairing and maintaining the structure and property and any fixtures and fittings originally provided. Tenants are informed of their repair responsibilities when they sign the Tenancy Agreement and these responsibilities are also outlined in the Tenants Handbook.

Tenants will be recharged for :

- Wilful damage - e.g. replacing a smashed door,
- Neglect - e.g. clearing a blocked sink, drain or bath. Damage caused by fire when a pan has been left on, or items placed too close to a fire. (note damage that is accidental usually falls under this category)
- Misuse - e.g. damage to fire grates from using the wrong fuel.
- Abuse - e.g. graffiti to walls, unauthorised alterations
- Work that may be required when moving out of their home in order to bring it up to an acceptable standard for a new tenant.

Note: If a tenant (or a member of their household, or a visitor) causes damage, this is a breach of tenancy and the Council may take further legal steps such as seeking an injunction, possession proceedings and/or recovery action through debtors. Examples of this would be:

Where actions by a tenant pose a risk to people or property – for example unauthorised alterations to the gas or mains electrical supply.

Where damage is wilful and extensive.

Where there has been a history of neglect over a period of time.

Discretionary Circumstances

Each case must be assessed and discretion may be exercised, depending on the circumstances affecting the individual case. In considering when discretion should be exercised and a recharge waived in part or in full, account should be taken of issues such as, but not limited to the following:

- Age of members of the household
- Health of members of the household
- Any disability within the Household.
- Type of repair
- Evidence of previous rechargeable repairs

Officers are asked to make an assessment of the vulnerability of the tenant and their ability to carry out repairs. If the tenant is considerably more vulnerable than the typical tenant, and the repair is not due to wilful damage, officers will consider waiving the charge.

The decision not to charge can be made either by a Repairs Manager or the Housing Enforcement Manager. If a tenant is not satisfied with this decision they can appeal to an appeals panel who will be the Head of Housing and the Portfolio Holder for Housing (or another Executive member if there is a connection between the tenant and the Portfolio Holder, or the tenant lives in that members ward)

If someone caused the damage in the course of a violent incident, towards the tenant (or a member of the tenant's household or a visitor to the property) and the tenant completes and returns a declaration (see appendix) to the Council, an investigation will be carried out. However, we will seek to recover this cost from the person who has caused the damage.

In all cases where the tenant claims the damage has been caused by someone unknown they will be required to complete and return a declaration (copy included in appendix). If this is not returned the tenant will be charged for the work.

Similarly if damage has been caused by vandalism, the Council will work with the Police to identify the perpetrators. When identified, the Council will always seek to recover money from perpetrators and where appropriate take legal action.

Investigations will be carried out on all cases where the damage is over £200 or there is a history of damage to the property (i.e. more than 1 incident of damage within a 12 month period). This will involve taking a statement from the tenant, and details of any witnesses. If the officer carrying out the investigation feels that, on the balance of probabilities it is likely that damage is due to the tenant (or their household or visitor) the police will be informed who may carry out a more detailed investigation.

If these investigations find that the tenant has caused damage to the property, the Council will seek to take legal action against the tenant provided evidence is available.

Insurance

Some tenants may be covered on their household insurance for repairs for which the Council would make a charge. Arranging insurance is the responsibility of the tenant. Tenants should be advised to check their insurance policy before agreeing a recharge repair. Any work carried out by contractors appointed by an insurer should meet Council standards, and be accepted by a suitable officer who is identified by the Head of Housing.

Responsive Repairs

When a tenant reports a repair a member of the housing service will assess the repair and identify:-

- The urgency of the repair - the type of repair will determine the timescale by which the repair must be completed.
- Who is responsible for the repair - the Council or the tenant?
- Where information is incomplete or where a technical decision has to be made the repair request will be passed to a Repairs Co-ordinator to determine whether an inspection is required.

In the case of emergency repairs that are rechargeable, owing to the limited timescale involved, the Council will complete the repair and the tenant will be recharged.

The amount to be recharged is made up of several elements, as follows:

An estimate cost of repair (time plus materials)

PLUS

The cost of any call out fee if out of hours or an emergency.

PLUS

The Cost of any specialist reports and/or contractors needed

PLUS

Value Added Tax (if appropriate)

PLUS

An administration charge of 20% (to a maximum of £500)

Emergency repairs can be arranged immediately, and there is no requirement to receive quotations.

Note – in many cases Emergency Repairs will be to ‘make safe’ only. For example a smashed window reported as an emergency will be boarded up rather than replaced.

For other repairs, the Council should provide an estimated price to the tenant before work starting. Work should only start when the tenant has given acceptance that they agree to pay the cost of the repair, this acceptance should be in writing.

The tenant may choose to arrange to employ their own contractor, or carry out work themselves, and has up to 28 days to complete this. In such cases the repair will be inspected by the Council to ensure the work meets the appropriate standard. If not, the Council will complete the repair and the tenant will be recharged.

If the tenant neither carries out the work to a standard that is acceptable to the council, nor agrees to the council carrying out the work then the council will consider enforcement action against the tenant.

Void Repairs

When a tenant gives notice to end their tenancy, arrangements will be made for a pre-termination inspection. This inspection will identify any aspects of disrepair, which are the responsibility of the tenant. The tenant will then have the opportunity to rectify any repairs for which they are responsible prior to the end of the tenancy. This notification should be in writing.

If any identified defects are not remedied prior to the end of the tenancy, or if the work is not of a satisfactory standard (as determined by a suitably qualified officer from Bolsover District Council Housing Department) a recharge may then be raised for the cost of the works.

When properties are vacated, the Council expects that the outgoing tenant will ensure the property is tidy and in good repair. A booklet will be issued to all tenants describing the expected condition. If the property falls below these standards the tenant may be recharged for any works needed to bring the property up to standard.

If a potential recharge is identified when the property is void the Council will take photographs as evidence of the condition of the property. These photographs will be kept as evidence of the condition of the property. Photographs should be date stamped where possible and original prints signed and dated by the officer taking the photograph.

Note; In addition to repairs for void properties the Council will also recharge if the property, including the garden, is not left in a clean and tidy condition. This may include clearance costs, gardening cost and the costs of cleaning the property.

Tenants Improvements (also see the Tenants Improvements Policy)

If a tenant seeks and is granted permission before carrying out an improvement and complies with all conditions normally no charge will be made. However if the improvement has damaged the property (even if permission is granted) then the tenant will be charged for rectifying the damage.

If the tenant carries out an improvement without permission they will be charged for either:

- a. the cost of reinstating the property, or,
- b. the costs of granting permission retrospectively. This may include a cost for inspections. .

The Council will decide which option will apply.

Misrepresentation

When a tenant reports a repair, and purposefully exaggerates the seriousness of the repair in order to either ensure the repair is assigned a higher priority, or to ensure that a call out is made to an out of hours repair the Council will seek to recover costs from the tenant. In the case of an out of hours call the amount recharged to the tenant will cover the call out charge made by the out of hour's contractor. If the work is carried out by another external contractor the recharge will cover the call out charge, if the work or visit is carried out by a Council the recharge made will cover the time and expense incurred by the Council. In all cases the charging methodology, as explained above, will apply.

Recharge Payments

The Council will raise an invoice for payment as soon as possible after the repair is completed. The Housing Service recognises that in some circumstances, repayment of charges in full would cause excessive financial problems for the tenant. With this in mind, Revenues Officers may agree a reasonable and affordable payment of the debt, by instalment, based on their knowledge of the individual tenant's financial circumstances

Contributory Negligence

When considering a request to waive payment, Officers will consider if a tenant has behaved in such a way that has either contributed to the damage (for example someone who is dealing drugs from the property who has had a window damaged), or has not prevented the damage (for example leaving open a window to allow an intruder into the property who then causes damage). In such case it is very unlikely that the recharged will be waived.

Special Circumstances.

No recharges will be issued for less than £50 at the end of tenancies.

If the tenant has died, any recharges should be recoverable from the estate of the tenant; this is not always a relative. Any correspondence and the bill should be sent to 'The Personal Representative of (NAME OF TENANT)'

Appeals Process

Current and former tenants have the right to appeal initially to the appeals panel. The appeals panel will be the Head of Housing and the Portfolio Holder for Housing (or another Executive Member if the tenant is in the Portfolio Holders ward, or is known by the Portfolio Holder) and a member of Senior Management Team. An appeal may be made by the tenant (or executor) or their representative, but must be authorised by the tenant (or executor). Any appeal must be in writing – the panel will consider all submissions, but the tenant has no right to make a personal appearance.

Collection

The responsibility for issuing invoices for payments, and recovery of debt lies with Revenue Services.

Monitoring

In order to comply with its service commitments, it is important that the Council should monitor the effects of rechargeable repair procedures. Areas to be monitored are as follows:

- Number of rechargeable repairs carried out as a void repair.
- Number of rechargeable repairs carried out as a responsive repair.
- Cost of rechargeable repairs.
- Income received from rechargeable repairs/recovery rate
- Details of where discretion has been applied. .

This information will be used to evaluate the effectiveness of this policy, and will be used in any future review of this policy.

3. Responsibility

Overall responsibility for this policy lies with the Head of Housing. Other staff and departments have responsibilities as outlined in the policy.

Responsibility for recovery lies with Revenue Services.

NOTE: In parts this policy refers to the tenant as causing damage. However, in practice damage may also be caused by a tenant's household or visitors of the property. In such cases recovery action will be taken against the tenant.

4, Glossary

In the document the term “A Repairs Manager” has been used. For clarity this refers to the tier of staff who report to the Head of Housing

Examples

1. Broken Window

A broken window will normally be recharged. Unless this has been broken by vandalism or other crime by a person who is not the tenant, a member of their household or a visitor to the property, AND the tenant completes and returns a declaration form (containing a police incident number). The tenant will always be asked who caused the damage

Details of all such incidents must be passed to the ASB team who will investigate the circumstances.

Note: If the tenant is a victim of harassment and the ASB team are aware of this, no incident number will be required.
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2. Lost keys

A charge will normally be made to tenants who have lost their keys and need to gain access. However, this may be waived for tenants who are:

- vulnerable due to age or disability, or
- had their keys stolen and have a completed a declaration, or
- victims of domestic violence who suspect the violent partner has a copy of the key

In all these cases authorisation must be granted by a Repairs Manager, Housing Enforcement Manager or Head of Housing.

3. Additional keys

A charge will always be made for tenants who require additional keys.

4. Damage to Doors caused by Police gaining access (and other emergencies)

It is not generally possible to pursue the Police for damage caused to the property by their forced entry as they will have various powers to force entry, for example, the Police have a power to lawfully gain entry under Section 23 of the Misuse of Drugs Act 1971 where they have reasonable cause to believe that illegal substances or documentation related to transactions concerning illegal substances are likely to be recovered at the Property. Before the Police are able to obtain a warrant they have to satisfy the Justice of the Peace of this, therefore it would be difficult to argue that a justice of the peace acted in error in granting the warrant.

Therefore the council will attempt to work with the police, and to provide access to properties when this is accompanied by a warrant Paragraph 6.4 of Police and Criminal Evidence Act Code B states that the Police should try to obtain consent for the search from the occupier or any other person entitled to grant access to the Property unless it can be shown that the property was unoccupied, or both the occupier and (in this case) landlord were absent, or there are reasonable grounds to show that seeking consent would frustrate the purpose of the search or endanger the police or other persons

If the police do not gain our permission we will, attempt to recover the cost of any damage from the police,

Similarly if a door is damaged by the fire brigade in order to gain access to a property to tackle a fire that has been caused by a tenant (or a member of their household or a visitor) even if this is accidental the tenant will be charged for repairs.

(Although this example mentions a 'door', this could relate to any part of the property including windows, internal doors, door frames and surround etc).

5. Damage caused by neglect.

If a tenant (or their household or visitor) has behaved in a way that has caused a fire in their home, the tenant will be recharged for any subsequent repairs. This will include:

- Chip Pan or other kitchen fire
- fires caused by defective electrical equipment not owned by the Council
- Fires caused by placing items too close to heat sources.

If a tenant deliberately causes a fire in the property enforcement action will be taken.

6. Internal fittings

In most circumstances damage to internal fittings, including glazing, sanitary ware and internal doors will be recharged to the tenant.

7. Misrepresentation

If a tenant reports a problem which is an emergency and necessitates the use of an out of hours service, but when the contractor arrives on site the job is not an emergency the tenant may be recharged the full call out fee incurred by the Council (including VAT and an Admin fee).

8. Fire Grates.

The Council will normally replace fire grates for properties with a Coal Fire. However, if the tenant is burning coke or another produce that burns at a higher temperature, and as a result damages the fire grate the tenant may be charged for replacements of grates. The decision to recharge for this will be made by a Repairs Manager,

(name)
(address)

Dear

Damage to property

Following your report of damage to your property, I write to advise you of the following:

We have raised an order to carry out this work. You will receive a target dates, by which you can expect the repair to be completed.

Please find, on the reverse of this letter, a declaration of truth. You must complete, sign and return the declaration in 7 days to ensure that you are not charged for the repair. If we do not receive the fully completed declaration, we will charge you for the full cost of the repair plus VAT and an amount for administration.

Before returning the declaration, please ensure that you have included an incident number, which you can obtain from your local police station. **Please be aware that if you make a false declaration your home may be at risk and you may be prosecuted for fraud.**

Yours sincerely

DECLARATION

I (NAME).....declare that this statement is true to the best of my knowledge and belief and I make it knowing that, if tendered in evidence, I shall be liable to prosecution if I wilfully state anything in it, which I know to be false or do not believe to be true.

Location of incident including damage or loss (including address of property)

.....
.....
.....
.....

Incident number (from the Police)

.....

How incident occurred including time /date

.....
.....
.....
.....

Name and address (if known) of person responsible for damage / loss

.....
.....
.....
.....

Details of person reporting

Name.....
.....

Address.....
.....
.....
.....

Signature.....**Date**.....
.....

Use the reverse of this form, or attach additional sheet if needed.

Information provided to Bolsover District Council on this form will be held and treated in accordance with the Data Protection Act 1998. It will be used for the purpose for which it was given and may be shared with other council departments or third party organisations including the police.

Please return this completed form to Housing Department – Bolsover District Council – The Arc – High Street – Clowne – Derbyshire – S43 4JY

Committee:	Executive	Agenda Item No.:	11
Date:	10 th June 2013	Status	Open
Subject:	Medium Term Financial Plan		
Report by:	Director of Resources		
Other Officers Involved	Assistant Director – Accountancy and IT. Chief Accountant		
Director Relevant Portfolio Holder	Director of Resources Councillor E. Watts, Leader of the Council.		

RELEVANT CORPORATE AIMS

STRATEGIC ORGANISATIONAL DEVELOPMENT – to continually improve the efficiency and effectiveness of all Council Services by maximising the potential use of Council resources.

TARGETS

All.

VALUE FOR MONEY

This report is intended to ensure that the Council has in place an appropriate framework for agreeing and managing the budget. A robust budget process is an essential foundation for securing Value for Money.

PURPOSE OF REPORT

To inform Executive of the work that is currently being undertaken in order to balance the Council's budget in respect of both 2013/14 and 2014/15.

BACKGROUND INFORMATION

The Council agreed its Medium Term Financial Plan in respect of 2013/14 and the following two financial years in the February of 2013. That MTFP has continued to be developed against the background of the Government's Comprehensive Spending Review of Autumn 2010 which set a clear target of reducing the level of government grant provided to local authorities. This reduction in the level of central government support has been the central factor in the ongoing requirement to secure significant year on year budget saving. The savings requirement in respect of the previous two financial years along with that in respect of the current and next financial year is set out in the table below:

	2011/12	2012/13	2013/14	2014/15
	£000's	£000's	£000's	£000's
Annual Savings Target	1,979	975	884	724
Cumulative Savings Target	1,979	2,954	3,838	4,562

While no details at the level of individual local authorities has yet been provided it is clear that the government's plans to reduce the national deficit will require continued reductions in the level of central government financial support to local authorities in 2015/16 and beyond.

In the light of the required level of savings of some £0.884m in respect of the current financial year (2013/14) the Council has agreed a two phase strategy. The first phase consists of securing some £0.615m of savings which were identified at the time of agreeing the budget. It was planned that these would be in place by June 2013 and accordingly the majority of these savings would be secured for the full financial year. The position in respect of securing these savings is set out in section 4 below.

With regard to the residual savings of £0.269m required in respect of the current financial year it was agreed that the issue of securing these savings would be addressed as part of the same process for securing the £0.724m of savings necessary in respect of 2014/15 the next financial year. This result in a combined level of savings required of £0.993m which it is planned to have agreed by the early summer of 2013 with the process of implementation to be completed by the Christmas of 2013. On that basis the Council will enter into the 2014/15 year with a balanced budget. The position in respect of these savings is set out in section 4 below.

EFFICIENCY GRANT

Executive will be aware that the Council is eligible for Efficiency Grant in respect of both 2013/14 and 2014/15. With regard to 2013/14 the amount available is some £1.064m with the information available suggesting that a similar amount will be available in respect of next year. Actual payment of the grant is, however, dependent upon the delivery of a Business Plan which is agreed with the Department of Communities and Local Government. The Council has submitted a Business Case based upon the approach agreed by Members within the Medium Term Financial Plan which has been agreed in principle by the DCLG. While the DCLG have now sent a letter indicating that the grant in respect of 2013/14 will be paid to the Council we await details of the conditions which will attach to that grant payment. In order to secure the Efficiency Grant it is envisaged that the Council will need to demonstrate that it has used the efficiency grant in order to secure underlying reductions in our level of expenditure. One of the main purposes of this report is to agree a detailed plan of work designed to meet the overall budget timetable for this and next financial year as agreed in the Medium Term Financial Plan. This is a key stage in ensuring that we are in a position to secure Efficiency grant which should be worth in excess of £2m in this and the next financial year.

PROGRESS IN ACHIEVING 2013/14 – CURRENT YEAR – SAVINGS

The savings that were agreed in respect of 2013/14 are set out in the table below with the second column detailing the savings achieved to date, while the third column sets out the projected savings at the year end. In the sections below the table a brief narrative is provided outlining the progress that has been made in each of the areas concerned:

	2013/14 £000's	Secured to Date £000's	Projected Outturn	2014/15 £000's
Anticipated Budget Shortfall	884	884	884	1,533
Vacancy Management	(100)	(50)	(100)	(75)
Leisure Services	(60)	(60)	(60)	(60)
Street Scene (Green Bins and Garage)	(75)	(69)	(69)	(75)
BDC / NEDDC Secondments	(100)	(84)	(106)	(150)
One Off Director Secondment Income	(100)	-	(100)	(0)
Property Rationalisation Savings	(100)	(19)	(100)	(100)
Fees and Charges Review	(80)	-	(80)	(80)
Anticipated Budget Shortfall				
Savings to be Identified	(269)	(602)	(269)	(993)
Call on General Fund Balances	0	0	0	0

- Vacancy Management:** With regard to vacancy management a target of some £0.1m has been agreed for 2013/14. Given that the Council is also seeking to save a significant sum by way of secondments while service managers are increasingly of the view that every post which becomes vacant needs to be filled, it is likely to prove necessary to achieve this target by way of options such as vacancy 'drag', maternity leave and by individual members of staff seeking periods of unpaid leave. While the position will require careful management officers are of the view that the target should be achieved by the year end. The position will continue to be monitored as part of the quarterly monitoring process. At this stage of the year we have assumed that £50,000 of savings are in place.
- Leisure Services:** The Leisure Services team are currently in the process of developing and delivering a strategy to reduce the level of subsidy provided by the Council that is necessary to support Leisure facilities in order for them to break even. At this stage Leisure have measures in place which should achieve the agreed target of £60,000 savings. It is, however, anticipated that Leisure Services will make a significant contribution to the wider saving arising from the fees and charges review.
- Street Scene:** The savings from Green Bins and Garage reorganisation had been approved by Council and are in the process of being implemented. At this point in time it is anticipated that the proposals will deliver on going savings of some £69k initially but the full target of £75k over time.
- BDC / NEDDC Secondments:** A report that was agreed the Council at its meeting of March 2013 provided formal agreement to proposals to secure a range of secondments between this Council and our Strategic Alliance Partner North East Derbyshire. The measures already approved by Council will secure savings of some £84,000 and it is anticipated that further measures will be identified during the course of the year which will as a minimum achieve the full £100,000 of targeted savings. While some redundancy and severance payments will be required as a result of this rationalisation which will be charged against Efficiency Grant the Council will achieve its full level of savings in respect of 2013/14.

- **One Off Director Secondment Income:** This is performance related income to be earned by the Director of Development in respect of work for a neighbouring authority. While it is currently anticipated that this one off income will be achieved in reality its achievement is outside the direct influence of this authority and the securing of this income is clearly subject to a number of uncertainties. The position will be kept under review. While this particular income is a one off Executive should note that officers will pursue similar opportunities for income generation should they arise.
- **Property Rationalisation Savings:** This is the final element of the £200k savings to be achieved in respect of the move from Sherwood Lodge to Clowne. It is anticipated that these savings will be secured from a combination of further income together with the identification of efficiencies. At the time the Council moved existing budgets were transferred from Sherwood Lodge to Clowne. The fact that the Clowne building will be cheaper to operate will enable officers to reduce these budgets as we gain experience of operating the building and are in a better position to quantify the savings.
- **Fees and Charges Review:** It is anticipated that these savings will be achieved as a result of the Strategic Income review that is currently being concluded. On the basis of current information the majority of the additional income is likely to arise from work that is being undertaken by Leisure Services as part of their deficit reduction plan.
- **Community Houses:** In addition to the measures agreed as part of the budget strategy the Council has also agreed to reconfigure the services that were previously provided from the Community Houses. The decision to provide the outreach service from locations other than the Community Houses will secure some £19k of savings p.a. arising from a reduction in property costs. Given that the service will be reconfigured rather than reduced this move is predominantly targeted at reducing property costs. Given that these are effectively savings arising from property rationalisation they will be included within that heading in the table above.

On the basis of the above officers are of the view that the measures necessary to achieve the £0.615m of savings will largely be in place by July 2013 and thereafter will generate the targeted level of savings of £0.615m. In order to cover reorganisation and restructuring costs it will, however, be necessary to utilise an element of Efficiency Grant to cover reorganisation and restructuring costs. Given that these costs are an essential investment to secure the efficiencies which will generate on going savings for the Council in respect of both 2013/14 and future financial years this is considered to be an appropriate use of Efficiency Grant which is intended to help the Council make the transition to operating with a significant reduction in its level of government grant.

As part of the process of closing the Council's accounts in respect of 2012/13 Officers believe that it should be possible to identify on the basis of historic spending patterns a further sum of some £0.1m of non employee budget reductions. Further work will be undertaken to ratify these savings and proposals for any budget reductions will be brought forward to Executive for consideration and recommendation to Council where appropriate. These savings will either contribute to meeting any unachieved savings in respect of the £0.615m, or alternatively will be available to meet the target of £0.993m which remains to be addressed.

AMENDING THE STAFFING ESTABLISHMENT TO REFLECT THE MEDIUM TERM FINANCIAL PLAN

A key element of the savings strategy that is built into the MTFP is that where savings are secured by reducing the number of staff either via natural wastage, vacancy management or by redundancy then it is necessary to amend the staffing establishment to reflect the fact that these posts have been removed. By taking the posts out of the staffing structure it is not possible to backfill them at a later stage. Therefore the costs are permanently removed from the budget. Under normal circumstances this is an automatic process with approval by Council being given when any savings proposals and associated staffing structures are agreed.

As part of the on going review of the staffing establishment a limited number of cases where secondments or fixed term contracts have in effect run for a longer period of time than was originally envisaged have been identified. Given that the individuals concerned have acquired full contractual employment rights by way of their length of service in that post Officers are proposing to regularise the current position. That would involve bringing the employees concerned together with what has become their substantive post onto the permanent staffing establishment of the Council. Given that the posts concerned are already funded within approved budgets this move would not have an adverse financial impact on the Council. This would enable the approved staffing establishment to better reflect the reality of the Council's actual staffing structure and employment liabilities. Given that the work involved is essentially an administrative issue of ensuring that the formal structure fully matches the reality of the employment status of individual employees it is recommended that the Chief Executive exercise his delegated powers in consultation with the Leader or Deputy Leader of the Council to approve the resultant changes to the Council's staffing establishment.

PROGRESS IN ACHIEVING 2013/14 RESIDUAL AND 2014/15 SAVINGS

As outlined in the introduction to this report the Council's agreed Strategy in its MTFP was to move to look at achieving both the residual savings of £0.269m in respect of 2013/14, together with the savings of some £0.724m required in respect of 2014/15 during the early part of summer 2013. The total saving required is one of £0.993m and by taking early action the Council can use these savings to balance the 2013/14 position and will be in a position to plan the financial savings required in respect of 2013/14 in order to minimise the impact upon the level of services provided to local residents. Although the savings strategy set out within the MTFP was intended to focus on securing the identified 'easy wins' of £0.615m the Council has agreed a number of work programmes which are being progressed and should generate a contribution towards achieving the £0.993m outstanding. These are outlined below:

- **Strategic Alliance:** Both this Council and our Strategic Alliance partner North East Derbyshire District Council have agreed to work towards identifying further savings of some £0.5m (in addition to the £1.5m already achieved) across both Councils. In addition Officers have been requested to bring forward other options which would secure savings in excess of that figure. Officers have identified a number of options which will be discussed on an informal basis with Members from both authorities before arriving at a view as to which options would provide the most appropriate way forward. Members should note that officers have undertaken a number of informal soundings with officers from neighbouring authorities across both Derbyshire and Nottingham to assess any likely support for the development of

shared services. At this stage it has not proved possible to identify any further opportunities for joint working which would generate significant savings. The limited discussions that have taken place are more about service resilience than financial savings. On that basis it would appear to be the case that the Strategic Alliance is likely to prove to be the only shared service mechanism which will deliver the savings that the Council needs to secure.

- **Property Rationalisation:** Towards the end of the 2012 calendar year Council agreed to provide funding to enable a full stock condition survey of the Council's General Fund Assets to take place. That work is now approaching completion and a comprehensive picture will be brought before Members which will be focussed on assessing whether particular assets are likely to be affordable in the light of their longer term maintenance costs and more general running costs. Aligned to the review of assets an opportunity has been identified to bid for Heritage Lottery Funding in respect of essential structural refurbishment at Pleasley Vale. The first stage of the process is that the Council is required to submit a bid to the Heritage Lottery Fund. Given the limited staffing resources available to the Council it is recommended that consideration be given to utilising external resource to prepare the bid concerned. Initial work would suggest that the cost of developing a bid using external resources would be £5,000. Given that this work would potentially reduce the long term maintenance liability and running costs of Pleasley Mill that fall upon the Council it is recommended that it would be appropriate to charge this cost to Efficiency Grant. Members do, however, need to recognise in committing this expenditure that the bid may not be successful, or the Council may take the view that a refurbishment part funded by the HLF is not in the interest of the Council. However, on balance Officers are of the view that the commitment of this £5,000 from Efficiency Grant will offer the Council good Value for Money in that it may secure significant external funding, while informing the debate regarding how to maximise the value of the Pleasley Vale site over the longer term.
- **Strategic Income Review:** This is a joint piece of work being undertaken with North East Derbyshire which will build on some benchmarking work undertaken by the Regional Improvement and Efficiency Partnership some 3 years ago. A draft report is currently available which will be brought to Members for consideration in the near future. Given that the Government has stressed the importance of raising income on a local basis rather than relying on national grant funding this has been an appropriate piece of work to undertake.
- **Growth Strategy:** A key element of current Government policy in respect of local government is what the Government has termed its localism strategy. This entails providing financial incentives which local authorities will secure where their area benefits from economic growth. With respect to a growth in business activity local authorities are now able to benefit from a proportion of any increase in the level of rateable value. Likewise local authorities will benefit from New Homes Bonus as a result of any increase in the number of occupied homes in their area. While New Homes Bonus is restricted to a 6 year period authorities would continue to benefit from an increase level of Council Tax. For a number of years Bolsover District Council has actively pursued a policy of encouraging development and economic growth which were viewed as the means to improve employment opportunities by way of more or better paid jobs. While Bolsover District Council will continue with its current policies – which have a track record of success – it needs to be recognised that in the short term growth of locally retained NNDR effectively reflects the developments which were already in the process of being brought forward. On the

basis of recent success in attracting major investment the Council is anticipating a significant growth in the level of locally retained business rates. Further work is currently underway – including meetings with the Valuation Office - in order to more accurately quantify the potential benefits to the council arising from this initiative. Although the Council is strongly supportive of a growth strategy it needs to be recognised that facilitating economic growth with the District may be a difficult process and one which is at best only partially within the influence of local government. Whilst officers are of the view that the potential growth in retained NNDR will exceed the projected levels currently assumed within the MTFP, it is anticipated that this will be offset by the ongoing reductions in both general and specific government grant. These are likely to impact in a range of areas such as that of government financial support for welfare reform where risk has been transferred from central to local government.

- **New Homes Bonus:** In order to ensure that the Council is securing the maximum possible financial advantage from the New Homes Bonus an opportunity has been identified to work with Capacity Grid (Liberta) in order to undertake a project to validate the data that is submitted to central government which is used as the basis of the New Homes Bonus calculation. Capacity Grid appear to be the only organisation which have successfully utilised this approach. The basis of the agreement is that Capacity Grid are incentivised by being able to claim 25% of the New Homes Bonus for the first year only in respect of those empty properties which they facilitate moving off the empty property register. The Council would then benefit from an ‘additional home’ both in the first year and possibly for the full 6 year period for which New Homes Bonus is paid. The Council is in the process of finalising appropriate contractual arrangements with Capacity Grid on the basis that we initially hand over a trial list of half of the current empty property register. Accordingly it is recommended that delegated powers be granted to the Chief Executive to enter into appropriate contractual arrangements with Capacity Grid to undertake work in respect of the Council’s Empty Properties register.
- **Welfare Reform:** A number of the elements of the Government’s welfare reform agenda have been introduced with effect from the 1st April. It is clear that at this stage the impact of these reforms has been to significantly increase the amount of work that needs to be undertaken in the contact centres and in Revenues and Benefits. On the basis of the information currently available officers are of the view that this represents an underlying increase in the level of work associated with managing the new welfare regime, rather than being an additional workload associated with the period of transition. In the light of this increased administrative burden officers are of the view that consideration needs to be given to ensuring that the Revenues and Benefits teams are adequately resourced to continue to deliver a key range of services to local residents in a timely and effective fashion. These key services include responding to residents, resolution of outstanding issues, assessment of benefit claims and Discretionary Housing Payment, together with the timely collection of debt to ensure that local residents do not fall into a position of having unmanageable arrears in respect of Council Tax. The Government has recently provided additional funding in the shape of the New Burdens grant to support local authorities in effectively addressing the challenges proposed by Welfare Reform. Given the challenges which face this and other local authorities in administering the reformed welfare benefit system consideration will need to be given to ensuring that the revenues, benefits and contact centre teams are adequately resourced. Officers are in the process of developing proposals for consideration by Members which will enable the Council to ensure that its

arrangements in these areas of work continue to be fit for purpose and able to adapt to the further challenges associated with the introduction of Universal Credit.

- **Payment Strategy:** As part of the Council's approach to achieving efficiency savings during 2011/12 and 2012/13 a payments strategy aimed at securing financial savings from moving to more efficient means of handling cash payments was introduced. The two core elements of the strategy were to promote a move to non cash means of payment such as debit cards and direct debits. Considerable progress has been secured with the use of debit cards having increased by some 25% up to 45,000 p.a. in 2012. Given the significant savings that can be secured in both staff time and bank charges from the move to automated payments officers will continue to progress this approach. In addition to securing financial savings automated payments are generally both more convenient and more secure for local residents. The second element of the strategy was to cease taking cash at contact centres and to provide this service by use of a 'paypoint' type network. Having considered this options officers are of the view that the financial savings would be minimal, while local residents appreciate the convenience of using the contact centres. The recommendation that the Council does not pursue this approach any further has been considered by Improvement Scrutiny Committee. They recommended to Executive that the Council do not pursue the element of the Payment Strategy concerned with ceasing cash collection at Council Offices. In the light of the above it is therefore recommended that Executive agrees to continue with the policy of encouraging a move to automated methods of payment, but that the Council notes that it is not considered to be appropriate to cease accepting cash payments at the Contact Centre as a means of securing further financial savings.

PRIORITISING THE PRIORITIES

A central theme of the Council's approach to securing financial savings has been the objective of protecting the level of services to local residents. While the Council has been required to make some significant service reductions in respect of those services where it received specific grants from Central Government (most recently Working Neighbourhoods Fund) these cuts were generally made in respect of time limited schemes such as the Apprenticeship Programme and a range of other projects to address worklessness, rather than requiring reductions in mainstream services. It, has, however, generally proved possible to maintain mainstream services by a combination of service reconfiguration, efficiencies, improved procurement, minor reduction of standards, etc. While in some cases – such as that of the community houses or the transfer of Kissingate Leisure Centre – there has been a significant reconfiguration or changes in the service it can be reasonably argued that the key elements of the service to local residents has been retained. In general terms the Council's performance management framework has been able to manage the reduction in funding in such a way as to minimise the impact on local residents.

While the approach adopted to date has been intended to protect all existing services Bolsover District Council in common with other authorities – is now at a stage where what has been termed the 'salami slicing' approach is unlikely to offer a full solution to the financial pressures that the Council faces. In particular there is now a real concern that if the Council continues to seek to provide the current range of services that it will find itself in a position of operating a range of poor quality services which are susceptible to service failure. It is therefore important that the Council gives serious consideration to the issue of whether there are some lower priority services it would wish to stop providing, or would

provide to a significantly lower standard in order to protect the quality of the majority of its mainstream services. In order to establish what the Council's priorities are in the current financial position it is planned to hold a range of events with Members to ascertain where they would see the Council's service priorities as lying.

BUDGET SAVING TIMETABLE AND EFFICIENCY GRANT

Executive will be aware that the securing of Efficiency Grant of some £1.064 m in respect of 2013/14 together with a similar amount with respect to 2014/15 is conditional upon the Council being able to demonstrate to Central Government that it is making appropriate progress in addressing its underlying budget shortfall. A key element in demonstrating to Central Government that it is achieving its savings target is that an appropriate timescale is in place for securing the necessary savings. Accordingly an indicative timetable is set out in the table below. This is based upon the assumption that all reports will be taken initially to Executive before being forwarded to Council for approval where necessary. The mid year review in respect of efficiency grant will be undertaken in September 2013 and it is therefore crucial that by that stage the Council can demonstrate that it has a Business Plan in place which will secure the necessary level of savings.

In order to demonstrate that the Council can secure the necessary savings and to have a robust plan in place by September the following indicative timetable is recommended to Executive:

Committee Date	Issues Considered as part of MTFP Report
10th June Executive	Update Report and Timetable (this report)
8 th July - Executive	Strategic Income Review Property Rationalisation Outcome of Prioritising the Priorities exercise
5th August – Executive	Proposed Budget Adjustments arising from 2012/13 outturn position. Outcome of Peer Review Growth Strategy Update Strategic Alliance Options
2 nd September - Executive	Measures for achieving savings of £0.993m approved for recommendation to Council

September 2013 Efficiency Grant Mid Year Review Submitted

The reports to Executive will also provide further updates in respect of the progress in achieving the targeted level of savings of some £0.615m as outlined in section 4.1 above.

While it is currently envisaged that efficiency grant will be used to cover the costs of restructuring or to provide investment funding for Invest to Save projects, the Council could if it so wished seek to use the Grant to repay debt. On the basis that £1m was used to repay debt then the annual savings would be some £75,000 per annum. While it is envisaged that restructuring, Invest to Save will produce considerably in excess of that amount the use of Efficiency grant to repay debt would provide a guaranteed saving with

little or no work required to secure its implementation. If all of the £2m of Efficiency Grant over the two years were invested in repaying debt then the saving would be one of £150,000 which amounts to 15% of the overall saving necessary to secure a balanced budget in respect of 2014/15.

JOINT PROCUREMENT UNIT

Members will be aware that this Council has for some time operated a Joint Procurement Unit which originally covered Bolsover, Chesterfield and North East Derbyshire. More recently the unit expanded to incorporate Ashfield and Mansfield as Member authorities. The unit has brought significant advantages to the Council including the savings which have arisen from purchasing as part of a larger group of authorities, the opportunity to share the costs of undertaking a tender process amongst more than one authority and finally the ability to attract and retain suitably qualified staff. These advantages have secured significant financial savings for the authority over the past few years. Unfortunately in recent weeks the Unit has experienced the resignation of its three qualified staff all of whom have been offered alternative employment with remuneration packages which were significantly above those offered by this Council.

Given the current market conditions for qualified procurement staff it is considered unlikely that this council could successfully recruit to the posts concerned. The Council is therefore likely to find itself in a position where it is not able to provide an effective procurement service for our partner authorities. As part of the discussions with the other authorities involved in the partnership we have been approached by Bassetlaw District Council who have offered to take over the running of the shared service. On the basis of discussions held to date they have the advantage of already having three trained and / or experienced Members of staff in their procurement team and are confident that they would be in a position to source further expertise should that be necessary. They have also indicated that they would be able to operate within current budgets so that the cost of the Unit would not increase for the current members. However, in the case of Bolsover we would lose the ability to charge overheads into the unit which would cost an additional £7,000 p.a.

Negotiations between the authorities in the Shared Procurement Unit and Bassetlaw are currently taking place. On the basis that they can offer an appropriate service then the preferred way forward may well be to accept the offer of Bassetlaw, subject to the clarification of the necessary details, etc. Subject to the satisfactory resolution of outstanding issues it is recommended that Members grant delegated authority for Chief Executive in consultation with the Leader / Deputy Leader to enter into a Shared Procurement arrangement delivered by Bassetlaw Council on behalf of this and other Councils and to make other such changes that are necessary to the Council's staffing establishment in the light of that decision.

ISSUES FOR CONSIDERATION

The Council needs to agree a strategy for addressing the savings target of some £0.993m which includes the residual savings in respect of 2013/14 (£0.269m), together with the targeted savings of some £0.724m in respect of 2014/15. In order to implement that savings strategy it is vital that the Council is able to secure the full £2m of Efficiency Grant which is being provided by the Government over the current and next financial year. This report sets out a plan and an associated timetable for achieving both the level of savings necessary and for securing Efficiency Grant from Central Government. Executive is requested to consider and approve the proposed approach which is set out within this report.

LEGAL ASPECTS

This report is part of the process intended to ensure that the Council achieves its statutory requirement to secure a balanced budget.

RISK MANAGEMENT

The issue of Financial Risk is covered throughout the report. In addition, however, it should be noted that the risk of not achieving a balanced budget is outlined as a key risk within the Council's Strategic Risk Register. It is important that any measures agreed to address the ongoing reductions in central Government funding are managed in such a way as to ensure that they do not have an unforeseen impact upon local residents. Given the extent of savings which have already been secured – as set out in section 2.1 (above) – it is important to note that approved budgets are now considerably more restricted than in previous financial years and that accordingly the risk of an overspend or failures in service has significantly increased.

In addition to the risk that the Council will not prove able to balance its budget which may lead to a requirement to undertake expenditure reductions which have a significant and unplanned impact on services, if the Council is not able to agree a structured approach to balancing its budget for 2013/14 and 2014/15 then it will run a clear risk of losing Efficiency Grant from central government amounting to in excess of £2m.

POLICY AND PERFORMANCE

The Council's budget in respect of both 2013/14 and future financial years has been planned in order to achieve the Council's service plans and performance targets. Should it not prove possible to operate within the context of agreed budgets and savings targets then this will invariably have an impact on the Council's ability to deliver against agreed service plans and targets.

FINANCIAL IMPLICATIONS

Financial issues and implications are covered throughout the report.

REASONS FOR RECOMMENDATIONS

To ensure that the Council is in a position to operate within approved budgets and to secure the financial efficiencies that are necessary in order to continue to provide services to local residents within the context of ongoing reductions in the level of central government financial support.

RECOMMENDATIONS

That Executive approves:

- (1) The indicative timescale for addressing the Council's budget position together with the work streams as set out in the report.
- (2) That the Chief Executive, in consultation with the Leader / Deputy Leader of the Council, exercise his delegated powers to amend the staffing structure to incorporate those employees who have acquired permanent employment rights on to the Council's Staffing Establishment.
- (3) Notes the position in respect of the Payment Strategy and agrees the recommendation by the Improvement Scrutiny Committee that the Council do not pursue the element of the Payment Strategy concerned with ceasing cash collection at Council Offices.
- (4) Granting delegated powers to Chief Executive in consultation with the Leader / Deputy Leader to determine whether to enter into a Shared Procurement arrangement delivered by Bassetlaw Council on behalf of this and other Councils.
- (5) Granting delegated powers to the Chief Executive to enter into appropriate contractual arrangements with Capacity Grid (Liberta) to seek to maximise the Council's eligibility to New Homes Bonus.
- (6) Approves the allocation of £5,000 of Efficiency Grant in order to develop a business case / bid for securing funding from the Heritage Lottery Fund towards the structural refurbishment of Pleasley Vale Mills.
- (7) Approves the use of Efficiency Grant to cover the restructuring, service reconfiguration and transitional costs as outlined within the report.

Attachments: N

Background papers: None

File References: N/A

Committee:	Executive	Agenda Item No.:	12
Date:	10 June 2013	Status	Open
Category	2. Decision within the functions of Executive		
Subject:	Corporate Enforcement Policy		
Report by:	Principal Solicitor		
Other Officers Involved	N/A		
Director	Director of Neighbourhoods		
Relevant Portfolio Holder	Portfolio Member for the Environment		

RELEVANT CORPORATE AIMS

COMMUNITY SAFETY – Ensuring that communities are safe and secure
CUSTOMER FOCUSED SERVICES – Providing excellent customer focused services

ENVIRONMENT – Promoting and enhancing a clean and sustainable environment
STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation.

Clear and concise principles for enforcement will allow the Council to continue to promote the above Aims and provide subject and complainants with clarity on how those Aims will be achieved.

TARGETS

N/A

VALUE FOR MONEY

N/A

THE REPORT

In February 2008 the Council produced, through the Patch Management Group, a Corporate Enforcement Policy setting out the basic principles which underpin the enforcement work carried out by a number of departments. This is one of a suite of policies that the group has produced which cover a range of environmental and enforcement issues

In accordance with established procedure, the policy has now been reviewed.

Since the original version of the policy, there has been national guidance and principles issued to local authorities, i.e. the Regulators Compliance Code and the Enforcement Concordat.

Accordingly the policy has now been revised to incorporate the principles set out in the Compliance Code and processes have been checked to ensure they align with the Enforcement Concordat.

The principles adopted from the Code can be found in Part 3 of the policy and relate to:

- Economic progress
- Risk Assessment
- Advice and guidance
- Inspections and other visits
- Information requirements
- Compliance and enforcement actions
- Accountability

Part 4 of the policy has been subject to some minor amendments to align with the above guidance, but remains largely unchanged from the original policy.

ISSUES FOR CONSIDERATION

Executive are asked to approve the revised policy.

IMPLICATIONS

Financial: NONE
Legal: Requirement to carry out enforcement in accordance with statutory guidance
Human Resources: NONE

RECOMMENDATION(S)

That the revised Corporate Enforcement Policy be approved.

REASON FOR DECISION TO BE GIVEN IN ACCORDANCE WITH THE CONSTITUTION

To ensure an up-to-date and legally sound set of principles to allow effective enforcement activity to be taken.

ATTACHMENTS: Y
FILE REFERENCE:
SOURCE DOCUMENT:

DRAFT

Corporate Enforcement Policy

December 2012



**CONTROL SHEET FOR STATEMENT OF LICENSING POLICY: HACKNEY
CARRIAGES, PRIVATE HIRE DRIVERS, VEHICLES AND OPERATORS**

Policy Details	Comments / Confirmation (To be updated as the document progresses)
Policy title	Corporate Enforcement Policy
Current status - i.e. first draft, version 2 or final version	Version 2.0
Policy author	Principal Solicitor
Location of policy - i.e. L-drive, shared drive	
Member route for approval	Executive
Cabinet Member (if applicable)	Cabinet Member for the Environment
Equality Impact Assessment approval date	19 November 2012
Partnership involvement (if applicable)	
Final policy approval route i.e. Executive/ Council /Planning Committee	Executive
Date policy approved	
Date policy due for review (maximum three years)	January 2016
Date policy forwarded to Strategy and Performance (to include on Intranet and Internet if applicable to the public)	

POLICY

1. Introduction

Bolsover District Council recognises the value for all parties of having a published document detailing how its enforcement activity will be carried out. In producing this policy the Council acknowledges that the majority of its citizens and businesses act in a law-abiding manner. However, there are those who do not. The purpose of local government enforcement is to protect the public, the environment and the wider community from those who do not act in a law abiding manner by securing compliance with the law.

How the Council seeks to achieve its aims is defined by the following principles: -

- Listening to and responding to the needs of people
- Accepting responsibility for and explaining our decisions
- Taking decisions in the public interest
- Ensuring that everyone is treated equally and with dignity
- Being fair in dealing with people and making decisions
- Behaving with integrity
- Telling people about what the Council does
- Minimising the adverse affect of our actions

2. Scope

The Council is committed to the central and local government Concordat on Good Enforcement Practice and the Regulators Compliance Code. This means that the enforcement services will carry out their duties in an equitable, practical and consistent manner, whilst working to secure a safe and healthy environment for all. This policy explains the approach that officers will take when carrying out the Council's duties. The Council services covered by this policy are listed below:

Community Services e.g. CAN Rangers

Environmental Health Services e.g. Pollution Control, monitoring of food premises

Legal Services e.g. prosecution through the Court system

Planning Services e.g. Development Control, Breach of planning condition

Housing e.g. Rents, Tenancy Agreement

Additional areas may fall within the scope of this policy. There are a few exceptions from the scope of this policy including Council tax and benefits.

3. Principles

The Regulator's Compliance Code (statutory code of practice for Regulators) sets out a number of specific obligations, which underpin the principles of this Policy, in relation to:

- Economic progress
- Risk Assessment
- Advice and guidance
- Inspections and other visits
- Information requirements
- Compliance and enforcement actions
- Accountability

Economic progress

We seek to emphasise where compliance will help promote economic progress and to ensure enforcement is targeted appropriately to prevent unnecessary hindrance to economic progress.

Risk assessment

Our regulatory activities will be risk-based, on evidence about which individuals, businesses, areas and activities require the focus of enforcement activity. We will use this evidence to target areas of highest risk for enforcement.

Advice and Guidance

We focus on providing advice and guidance that is clear and concise, to ensure maximum effectiveness for individuals and businesses and encourage compliance in the first instance.

Inspections and other visits

The Council will pursue initiatives to ensure a joined-up approach between departments and with other enforcing authorities, to reduce the impact of visits and inspections on individuals' private lives and the productivity of local business.

Information requirements

Information-sharing between departments and with other enforcing authorities, subject to restrictions under Data Protection legislation, will ensure as far as possible that those subject to enforcement are dealt with in a coordinated manner. The authority will employ best practice to accomplish this, e.g. regular meetings between enforcement officers of all departments to share information and knowledge.

Compliance and enforcement actions

We have developed tools and policies which encourage a consistent and proportionate approach to enforcement.

Accountability

Bolsover District Council is a responsible and accountable regulatory body. We review regulation after it has been implemented and assess the outcomes to constantly improve our service.

Enforcement decisions will be based on the following principles:

- Taking decisions in the public interest
- Ensuring that everyone is treated equally, fairly and with dignity
- Behaving with integrity
- Explaining about what the Council does and why decisions are taken
- Minimising the adverse affect of our actions on individuals and businesses

4. Statement of Policy

To achieve the above principles the Council will endeavour to:

- Provide information on regulations and enforcement practice in plain language or alternate formats to ensure that enforcement action to be taken by the Council can be clearly understood.
- Discuss compliance failures, or problems, with anyone experiencing difficulties, making clear distinctions between best practice advice and legal requirements.
- Provide a courteous and efficient service. Staff will identify themselves by name and will provide a contact telephone number to encourage further discussions or to seek advice/information.
- Ensure that decisions to take enforcement action are not influenced by race, age, gender, disability, sexual identity, national origin, sexual orientation, religion or belief, geographical or any other status.
- Encourage regularisation, taking enforcement action only where it is justified and clearly stating the reasons for doing so. The level of action will usually be the minimum required to achieve a satisfactory resolution subject to public interest considerations.
- Take enforcement action on an incremental scale, from informal action to criminal prosecution, depending on the seriousness of any breach of legislation. Exceptions may be made in certain circumstances, e.g. where there is a deliberate and wilful failure to cooperate with the Council.
- Ensure that our duties are carried out in a fair and even-handed way. Regard will be had to the rights contained within the

Human Rights Act 1998 when enforcement action is considered to ensure that action taken is both necessary and proportionate.

- Employ means of best practice to ensure the regulatory burden is minimised and enforcement action is coordinated between departments, e.g. by maintaining a corporate enforcement officers group for the sharing of information, case updates and best practice.

Procedures for taking enforcement action

Where a breach of legislation is identified the initial approach will usually (but not exclusively) be to take informal action. This may include giving a verbal or written warning and will generally be followed up by further checks to ensure that the necessary action has been taken. In many cases this will be sufficient to resolve the breach.

Where informal advice or warnings are ignored or where there is evidence of intent, negligence, significant public concern and/or impact on quality of life, health or safety, then formal action will be pursued. Formal action includes the service of statutory notices, prosecution or injunction or the issue of fixed penalty notices. However, before formal action is taken, officers will usually provide an opportunity to discuss the case and, if possible, resolve points of difference unless immediate action is required (e.g. in the interest of health and safety, environmental protection or to prevent evidence being destroyed).

Some legislation provides for the service of statutory notices which require the recipient to take specific steps to remedy identified breaches. Generally these notices will explain what is wrong; what is required to put things right; the timescale in which to put things right and what will happen if the notice is not complied with. Where there are rights of appeal against a formal notice an explanation of the method of appeal will be clearly set out in writing at the time the notice is issued.

Where a formal or statutory notice is not complied with the Council may prosecute those responsible for non compliance. In addition, failure to carry out specified work may result in the Council carrying out the works in default and recovering all of its costs from those failing to comply.

The Council aims for a consistent and uniform approach to prosecution, having due regard to the deterrent effect of a prosecution and the need to deal with offences in a proportionate way. However within this general framework the Council will judge each case on its merits and tailor enforcement action accordingly.

The Council undertakes enforcement action on behalf of all the residents of the District and not just in the interests of any particular individual or group.

The decision whether or not and how to take enforcement action will include consideration of the consequences for those affected by the offence and any views they have expressed.

Joint Working

Where the Council engages in joint working with other public organisations which includes enforcement, or where those functions are carried out by another organisation on the Council's behalf, any enforcement under those arrangements will be carried out in accordance with this Policy at all times.

Maintaining the quality of our enforcement service

The Council is committed to ensuring that the highest practicable standards are achieved and that good customer care practice is integrated into all aspects of the service. It will do this by ensuring that all employees who are likely to deal with enforcement action are appropriately trained in order to maintain high standards of competence and professionalism in their field.

5. Responsibility for Implementation

Each service area will have its own procedures and protocols that support this Policy and these should be read in conjunction with this document. The principles in this corporate policy apply to all enforcement service areas but do not override the specific provisions within individual service policies, which have been developed with the statutory purpose of that service in mind.

EXECUTIVE

Minutes of a meeting of the Executive of Bolsover District Council held in Chamber Suites 1 & 2, The Arc, High Street, Clowne on Tuesday 14 May 2013

PRESENT:-

Members:-

Councillor A.F. Tomlinson – In the Chair

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

Officers:-

W. Lumley (Chief Executive Officer), K. Hopkinson (Director of Development), B. Mason (Director of Corporate Resources), S. Tomlinson (Director of Neighbourhoods), J. Fieldsend (Senior Principal Solicitor), M. Kane (Governance Manager), S. Chambers (Communications Manager), J. Arnold (Assistant Director – Planning) (For minute 1186), C. Millington (Overview and Scrutiny Officer) (For minutes 1179 and 1180), S. Clow (Housing Strategy and Enabling Manager) (For minute 1184), P. Campbell (Head of Housing) and K. Drury (Information and Engagement Manager) (For minute 1182)

Also in attendance were Councillors H Gilmour, C Munks and K Reid for minutes 1179 and 1180.

Councillors R Bowler and M Dooley were present in the public gallery.

1175. APOLOGIES FOR ABSENCE

An apology for absence was received on behalf of Councillor E. Watts.

1176. URGENT ITEMS OF BUSINESS

The meeting was notified of one item of urgent business to be taken in private session – Shirebrook Model Village Sports Ground.

1177. DECLARATIONS OF INTEREST

There were no declarations of interest made at the meeting.

EXECUTIVE

1178. MINUTES OF EXECUTIVE HELD 8 APRIL 2013

Moved by Councillor D. McGregor, seconded by Councillor D. Kelly

RESOLVED that the minutes of a meeting of the Executive held on 8 April 2013 be approved as a correct record and signed by the Chair.

1179. RECOMMENDED ITEM FROM IMPROVEMENT SCRUTINY COMMITTEE HELD ON 2 APRIL 2013 – MIN NO 1062 – CONTACT CENTRE

Executive considered an item which had been referred to it by the Improvement Scrutiny Committee in connection with the Contact Centre. Councillor H Gilmour, Chair of the Improvement Scrutiny Committee, presented the item and answered members' questions.

Executive was advised that a review into mobile working had commenced but been subsequently suspended. However, having received a presentation on the role of Contact Centre staff, the Committee felt it necessary to refer two recommendations relating to their role on to Executive.

The Committee's first recommendation related to concerns expressed that appointments with Repairs Inspectors could not be made through the CRM system by the Council's Customer Service Advisors even though the current system could enable this to happen.

In addition, queries that had been passed to the Council's Housing Team were listed as 'complete'. This was misleading to members and the public when they were calling for an update. A more suitable term to use on the system would be 'job with housing' which would mitigate the potential for confusion should a customer request an update on their repair.

During consideration of the item, the following points were noted:

- Direct booking by Contact Centre Advisors for repairs appointments had always been a long term aim of the Housing Team. However the section would be in a better position to assess how this might work following the receipt of a report setting out a new structure for the service.
- There were questions over whether the term 'job with housing' was appropriate from a whole council perspective given that it may appear the Council was 'passing the buck' from one department to the next. Consideration needed to be given to more appropriate wording which would provide assurance to members and customers that the job was being progressed.

EXECUTIVE

Moved by Councillor K. Bowman and duly seconded
RESOLVED that (1) It be approved in principle that:

(a) Contact Centre Advisors be allowed to book appointments with Repairs Inspectors, removing a delay to the customer in receiving details of an appointment.

(b) The wording within the system be changed from 'complete' to some other suitable wording to avoid confusion.

(2) The full implementation of resolution (1) above be subject to a further report which should be referred to Executive within six months.

REASON FOR DECISION: In the interests of the efficiency and effectiveness of the housing service.
(Director of Neighbourhoods)

OTHER OPTIONS CONSIDERED: None.

1180. SUSTAINABLE COMMUNITIES SCRUTINY REVIEW OF PLEASLEY VALE MILLS

Executive considered a report of the scrutiny review undertaken by the Sustainable Communities Scrutiny Committee into Pleasley Vale Mills. Councillor K Reid was in attendance at the meeting to present the report and answer any members' questions.

The Committee had undertaken the review with a view to understanding how the site was currently used including take up of rental space, take up of leisure activities and facilities, income and expenditure to the Authority as well as the historical importance of the site.

The Committee had made seven recommendations based on the evidence it had gathered during the review. The comments of the relevant Portfolio Holders and senior officers had been sought prior to the report being approved by the Scrutiny Management Board.

During consideration of the item, the following points were noted:

- The Committee had taken cognisance of security issues at Pleasley Vale Mills during its review and hoped that security would be brought in house in due course.

EXECUTIVE

- Whilst members were happy with the recommendations, questions were asked about the evidence base of the review and, in particular, the financial and supporting policy information provided in the report.

Moved by Councillor A.M. Syrett, seconded by Councillor B. Murray-Carr

RESOLVED that (1) The following recommendations of the Pleasley Vale Mills Scrutiny Review be approved:

- (a) That a charity or charities be encouraged to take up some available space within the Mill complex which would remove the business rate burden on the space that they would occupy and result in some savings to the budget.
- (b) That a new set of legal documents be drafted which would speed up the process of tenancy agreements to assist tenants in signing up and moving into their accommodation more quickly.
- (c) That the Regeneration Department be responsible for the management and upkeep of the whole Pleasley Vale site and the Asset Management Plan be updated to add the assets which were not currently included within the Plan, namely the former Greaseworks building and the mill pond.
- (d) That when the current security contract expires, the Authority considers whether costs can be saved by bringing the function in-house for future contracts.
- (e) That the suggestion of moving security to Mill 1 in order to free up the two lodges for sale be seriously considered, ensuring a security presence closer to the Mills and potential income for the authority from the sale of the lodges.
- (f) That marketing and advertising of the Outdoor Activity Centre must be improved in order to maximise participation and income.
- (g) That the provision of residential accommodation within Bolsover District be thoroughly considered in order to attract tourism to the area.

EXECUTIVE

(2) A further report on financial and supporting policy information relating to Pleasley Vale Mills be reported to Executive within a six week period.

(3) The Executive provide a response on the review recommendations within six weeks in accordance with the Scrutiny Procedure Rules in order that an improvement plan can be drawn up to monitor implementation of the recommendations.

REASON FOR DECISION: In the interests of regenerating the District.
(Director of Development)

OTHER OPTIONS CONSIDERED: None.

1181. **COMPLIMENTS, COMMENTS AND COMPLAINTS QUARTERLY REPORT (QUARTER 4)**

Executive considered a report which set out information on the number of compliments, comments, complaints, Freedom of Information and personal data requests for the fourth quarter of 2012/13 covering 2 January to 31 March 2013. The report also provided a general summary for 2012/13.

In total, 27 complaints had been received in the fourth quarter of 2012/13. There had been 11 compliments. Details for service requests in the quarter and over the year were also provided together with recent Ombudsman activity.

Members raised issues and asked questions on the summary information provided as an appendix to the report.

Moved by Councillor D. McGregor, duly seconded

RESOLVED that the Compliments, Comments and Complaints Report for Quarter 4 be noted.

REASON FOR DECISION: To keep members informed of volumes and trends regarding compliments, comments and complaints.
(Director of Corporate Resources)

OTHER OPTIONS CONSIDERED: None.

EXECUTIVE

1182. INFORMATION REQUESTS – OCTOBER 2012 TO MARCH 2013

Executive considered a report which set out information on requests made under Freedom of Information (FoI), Environmental Information Regulations (EIR) and Data Protection legislation for the period 1 October 2012 to 31 March 2013. The report also contained summary information for 2012/13.

The Council had received 177 FOI and 28 EIR requests in the period. Executive were advised that all requests were now closed and had been responded to within the 20 day statutory period. Over the year 2012/13 the Council had received 362 FOI requests and 59 EIR requests (421 in total), slightly up on last year's combined total of 402 requests. Overall 99% (417) of the requests would be responded to within time.

In respect of Data Protection, six subject access requests and 11 third party requests had been received in the period. All had been responded to within the statutory 40 day period.

Over the 2012/13 year, eight subject access requests and 18 personal data requests had been received. This was similar to the previous year. All requests had been responded to within the statutory time period.

Following the presentation of the report, members asked questions on requests received in respect of the New Homes Bonus, Neighbourhood Plans and the Losk Lane Wind Turbine application.

Moved by Councillor D. McGregor, seconded by Councillor B. Murray-Carr
RESOLVED that the report on Information Requests for the period October 2012 to March 2013 be noted.

REASON FOR DECISION: To keep members informed of volumes and trends regarding information requests.
(Information and Engagement Manager)

OTHER OPTIONS CONSIDERED: None.

1183. ANTI SOCIAL BEHAVIOUR POLICY

Executive considered a report which sought approval of a new Anti-Social Behaviour Policy for the Council, as required by the Anti-Social Behaviour Act 2003.

EXECUTIVE

The revised Policy had been reviewed by the Patch Management Group and included a number of changes to build on the success of the previous document. The main change in the document was an increased focus on the victims of anti-social behaviour which reflected a more national shift in emphasis partially arising from the Pilkington case in Leicester.

Other changes in the document arose from the need to reflect updated legislation, assess vulnerability, undertake risk assessments for vulnerable people and share information with the County Council.

Following an introduction to the Policy by officers, members raised concerns that it did not adequately tackle issues around publicising anti-social behaviour and that the Portfolio Member for Housing had not been properly consulted over the document.

The Chair reiterated the importance of officer consultation with Portfolio Members prior to reports being brought to Executive.

Moved by Councillor B.R. Murray-Carr, seconded by Councillor D. McGregor
RESOLVED that the report on the Anti-Social Behaviour Policy be deferred pending revisions to the section on publicity.

REASON FOR DECISION: To enable the Council to investigate how it may properly publicise cases of anti-social behaviour.
(Director of Neighbourhoods)

OTHER OPTIONS CONSIDERED: None.

1184. EAST MIDLANDS DECLARATION ON AFFORDABLE HOUSING

Executive considered a report which sought approval for the Council to sign up to the East Midlands Declaration on Affordable Housing.

It was noted that the Affordable Homes Programme 2011-15 allocated just 4.1% of total investment to the East Midlands. This was half the share that the East Midlands received between 2008 and 2011. In response to the decrease in grant, and the general decline in affordable housing delivery, East Midlands Councils formed a task group to look at how affordable housing provision could be maximised.

The task group delivered three outputs which included a new prospectus for affordable housing in the East Midlands, an affordable housing good practice guide which publicised examples of good practice and the East Midlands Declaration for Affordable Housing.

EXECUTIVE

The purpose of the Declaration was to acknowledge the benefits that affordable housing brought to the area and the difficulty in delivering it in the current grant regime and economic circumstances. By signing the Declaration, signatory local authorities committed their council to working constructively and collaboratively with partners and communities to maximise opportunities and resources to deliver new affordable housing.

Moved by Councillor A. Tomlinson, seconded by Councillor D. McGregor
RESOLVED that the Council supports the signing of the East Midlands Declaration for Affordable Housing.

REASON FOR DECISION: To formalise the Council's commitment towards affordable housing.
(Housing Strategy and Enabling Manager)

OTHER OPTIONS CONSIDERED: None.

1185. HOUSING SERVICES – QUARTERLY UPDATE

Executive considered a report which provided a quarterly update on current housing performance. The report contained statistical data relating to rent arrears, repairs, contract work, Supporting People, capital work and the STAR survey.

Members were advised that rent arrears recovery was challenging in the current economic environment and that these challenges would increase following the introduction of the under-occupation premium and other aspects of welfare reform. A more detailed report on ideas for addressing this would be brought to a future meeting.

The Council had been successful in securing the contract for the static wardens, mobile wardens and falls recovery scheme. Although the countywide monitoring service was on hold for a period of at least 12 months, the Council was successful in its bid to run this on an interim basis.

As previously agreed by Council, a full stock condition survey would shortly be undertaken. An external consultant had been appointed to carry out the preparatory work and a project initiation meeting had been organised.

During the consideration of the report, the following points were noted:

EXECUTIVE

- Rent arrears were being experienced with approximately 250 tenancies District-wide. However, this was significantly more than the current number of people affected by the under-occupation premium.
- Reference was made to the recent unsatisfactory gas servicing audit and the steps being taken to address it.
- Work was ongoing with contracts to ensure as many jobs as possible were caught by tendered works.
- Concern was expressed over the number of voids in the District and the lost income arising. A view was expressed that more work should be undertaken to market empty properties.

Moved by Councillor K. Bowman, seconded by Councillor D. Kelly

RESOLVED that the quarterly update report on Housing Services be noted.

REASON FOR DECISION:

To update members on the performance within the Housing Service.
(Head of Housing)

OTHER OPTIONS CONSIDERED:

None.

1186. APPOINTMENT OF PLANNING CONSULTANT TO PROVIDE SUPPORT FOR LOCAL PLAN PUBLIC HEARING

Executive considered a report which sought approval to fund an external planning consultant to support the Council's Local Plan Hearing.

Members were advised that the Council's Planning Policy Manager had left its employment at the end of March 2013. This departure came at a challenging time for delivering the Local Plan for Bolsover with the service in the final stages of consultation and preparation prior to submission to the Secretary of State and subsequent public examination.

The Planning Policy Manager would have taken a lead in the Local Plan examination process, presenting the Council's case and responding on all aspects raised by the Inspector. Without this role being filled, the Council would be at risk of not delivering the Local Plan to programme.

EXECUTIVE

The short term solution to this problem was to put in place the temporary resource required to ensure the Council could pass the public examination process and maintain the agreed programme for delivering the Local Plan. Following completion of public examination the service would review its existing team and consider any restructuring or permanent filling of vacant posts to deliver corporate needs. These options would be presented to members in the form of a report to a future Executive meeting.

Members noted that the Planning Policy Manager from North East Derbyshire District Council had been seconded to Bolsover for two days per week on a temporary basis for up to one year. However, this still left a capacity issue for the Council to ensure proper representation and advice to get through public examination.

The proposal therefore was to appoint planning consultants utilising salary savings from the existing Planning Policy Manager post. Tendering and procurement would follow Council procedures and be undertaken through the Joint Procurement Unit.

Moved by Councillor D. Kelly, seconded by Councillor A. Syrett

RESOLVED that the proposal to use up to £25,000 planning service salary savings to fund an external planning consultant to support the Local Plan Hearing be approved.

REASON FOR DECISION:

The development of the Local Plan was a target within Bolsover's corporate plan.
(Assistant Director - Planning)

OTHER OPTIONS CONSIDERED:

Not making the appointment would leave the Council at significant risk of not delivering the Local Plan to programme.

1187. STRATEGIC RISK REGISTER

Executive considered a report which presented a revised Strategic Risk Register for the Council. A copy of the document was attached to the report as an appendix.

The Council's Strategic Risk Register had been developed by the Business Risk Group. It took account of issues raised within the Master Risk Register which outlined the service and operational risks faced by the Council.

EXECUTIVE

The intention of the Register was to:

- Identify any newly emerging risks which need to be added to the Register and remove any risks that had been resolved. An ongoing review of the Strategic Risk Register ensured that a focus was maintained on current risks.
- Ensure that existing risks were reviewed, that appropriate mitigation remained in place and, where necessary, risk assessment was revisited.
- Allow appropriate consideration to be given to the success of existing mitigation and to the issue of whether any further mitigation was required.

The key issue emerging from the Strategic Risk Register was the need to maintain current performance at a time of declining financial support from Government. This was likely to entail some changes in the manner in which services to residents were delivered with the level of change required being likely to disrupt service provision.

An issue that emerged from the quarterly performance, finance and risk meeting was that of managing the impact of welfare reform. A number of potential concerns arose from the impact of welfare reform. This included the potential adverse impact on Council income streams and rising financial costs from increasing eligibility of local residents for benefit payments at a time when Government grant support was fixed.

The Risk Management Group agreed that it would review the Council's Risk Strategy in due course. This work would be completed by the time of the next quarterly report to Executive concerning the Strategic Risk Register. This would be used as the basis for a training and awareness programme amongst staff and members.

Moved by Councillor D. McGregor, seconded by Councillor B. Murray-Carr
RESOLVED that (1) The Strategic Risk Register, as at 31 March 2013, be approved.

(2) An updated Register as at 30 June 2013 together with a revised Risk Strategy be brought back to a subsequent meeting of Executive for approval.

REASON FOR DECISION: To advise members of current risks faced by the Council.
(Director of Corporate Resources)

OTHER OPTIONS CONSIDERED: None.

EXECUTIVE

1188. THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Moved by Councillor D. Tomlinson, seconded by Councillor D. Kelly

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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in the stated Paragraph 3 of Part 1 of Schedule 12A of the Act and it is not in the public interest for that to be revealed.

1189. TENDER EVALUATION OUTCOME – OUT OF HOURS CONTRACT EXEMPT- PARAGRAPH 3

Executive considered the outcome of a tender evaluation process for the Council's Out of Hours Repairs Service.

The tender was advertised on 25 March 2013. Four bids were received and opened by officers at a formal ceremony. The relevant Portfolio Member also attended the opening. A paper evaluation exercise took place on 7 May 2013.

Costs for the tender were provided on a schedule of rates basis. To make sense of these, estimated annual volumes were applied to provide an annual cost for each bid. The bids were evaluated on a 40% quality 60% cost basis.

On the basis of cost and quality, it was recommended to award the contract to J Tomlinson on the basis of a two year contract with the option to extend for two further periods of up to twelve months.

Executive were advised at the meeting of some amendments to the previously circulated evaluation assessment. These amendments did not, however, impact on the outcome of the evaluation.

Councillor Bowman left the meeting during consideration of the item.

Moved by Councillor D. McGregor, seconded by Councillor B. Murray-Carr

RESOLVED that (1) The contract for the out of hours repairs service be awarded to J Tomlinson Ltd on the basis of a two year contract with the option to extend for two further periods of up to twelve months each.

EXECUTIVE

(2) The Emergency and Responsive Manager be given the delegated authority to implement the extension based on satisfactory performance from the contractor and an acceptable pricing proposal going forward.

REASON FOR DECISION: To ensure effective provision of the out of hours service.
(Director of Corporate Resources)

OTHER OPTIONS CONSIDERED: Three other bids were considered and rejected. The successful bidder secured best value on both cost and quality.

**1190. TENDER EVALUATION OUTCOME – MINOR WORKS
FRAMEWORK CONTRACT FOR SURFACING
EXEMPT- PARAGRAPH 3**

This item was withdrawn from the agenda.

**1191. TENDER EVALUATION OUTCOME – MINOR WORKS
FRAMEWORK CONTRACT FOR DRAINS REPAIRS
EXEMPT- PARAGRAPH 3**

This item was withdrawn from the agenda.

**1192. URGENT ITEM OF BUSINESS
SHIREBROOK MODEL VILLAGE SPORTS GROUND
EXEMPT- PARAGRAPH 3**

The Deputy Leader consented to the following item being taken as urgent because to wait until the next meeting of the Executive may have resulted in essential grant funding being lost.

Executive considered an update report in respect of the Shirebrook Model Village Sports Ground.

Members noted that this matter had come before them in October 2012 when they had resolved to grant a 25 year lease of the Recreation Ground to Shirebrook Cricket Club and Shirebrook Rangers Football Club. Members had been advised at that meeting that before any lease could be granted the land would need to be transferred to the Council by the registered owner. This transfer had now taken place and the land was vested in the Official Custodian of Charities.

EXECUTIVE

Negotiations had progressed with the Cricket and Football Clubs and the Cricket Club were close to entering a lease. Before a lease of charity land could be made, the Council was required to comply with Section 119 of the Charities Act 2011 which required trustees to:

- Obtain and consider a written report on the proposed disposition from a qualified surveyor instructed by the trustees and acting exclusively for the charity;
- Advertise the proposed disposition for such period and in such manner as is advised in the surveyors report (unless it would not be in the best interests of the charity to advertise the proposed disposition);
- Decide that they are satisfied, having considered the surveyor's report, that the terms on which the disposition was proposed to be made were the best that could reasonably be obtained for the charity.

The Council was unable to use its own Principal Valuer to produce a report as he acted for the Council and could not exclusively act in the interests of the Charity. The District Valuer had therefore been asked and had produced a report which was made available to members.

Members briefly discussed the report including the issues around opinion of value, advertisement of the disposition and profit sharing.

Moved by Councillor A. Syrett, duly seconded

RESOLVED that (1) The Council proceed with the grant of 25 year leases for the Shirebrook Model Village Sports Ground in accordance with the recommendation of the District Valuer.

(2) The Council not advertise the proposed disposals.

REASON FOR DECISION: To address outstanding issues with regard to the Shirebrook Model Village Sports Ground.
(Senior Principal Solicitor)

OTHER OPTIONS CONSIDERED: To advertise the proposed disposals.

The meeting concluded at 1215 hours.



The Arc
High Street
Clowne
Derbyshire
S43 4JY

EXECUTIVE

10 JUNE 2013

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Further Notice of Intention to Conduct Business in Private

Notice is hereby given in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that the following items will be considered in private:

Former Tenancy Arrears Write Offs

The reason at this stage that the above item is likely to be considered in private session is that it may contain:-

- Information relating to any Individual;
- Information relating to the financial or business affairs of any particular person (including the authority holding the information).

Tender Evaluation Outcome – Minor Works Framework Contract for Surfacing

The reason that the above item is likely to be considered in private is that it may involve the disclosure of information relating to the financial or business affairs of any particular person (including the authority holding that information).

Tender Evaluation Outcome - Minor Works Framework Contract for Drains Repairs

The reason that the above item is likely to be considered in private is that it may involve the disclosure of information relating to the financial or business affairs of any particular person (including the authority holding that information).

The Council has not received any representations that the above items should be considered in public.

W. Lumley BSc, FCCA,
Chief Executive Officer
29 May 2013

Revenue Strategy

June 2013

CONTROL SHEET FOR REVENUE STRATEGY

Strategy Details	Comments / Confirmation (To be updated as the document progresses)
Strategy title	Revenue Strategy
Current status - i.e. first draft, version 2 or final version	Draft 4
Strategy author	Phillip Spurr
Location of strategy i.e. L-drive, shared Drive	Z:\sd001\My Documents\Income Generation
Member route for approval	BDC, Executive NEDDC, Cabinet
Cabinet Member (if applicable)	BDC - Councillor A Tomlinson NEDDC - Councillor N Foster
Risk Assessment completed (if applicable)	N/A
Equality Impact Assessment approval date	15/05/2013
Partnership involvement (if applicable)	N/A
Final strategy approval route i.e. Executive/ Council /Planning Committee	BDC, Executive NEDDC, Cabinet
Date strategy approved	
Date strategy due for review (maximum three years)	June 2014
Date strategy forwarded to Strategy and Performance (to include on Intranet and Internet if applicable to the public)	

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1. Executive Summary

- 1.1 Over the course of the last three to four years both Bolsover District Council (BDC) and North East Derbyshire District Council (NEDDC) have made major efficiency savings in response to reductions in Central Government grant and falls in other income sources.
- 1.2 The efficiencies which have been implemented have been significant, not least of which was the formation of the Strategic Alliance which brought the two authorities together in March 2011. While efficiencies have been made, the overriding objective of both councils has been to maintain the provision of high quality services to the residents of both districts.
- 1.3 While major savings have been made, there is more work to do. It is inevitable that further efficiencies will be required. However, it is also recognised that other measures are needed in order to ensure the councils' long term sustainability, focussed upon driving economic growth in the two districts, further work upon refining the councils' respective corporate priorities, and by increasing the level of income coming in to the two authorities. This Revenue Strategy seeks to make a major contribution to this latter point.
- 1.4 Working alongside Officers and Members a great deal of work has been undertaken over the recent months in order to define opportunities to bring additional revenue into the two councils focussed upon:
 - Potential opportunities to review/align existing fees/charges across the two councils.
 - Potential opportunities to introduce new charged-for services.
 - Potential opportunities to introduce trading activities.
 - Potential opportunities to more effectively market and promote existing/new council services.
 - Potential opportunities to introduce more effective corporate advertising and sponsorship packages.
 - Potential opportunities to increase the level of grant income into the two councils.
- 1.5 This work has revealed that in order to maximise the effectiveness of revenue generating activities, a number of process and procedural changes are required across the two councils in order to put in place a more consistent, corporate appropriate to driving revenue income.
- 1.6 In terms of specific revenue opportunities the work has revealed a number of areas of potential where it is possible for one, or the other, or both Alliance authorities to generate additional revenue.
- 1.7 In considering these opportunities, both councils are mindful of the impact of any changes upon their respective communities. Each revenue opportunity will be developed into a detailed business case which will be presented to Members for their consideration. This will be done on a phased basis over the course of the next nine months.

- 1.8 Measures to generate additional revenue are not a panacea which will address all of the issues facing both councils. However, it is clear that they will potentially make a meaningful contribution towards ensuring that both authorities are able to continue to deliver high quality, responsive services for residents throughout Bolsover and North East Derbyshire for many years to come.

2. Introduction

2.1 The Current Position

2.2 The current financial environment facing both Bolsover District Council and North East Derbyshire District Council is one of unprecedented challenge. Over the period 2010/11 to 2014/15 the two councils have experienced a significant reduction in their central government grant (BDC, -51%; NEDDC, -42%) which, when combined with reductions in other income and with rising expectations from service users, means that both authorities are facing increasingly difficult choices in terms of what services they can provide and to what quality they can provide them.

2.3 Members have been proactive in seeking to respond to these challenges. The formation of the Strategic Alliance between the two authorities in March 2011 was a bold step which has generated significant benefit to both councils and to our wider communities. Through a proactive efficiency agenda some £1.75m of savings have been generated across both councils during the course of the last two years.

2.4 However, in the context of continuing grant reductions and overall fiscal challenge much more work does need to be done. In moving forward it is important that both councils re-double their efforts, with a focus upon three key areas of activity:

- **'The Growth Agenda'** - work is needed to promote the housing and economic growth agenda across the two districts in order to increase employment, grow the areas' economic prosperity and to assist the councils' financial position through the receipt of increased levels of National Non-Domestic Rates (NNDR) and New Homes' Bonus.
- **'Prioritise the Priorities'** – over the course of the next twelve months the corporate planning process within both councils will be used as a mechanism to focus scarce resources upon the key strategic issues which the councils need to address within their respective districts.
- **'More of the Same'** – even more intensive work is needed to drive additional financial efficiencies through measures such as further growth in shared service working, business process re-engineering, robust financial controls, and by driving increased revenue through both councils.

2.5 Revenue Strategy

2.6 The purpose of this Revenue Strategy is to put in place a framework for driving increases in revenue within both authorities. Increasing revenue is clearly not a panacea to solve all of the issues facing the two authorities. It is, however, a mechanism which will make a meaningful contribution to the two councils' financial sustainability going forward.

2.7 It is important to recognise that efforts to increase revenue must not be driven by financial imperatives alone. Rather, they must be seen as part of an overall approach to improving delivery against the councils' corporate objectives. The

approach must be based upon providing high quality, value for money services to the residents of the two districts.

- 2.8 The two councils are fortunate in being able to build upon many existing good practice examples of revenue generation, such as the subsidy reduction work in Leisure, the increased commercialisation of some StreetScene functions (such as MOT testing, bulky refuse collection and tree maintenance work), and in the work of the NEDDC Communications Team in developing a centrally co-ordinated, best value approach to marketing some services. This document builds upon these and other approaches to encourage a commercial ethos which must be at the very core of all service delivery going forward.

2.9 The Legal Framework

- 2.10 In terms of the powers available to the two authorities to generate revenue, whilst it has long been possible for councils to charge for certain services, the Local Government Act 2003 (specifically, Section 93) introduced a new wide ranging power to charge.
- 2.11 Councils are able to charge for all discretionary services, the only exceptions being where a charge is specifically prohibited or a specific charging regime exists.
- 2.12 Any charges set should be limited to a level that covers the cost of providing the service. Generally, authorities should not seek to make a surplus, although there are circumstances where this is permitted.
- 2.13 Under the terms of the Local Authorities (Goods and Services) Act 1970 councils can trade with each other and with designated public bodies. The Local Government Act 2003 (specifically, Sections 95 and 96) enables councils to trade on a commercial basis with the private sector through a company. Whilst 'charging' is limited to cost recovery, trading can be for a profit. The power to trade commercially is exercisable only through a company, with profits payable to the council through dividends or service charges. Further details of the implications of progressing down a trading route are set out in s.3.15.

2.14 Document Structure

- 2.15 The scope of this document focuses upon opportunities to drive revenue through reviewing existing fees and charges, and considering the opportunities for new charged-for services. It considers potential trading opportunities, the need for more effective marketing of council services, as well as advertising and sponsorship opportunities, and the potential to bring additional grant income into the two councils. The extent of this work is very clearly defined. It specifically does not cover activities around asset rationalisation because, while the opportunities available in this area are clear, they are being pursued through other streams of activity which are outside the scope of this Strategy.
- 2.16 The document is broken down into a number of key sections:
- **Section 3**, which identifies the key principles which underpin efforts to increase revenue through fees and charges, trading, more effective marketing of council services, advertising and sponsorship, and by leveraging

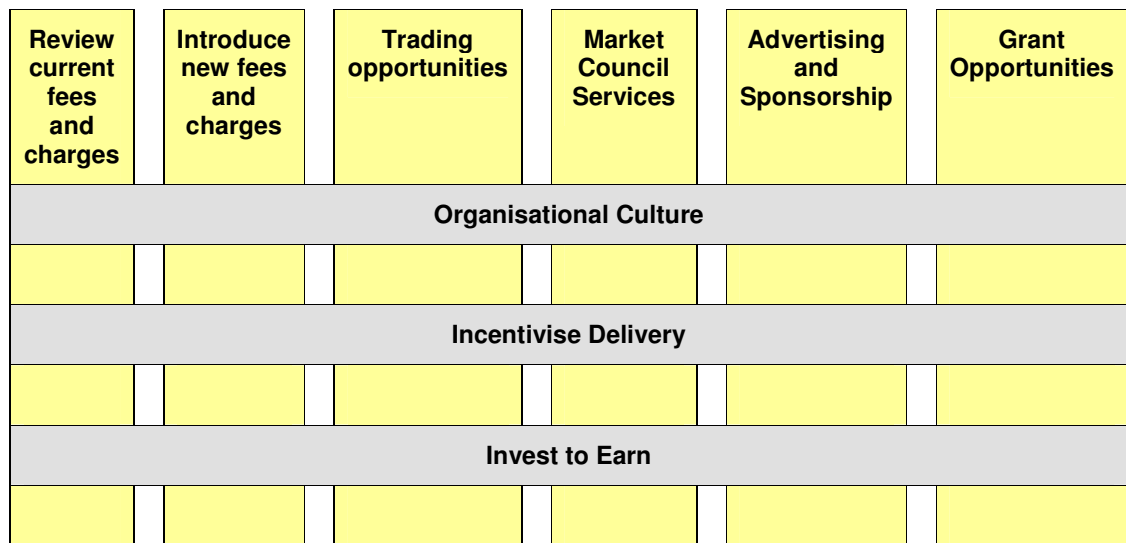
increased levels of grant funding into the two councils. This section considers these areas in detail, and identifies a number of 'cross-cutting themes' around organisational culture, incentivising delivery, and 'investing to earn' necessary to underpin efforts to increase revenue. The purpose of this section is to set out the 'why' and 'how' of revenue generation.

- **Section 4**, which identifies those specific areas which offer the opportunity to generate additional revenue in line with the councils' respective corporate plans. The purpose of this section is to set out the 'what', 'when' and 'who' of revenue generation.
- **Section 5**, which sets out actions to move this process forward focussed upon the procedural changes necessary to drive revenue generation and upon specific revenue opportunities.

3. Principles

- 3.1 The scope of this Strategy is focussed upon an examination of defined areas of activity which offer the potential to drive increased revenue across the two councils, with an emphasis upon fees/charges, trading opportunities, the marketing of council services, advertising and sponsorship, and increases in grant income.
- 3.2 In addition to the defined potential sources of revenue this section identifies the need to address key ‘cross-cutting theme’ issues around organisational culture, incentivising delivery and the importance of ‘investing to earn’, as set out in Figure 1, below.

Figure 1: Revenue Opportunities



3.3 Fees and Charges

3.4 Fees and charges for services currently make up the bulk of the two councils’ external revenues, but do still offer significant potential future opportunities. Fees and charges are clearly important in generating revenue. However, they are much more important than that, acting as mechanisms to assist the councils in achieving their key strategic objectives. So, for example:

- By setting charges below the market rate the use of a particular service can be encouraged. (For example, both councils have resisted the introduction of town centre car parking charges so as not to undermine town centre vitality.)
- By setting charges high the two councils can seek to manage the use of scarce resources.
- By structuring charges in different ways the councils can encourage particular patterns of user demand (for example, a twelve month Leisure membership package is cheaper to the customer than paying monthly for the same period), while employing differential charging for peak/off-peak leisure usage is a way of managing demand.

- By setting different charges for different groups or offering concessions the councils are able to target services towards specific users. (For example, NEDDC's 'Just Do More' Leisure brand, which targets different products at different market segments to increase both participation and income.)

3.5 Effectively, there is a fee/charges continuum available to the two councils which extends from, on the one hand, a fully commercial approach based upon setting charges which maximise revenue through to, on the other hand, a 'social welfare' approach where no charges are levied. This continuum is shown in Figure 2, below:

Figure 2: The Charging Continuum

Charging Approach	Policy Objective	Examples
Full commercial charges	To maximise revenues	MOT services Grounds maintenance services to Parish Councils
Cost recovery	To make a service generally available, but without the councils allocating their own financial resources to supporting it	Building Control services
Subsidised charges	To make a service widely accessible, but on the basis that service users do make a financial contribution	Leisure Service 'Just Do More' concessionary membership scheme
Nominal charges	The service is fully available but with charges set to discourage frivolous use	Photocopy charges to the public under Freedom of Information.
Free	The service is fully available	Town centre car parking
Statutory charges	Charges are set in line with legal obligations	Planning and land charge fees

3.6 At the present time the two councils adopt a range of charging approaches dependent upon the specific activity involved. What is not clear, however, is that the correct charging approach (ie. that which meets corporate objectives) is being utilised for each charged-for service. In order to address this issue a review of each fee/charge should be undertaken, where appropriate, as part of the 2014/15 fee/charge review process. Adopting the correct charging approach has always been vitally important for commercial businesses. Given the financial pressures facing the two councils it is now hugely important that a review is undertaken of the charging approach underpinning each charged-for activity.

- 3.7 Whilst all fees and charges do need to be reviewed in order to ensure that the correct charging approach is being utilised, it is important to recognise that there is a clear set of overarching criteria which underpin all charged-for activities. These principles are as follows:

Figure 3: Charging Principles

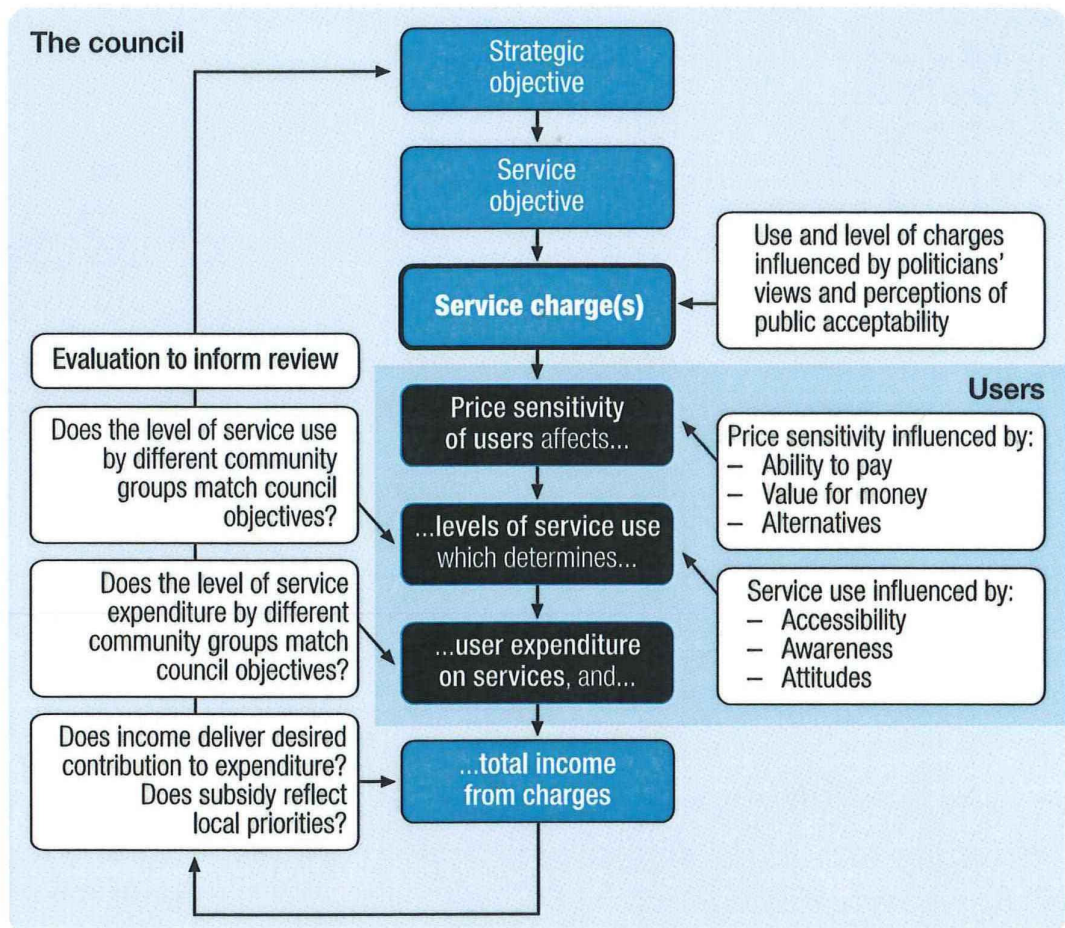
Charging Principle	Implications
'Fair Shares'	<p>Any subsidy from the taxpayer to the service user should be a conscious choice</p> <p>Concessions for service users should be based upon a consistent and logical pattern</p> <p>Fees and charges should not be used to provide subsidy from council tax payers to commercial operators</p> <p>A robust approach will be taken to fee dodging/charge avoidance</p>
'Rationality and Proportionality'	<p>All income streams should reflect council commitments and corporate priorities</p> <p>Price should be based upon added value as well as the cost of providing the service</p> <p>There should be a rational scale in the charge for different levels of the same service</p> <p>There should be some consistency between charges for similar services</p> <p>A premium pricing approach can be applied where an added-value service is provided (eg. application 'fast-tracking'/specified service delivery times)</p> <p>Fairness and equality will be considered when establishing charges</p>
'Stability and Predictability'	<p>The impact of charging policies should be managed through phasing over time where the impact is high.</p> <p>Fees/charges should fit with the councils' Medium Term Financial Plans - they should be affordable to both taxpayers and to service users</p> <p>Fees and charges should generate income to help maintain and develop capacity, deliver efficiency and maintain continuous improvement</p> <p>While, in most cases, the Councils' charges should be at least comparable with local authority peers and with the private sector, in some cases a different pricing approach will be utilised in order to win market share</p>

- 3.8 The existing framework of fees and charges must be appropriate to meet the councils' corporate objectives. It is also important to ensure that new fee/charging opportunities meet corporate goals.
- 3.9 The current processes for fee/charge identification, monitoring and review vary significantly both within and across the two councils, ranging from the formalised and structured methodology utilised, for example, within Leisure Services through, at the other end of the scale, to ad hoc informal processes within other service areas. There are no standardised and consistently applied

processes which span all areas of the councils. A mechanism will be put in place to address this issue.

- 3.10 At the present time, there is no corporate guidance within either BDC or NEDDC upon when services should charge for activities, nor is there coherent guidance upon the legal and policy constraints within which services can determine whether to amend charges. There are differences between services in the type and calculation of the costs used to price activities, how often prices are amended and the level of price inflation utilised. In the absence of clear guidance upon how to review charges there are many examples of two similar services to have significantly different pricing approaches.
- 3.11 Evidence-based fee and charge setting where there is full transparency upon the cost of the service, the changing approach used, market competition and alignment to corporate objectives will produce more effective fees which generate revenue and address corporate priorities. Figure 4, below, sets out the process through which all fees/charges will be reviewed on an annual basis in order to determine the price charges for the subsequent financial year. This process will be undertaken by Finance Teams as part of the normal budget setting process, with a report presented to Members of each council in January each year.

Figure 4: The Charging System



- 3.12 In terms of fee/charge monitoring more robust processes are required with 'revenue generation' to be added as a specific item to be addressed within each team's service plan, and as an agenda item at each Quarterly Performance Review meeting at which performance in generating income against identified targets and specific actions will be assessed. An overview revenue 'progress report' will be prepared by Finance Teams and reported back to Members of both authorities on a six monthly basis.
- 3.13 The need for robust and consistent fee/charge identification, monitoring and review processes is clear. What is also vitally important is the need to have in place the most comprehensive and effective payment collection systems possible. Payment systems that minimise cash transactions and require upfront payment are more efficient to operate and result in a lower risk of bad debts or payment defaults than retrospective cash payments. The introduction of new payment systems will be explored on a business case-by-business case basis.
- 3.14 Where default payments do occur both councils must be robust in their bad debt collection procedures. The appointment of external debt collection agencies has had a very positive impact upon collection rates across both councils and should be continued going forward.

3.15 Trading Opportunities

- 3.16 Local authorities have historically had fairly broad powers to trade with other public bodies, for example using the powers within The Local Authorities (Goods and Services) Act 1970. The Local Government Act 2003 added new opportunities to extend trading activities beyond the public sector to the wider market, private individuals, and to other bodies and organisations. In turn, the Localism Act 2011 extended trading opportunities further still allowing councils to trade in activities not related to their existing functions anywhere in the UK and beyond.
- 3.17 In order to trade with the public sector shared service arrangements offer a way forward. Under both the Local Government Act and the Localism Act, the power to trade commercially (ie beyond the public sector) must be exercised through a company. In the case of trading companies wholly owned by a council any profits generated may go back to the council in the form of dividends or service charges.
- 3.18 The most commonly traded local authority services are grounds maintenance, building maintenance, highways maintenance and vehicle maintenance. Other examples include facilities management, waste management and recycling, transport services and environmental services.
- 3.19 The establishment of a trading company involves risk and the potential to make losses as well as the potential to make profits. These risks and opportunities must be fully understood before any decision to progress down a trading route is taken. A key part of this process is the requirement for the council to prepare and approve a business case before exercising trading powers. This business case must cover the objectives of the company and required investment, business risks, expected financial results and other relevant outcomes.

- 3.20 Other important legal, financial and commercial considerations in the establishment of a trading company include company law issues, the cost of bidding for contracts, tax liability issues, EU procurement law and state aid rules, and employment law (eg. TUPE and pension issues). Detailed Legal, Financial, HR, and other advice will be required upon these issues.
- 3.21 The establishment of a trading company will require the identification of a business plan, and the identification of assets, articles of association, staff transfer, and an order book of work to keep the company going. There is no automatic right for a trading company to be awarded work from either council as there needs to be compliance with procurement rules.
- 3.22 Trading companies are not a panacea. While they offer clear opportunities there are other mechanisms - particularly through fees/charges - which provide the opportunity to generate income and maximise the use of resources. Nevertheless, the potential offered by trading opportunities should be explored further.

3.23 Marketing of Council Services

- 3.24 Marketing is widely defined as the ‘management process responsible for identifying, anticipating and satisfying customer demands profitably.’ It is built around the ‘7Ps’ model – with each element contributing to how a service will be structured, delivered and promoted to reach the target market and achieve a return on investment (as outlined below):

Figure 5: The 7P’s Marketing Model

Issue	Matters to be Considered
Product	What is the core marketable offer of the product/service?
Place	Where is the product/service sold/delivered – could it be moved (eg. online/to more central base?)
Price	What is the pricing strategy, for example: - Increase charges to maximise income? - Undercut competition to gain market share? - Offer an enhanced service at a premium price?
Promotion	Which mix of promotional channels is needed to reach the target market, eg. direct selling, paid-for advertising, printed literature, discount incentive etc?
People	Are more resources needed? Do staff have the right skills?
Process	Is the process streamlined/does it focus upon customer service?
Physical evidence	Evidence of professional service delivery, for example, appropriate premises which reflect brand/service standards
Partnerships	Could the service be delivered in partnership?

- 3.25 The traditional communications and marketing approach of local authorities (including BDC and NEDDC) has been directed to bring about specific behavioural goals for the public good, eg. encouraging people to recycle or to exercise more, rather than for commercial gain and profit.
- 3.26 However, with pressure on budgets it is more important than ever for councils to become more business-minded and commercially focussed. Meeting the needs of our communities and ensuring they benefit from our services – while also maximising commercial potential where appropriate - is the balance to be achieved.
- 3.27 Effective, co-ordinated and evidence-based marketing of council services where appropriate must therefore underpin this strategy in order for services to achieve their income potential.
- 3.28 This balanced marketing approach is already used successfully to a certain extent, and within available capacity – for example in NEDDC's Leisure Services - but many other opportunities are available (see Section 4). Establishing and retaining market demand is a process which must be constantly reinforced in order to maximise the potential for success.
- 3.29 Whilst traditional communication channels such as council publications, the local press and advertising will remain important mechanisms for marketing council services, digital platforms will be increasingly used and there is a particular opportunity to develop the digital and database marketing capabilities of both authorities. This includes the use of relatively low cost/free communication channels, such as corporate websites (including the use of more online transactions), email marketing, social media and online PR to effectively promote services and engage communities. Some degree of investment in both infrastructure and staff resources will be needed to maximise benefits, for example to ensure the authorities can capture and effectively and properly use customer data.
- 3.30 A key to successful service marketing (both online and offline) is effective data collection, management and use. Developing and using customer databases enables greater market segmentation and targeting – increasing the effectiveness of campaigns and the likely return on investment. It should be noted that digital and database marketing is governed by strict regulations around use of customer information – the most important being the Data Protection Act and EU electronic communications regulations.
- 3.31 Whilst it will be challenging for the authorities to win and retain market share, it is important to recognise that the councils' brands are strong, and are considered to be reputable, safe and representative of well delivered products and services. This provides a clear market advantage which can be built upon.

3.32 Advertising and Sponsorship Opportunities

- 3.33 In terms of hosting advertising and securing sponsorship there is a significant untapped potential within the two authorities. At present NEDDC generates only c.£17k of revenue from advertising/sponsorship per annum, comprising £12k roundabout sponsorship and £5k for advertising within 'the NEWS' magazine. BDC currently generates £16k per annum as a result of a recently

signed roundabout sponsorship agreement. In order to exploit the strong potential which exists a number of measures must be put in place:

- Fundamentally, there is a need for a joined-up approach to be adopted by the two councils. There are a limited number of appropriate advertising and sponsorship opportunities available - so taking a cross-council approach is crucial to maximising potential.
- While informal advertising policies are in place within NEDDC covering, for example, 'the NEWS' magazine and council website, a corporate advertising and sponsorship policy which is applicable to all appropriate channels within both authorities is needed.
- Sponsorship: as per advertising, it is important to define what is available to be sponsored across all departments and what is out of bounds. There is a need to be clear about the benefits to the sponsor(s). There is a need to understand what sponsor(s) want(s) and to spell out the benefits of a relationship with the council(s).
- Realistic plans and income targets covering advertising and sponsorship must be developed, and the appropriate level of resource put in place to support them.

3.34 At the present time the key advertising/sponsorship themes are ones of untapped potential and a lack of coordinated/joined up thinking across both councils. A number of authorities (such as Chichester District Council, Swindon Borough Council, and Nottinghamshire County Council) offer clearly defined advertising and sponsorship opportunities as part of their income generation strategies. These councils have produced 'media packs' (see s.6) which clearly define their advertising and sponsorship opportunities in terms of print media (eg council magazine, corporate publications), outdoor platforms (eg car parks/roundabouts/council vehicles), digital channels (website, intranet), event sponsorship, and other opportunities. A similar approach is recommended for both councils.

3.35 Grant Opportunities

3.36 Historically, the two councils have been relatively successful in securing external grant funding to support and enhance service delivery, key examples include the Bolsover and North East Derbyshire LEADER fund, external funding to support the regeneration of Clay Cross, and significant funding levered in to support the Decent Homes' programmes in both authorities. Whilst it seems certain that – at least in the short term – the level of available funding will be reduced many opportunities to bring grant income into the two authorities do still exist. The focus must be upon identifying and securing the maximum level of external funding by:

- Working with a wide range of partners to identify potential funding sources
- Having the right people at the right meetings

- Identifying new and innovative ways to tackle common issues in partnership with other stakeholders

3.37 As per other areas of revenue generation, at this moment most grant applications are made by individual services acting in isolation. While there is no requirement to establish a centralised process to review grant bids going forward, it is proposed that a register of all bids is maintained by the Strategy and Performance Team, and that a summary report is provided to SAMT on a six monthly basis. The purpose of this is to ensure that all council delivery/match funding commitments are clearly understood, that cross-departmental synergies are identified, and that funding opportunities are maximised.

3.38 Cross-Cutting Themes

3.39 There are a number of clear areas to be pursued in order to maximise the level of revenue coming into the two councils. There is also a requirement to take action in terms of a number of 'cross-cutting themes' which impact upon each of these areas of opportunity, as follows:

3.40 Organisational Culture

3.41 Working to the priorities determined by Members, employees are the key to the delivery of increased revenue across the two authorities. Both councils are fortunate in having dynamic, forward-looking employees who are keen to take ownership of their service areas. There is a need for all employees to adopt an ever more commercial approach and, in turn, there is a need for the two councils to support this process by:

- The provision of appropriate training and development to ensure that staff have the correct mix of commercial skills
- Monitoring performance and rewarding strong commercial achievements.
- Maintaining environments where staff want to be successful, achieve and deliver organisational goals

3.42 There is a need to create and reinforce a mind-set where staff think of their service as their own business and seek to deliver for customers in a long-term, sustainable way whilst meeting corporate aims and objectives.

3.43 This concept of greater commercialisation needs to be seen in a charging approach focussed upon revenue maximisation (while this could mean raising fee levels, it could also mean reducing fees to stimulate market demand), and in:

- A culture of entrepreneurialism and self-sufficiency in each service focussed upon maximising financial sustainability
- An 'every penny counts' mentality - creating this culture is part of the process of ensuring that all staff focus upon delivering all revenue opportunities where a business case exists, however large or small. It is not

acceptable to say that an idea will only generate a couple of thousand pounds so it is not worth pursuing. Ten ideas that each generate a few thousand pounds will make a material difference to the councils' financial sustainability.

3.44 Incentivise Delivery

3.45 In 2012 NEDDC's Economic Regeneration, Skills and Environment Scrutiny Committee reported upon the findings of a review into mechanisms to increase revenue into the authority. One of the key recommendations of the committee was that in order to help incentivise revenue generation services should be allowed to retain a portion of any additional revenue generated to reinvest in their own area.

3.46 There are a number of safeguards to be put in place around such a proposal - for example, any increase in revenue must be as the result of increased service usage (rather than simply as a result of an increase in fees) while any retained revenue should also be utilised to repay 'invest to earn' funding used to stimulate increased demand. In broad terms, however, this proposal will act as a powerful incentive to services to drive revenue across the councils.

3.47 Invest to Earn

3.48 It is clear that there are many opportunities to drive additional revenue through both councils. While in many areas this will be based upon a simple fee adjustment to more accurately reflect market price, in other areas there may be a need to invest additional resources to maximise revenue (such as the need for funding to enhance leisure facilities which will, in turn, drive increased revenues, or in the need to provide additional marketing resources to drive service demand and advertising/sponsorship income).

3.49 Whilst resources within both authorities are extremely limited the councils do benefit from investment reserves which, subject to Members' agreement, are available to be used to support 'invest to earn' opportunities. A recommendation is made to set aside £100,000 within each council for 2013/14 to support identified initiatives. For each invest to earn proposal a detailed business case will be prepared. It will be initially considered by the Revenue Strategy Working Group (currently comprising the NEDDC Director of Housing, Joint Assistant Director, Strategy and Performance, Joint Assistant Director, Finance and ICT, and the NEDDC Communications Officer) before progressing to SAMT, and then Members for final consideration. Funding will be allocated against the defined business case with resulting increases in revenue reported back to Members on a six monthly basis. A 'reimbursement plan' will also be agreed through which the service is required to repay the investment through the repayment of a defined proportion of its retained increase in revenue. In this way a revolving 'invest to earn' fund based upon a cycle of investment → increase in revenue → reimbursement will be established with services operating as effectively commercial organisations.

4. Areas of Opportunity

4.1 It is clearly important to put in place the appropriate processes, mechanisms and structures to drive revenue generation across the two councils. The key to success, however, is having the appropriate revenue generating opportunities to take forward.

4.2 Significant work has been undertaken with services across both councils in order to identify opportunities. The key areas of focus have been:

- A review of existing fees/charges to identify any opportunities to revise such charges to more accurately reflect corporate priorities/market prices
- An identification of opportunities to introduce charges for activities which are currently not charged for and/or to introduce new chargeable services
- An identification of potential trading opportunities
- An identification of key service marketing opportunities
- An identification of opportunities to drive advertising and sponsorship income across the two councils
- An identification of potential opportunities to generate additional income

4.3 A summary of the key findings of the work undertaken is set out below, with the detailed data presented in the identified Appendices.

4.4 Review of Existing Fees/Charges

4.5 Working with Assistant Directors an exercise has been undertaken to review comparative fees/charges across the two councils within the key areas of charging activity (ie. StreetScene, Environmental Health, Leisure, Planning, and Housing).

4.6 Comparative fee/charge schedules are set out at Appendix A. The key findings/recommendations are that there are a number of areas of significant differential between the two councils - for example, upon pest control fees, some licences fees, land charge fees, refuse fees, and some leisure fees, and in other areas. These will be investigated in detail over the months ahead and opportunities for review/alignment presented to Members for both Authorities for their consideration.

4.7 New Fee/Charge Opportunities

4.8 In order to identify opportunities where new fees/charges could be introduced in line with the Council's corporate objectives, detailed work has been undertaken, based upon:

- An analysis of the findings of a study completed by Deloitte upon behalf of a number of East Midlands' councils (including NEDDC, but not BDC) in late 2011 into fees/charges across the sub-region.

- Detailed discussions with Joint Directors, Joint Assistant Directors and a number of other senior managers into potential new fee/charge opportunities within their respective service areas.
 - Production of a long-list of potential new fee/charge opportunities (see Appendix B).
 - Subsequent short listing and prioritisation by Members of those opportunities which should be considered in detail during the current financial year.
- 4.9 Of the approximately sixty proposals put forward by officers a number are already in train (for example, Leisure proposals are being progressed through the Leisure Subsidy Reduction Strategy). Of the residual proposals, more than thirty have been identified by Members as priorities for detailed investigation and business case development during the course of the current financial year. Officers will prepare an action plan in order to bring forward these business cases to Members on a phased basis over the course of the next nine months.

4.10 Trading Opportunities

- 4.11 Consultation with Assistant Directors and Service Managers has resulted in the identification of only three potential trading opportunities at this stage:
- Provision of marketing/communications consultancy services.
 - Provision of private grounds maintenance work.
 - Provision of grounds maintenance work for parish councils.
- 4.12 Trading within the public sector is relatively straightforward, and opportunities will continue to be identified. In terms of commercial trading beyond the public sector both the opportunities and risk inherent in such an approach require further detailed consideration. A report on these matters will be presented to Members of both Alliance Authorities in October 2013.

4.13 Marketing

- 4.14 As identified at 3.28 there is a need to put in place strengthened marketing activity in order to drive revenue streams. Focussed marketing has been effective in increasing usage and revenue within NEDDC Leisure Services increasing income at leisure centres by £230,000 since 2011 and increasing participation rates across the board.
- 4.15 Undertaking such work is resource intensive but, if done effectively, the rewards are potentially great. It is proposed that additional resource is provided within the Communication Team to drive more active marketing and promotion of council services. All services will benefit from this additional support, but the areas of potentially greatest benefit are focussed upon business centre/industrial premises marketing, the promotion of Environmental Health services, Streetscene activities (eg grounds maintenance/bulky waste

collection/MOT services), and BDC's Leisure Services. Plans for each of these services should be the early focus of marketing activities.

4.16 Advertising and Sponsorship

4.17 In respect of advertising and sponsorship there are also significant opportunities to increase income upon the basis of a clear corporate approach focussed upon full range of council 'assets' (eg publications/vehicles/facilities/events).

4.18 As highlighted as s.3.33, both Councils are significantly underperforming in terms of generating advertising and sponsorship revenue. The councils, and their assets, represent high profile, well respected 'brands' with which many advertisers and sponsors would wish to partner. The key is to have a more coherent, corporate approach than has hitherto been the case.

4.19 Many councils across the country have recognised these opportunities and have produced comprehensive 'Media packs' (an example from Chichester District Council is attached at Appendix C) within which their offer to advertisers and sponsors is clearly defined. This approach has generated significant revenue for many councils and will be replicated here with a Media Pack spanning both Alliance Authorities (and an accompanying Advertising and Sponsorship Policy) presented to Members of both councils for their consideration in October 2013.

4.20 Grant Opportunities

4.21 As outlined above, historically, both councils have been successful in securing external grant funding to support key areas of activity. There is a need to focus in order to continue that success within the context of diminishing pool of available opportunities.

4.22 Securing external funding relies upon both far-sighted strategic planning and flexible opportunism. A key to more effective performance will be to ensure the effective flow of grant information across and between service areas. To facilitate this comprehensive register of all grant funding bids will be in place by September 2013. The register will be maintained by the Strategy and Performance Team and will be reported back to SAMT on a six monthly basis going forward.

5 Action Plan: Procedural/Policy Actions

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources
Undertake a formal review of all chargeable services to ensure that the correct charging approach is being used	Joint Assistant Director, Strategy and Performance	Commence July 2013; complete October 2013	Clarity upon the pricing approach underpinning each charged-for service	<ul style="list-style-type: none"> • Policy and Strategy Team • Service Managers
Introduce a formal, standardised process for the identification, consideration and review of potential income generation opportunities,	Chair of Income Generation Group	Commence, September 2013; Complete, November 2013; Report to Members, December 2013 (and annually thereafter)	Introduction for a consistent annual process for the review/setting of fees/charges for the subsequent financial year	<ul style="list-style-type: none"> • Finance Team • Service Managers
Report to Members of each council each year detailing proposed fees/charges for the subsequent financial year	Joint Assistant Director, Finance and IT	Commence, September 2013; Complete, November 2013; Report to Members, December 2013 (and annually thereafter)	Enhanced clarity upon the fee/charge approach to be adopted for each charged-for service in the subsequent financial year	<ul style="list-style-type: none"> • Finance Team • Service Managers
Introduce 'revenue generation opportunities' as a discrete item to be addressed in all service plans	Joint Assistant Director, Strategy and Performance	Issued as part of service planning guidance, October 2013 (for the 2014/15 service planning round)	Revenue generation considered as an integral part of the business planning process	<ul style="list-style-type: none"> • Strategy and Performance Team • Service Managers

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources
Introduce 'revenue generation monitoring' as a discrete item to be covered in each Quarterly Performance Review (QPR) meeting	Joint Assistant Director, Strategy and Performance	Introduced for the July 2013 round of meetings	Revenue monitoring considered as an integral part of the QPR meetings	<ul style="list-style-type: none"> • Strategy and Performance Team • Service Managers
Formally report back to Members upon progress against revenue targets on a six monthly basis	Joint Assistant Director, Finance and IT	Commence September 2013, and six monthly thereafter	Robust monitoring of revenue generation in place with the opportunity for mitigating action to be taken	<ul style="list-style-type: none"> • Finance Team
Explore opportunities to introduce new/additional mobile/cashless payment systems	Joint Assistant Director, Finance and IT	Commence October 2013; complete December 2013; report to Members, January 2014	Opportunities to introduce new payment systems considered	<ul style="list-style-type: none"> • Finance Team
Undertake more detailed investigation into the potential offered by trading opportunities	Joint Assistant Director, Strategy and Performance	Commence July 2013; complete September 2013; report to Members, October 2013	Identification of trading opportunities leading to a decision upon whether to progress down this route	<ul style="list-style-type: none"> • Strategy and Performance Team
Put in place a policy around digital marketing/database use	NEDDC Communications Officer	Commence July 2013; complete September 2013; report to Members October 2013	Robust policy around digital marketing and database use in place	<ul style="list-style-type: none"> • Communications Team

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources
Establish corporate advertising and sponsorship policies	NEDDC Communications Officer	Commence, July 2013; complete, September 2013; report to Members, October 2013	Robust advertising and sponsorship policy in place	<ul style="list-style-type: none"> • Communications Team
Prepare an advertising and sponsorship 'media pack' which clearly identifies potential advertising/sponsorship opportunities	NEDDC Communications Officer	Commence August 2013; complete, September 2013; report to Members, October 2013	Media pack in place as the mechanism for promoting Council advertising and sponsorship opportunities	<ul style="list-style-type: none"> • Communications Teams
Establish/maintain a register of all external grant funding bids, and report to SAMT on a six monthly basis	Joint Assistant Director, Strategy and Performance	Commence September 2013 and six monthly thereafter	Register of all bids maintained and reported yearly to opportunities for greater synergies/joint working	<ul style="list-style-type: none"> • Strategy and Performance Team • Service Managers
Deliver a comprehensive and ongoing training programme to develop commercial skills amongst all service managers	Joint Assistant Director, Strategy and Performance/ Joint Assistant Director, Human Resources	Commence September 2013 and ongoing	Enhanced commercial skills in place for all service managers	<ul style="list-style-type: none"> • Joint Assistant Director, Strategy and Performance • Joint Assistant Director, Human Resources • Service Managers • Funding
Secure formal approval for services to	Joint Assistant	Report to Members,	Mechanism in place	<ul style="list-style-type: none"> • Joint Assistant Director,

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources
retain a portion of any additional earned income for reinvestment in their own area of activity	Director, Finance and ICT	August 2013	to incentivise income generation	Finance and ICT
Allocate an 'invest to earn' budget in each council to be used to fund the additional resources necessary to support agreed revenue generating opportunities	Joint Assistant Director, Finance and ICT	Report to Members, August 2013	'Invest to earn' budget agreed to support agreed proposals	<ul style="list-style-type: none"> • Joint Assistant Director, Finance and ICT

6 Appendices

- Comparative fee/charge schedules for [Environmental Health](#), [Leisure](#), [Planning](#) and [StreetScene](#) service.
- [Long list of potential new fee/charge opportunities identified by Assistant Directors/service managers.](#)
- [Example advertising and sponsorship media pack](#) (Chichester District Council).



Equality Impact Assessment

Responsibility and Ownership

Name of policy, practice, service or function: **Revenue Strategy**

Responsible department:

Service area:

Lead Officer: **Phillip Spurr**

Other members of assessment team

Name	Position	Area of expertise

Scope of the assessment

1	What are the main aims/objectives or purpose of the policy, strategy, practice, service or function?	Identify opportunities to increase revenue coming into the two Alliance Councils.
2	Are there any external factors we need to consider like changes in legislation?	Not at this stage - individual revenue opportunities will be considered on a business case-by-business case basis.
3	Who implements the policy, strategy, practice, service or function?	A range of services across BDC and NEDDC.
4	Who is affected by the policy, strategy, practice, service or function?	A wide variety of customers/service users.
5	What outcomes do we want to achieve, why & for whom?	To increase revenue streams into the councils to assist in their financial sustainability - balanced against the needs of our communities/corporate priorities.
6	What existing evidence do you have on the impact of the policy, strategy, practice, service or function?	None - individual proposals will be considered on a business case-by-business case basis, including the impact upon client groups.
7	How is information about the policy, practice, service or function publicised?	N/A - this will follow in the consideration of individual business cases.

Identifying Potential Equality Issues

Consider any impacts / barriers on each of the protected characteristics set out below and consider any that might cross over eg: between race / disability, gender / religion and belief, sexuality / age etc. Indicate where the policy, practice, service or function could have a positive or negative impact for different groups and your reasons. Specify which data sources have informed your assessment.

Race	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.
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8	Identify any adverse impacts/barriers of the policy or procedure on people who may be disadvantaged because of their race	
	White	English / Welsh / Scottish / Northern Irish / British
		Irish
		Gypsy or Irish Traveller
		Any other White background
	Asian / Asian British	Indian
		Pakistani
		Bangladeshi
		Chinese
		Any other Asian background
	Black / African / Caribbean / Black British	African
		Caribbean
		Any other Black / African / Caribbean / Black British background
	Any other ethnicity	Arab
		Any other ethnic group

Sex / gender	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.
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9	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their gender
	Female
	Male
	Transgender

Age	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.
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10	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their age
	0-9 years
	10-15 years
	16-18 years
	19-24 years
	25-34 years
	35-44 years
	45-54 years
	55-59 years
	60-64 years
	65 years and over

Disability	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.
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11	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their disability or long term ill health	
	Physical or mobility impairments	
	Sensory (hearing, visual, speech)	
	Mental health	
	Learning disabilities	
	Non-visible conditions such as epilepsy or diabetes	

Religion or belief	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.
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12	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their religion or belief, including non belief	
	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.	
	No religion	

12	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their religion or belief, including non belief	
	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.	
	Christian	
	Buddhist	
	Hindu	
	Jewish	
	Muslim	
	Sikh	
	Any other religion	
Any other philosophical belief		

Sexual orientation	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.
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13	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their sexual orientation	
	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.	
	Heterosexual	
	Lesbian	
	Gay	
	Bisexual	
Prefer not to say		

Other categories

13	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of other factors	
	N/A - Issues will be considered on a business case-by-business case basis as each revenue opportunity comes forward.	
	Rural / urban	
	Carers	
	Child poverty	
	Social value	
	Any other	

Analysing the information and setting equality objectives and targets

Service or function	Policy or practice	Findings	Which groups are affected and how	Whose needs are not being met and how?
N/A at this stage.				

Document the evidence of analysis

Data or information	When and how was it collected?	Where is it from?	What does it tell you?	Gaps in information
Customer feedback and complaints	N/A at this stage.			

Data or information	When and how was it collected?	Where is it from?	What does it tell you?	Gaps in information
Consultation and community involvement				
Performance information including Best Value				
Take up and usage data				
Comparative information or data where no local information available				
Census, regional or national statistics				
Access audits or other disability assessments				
Workforce profile				
Where service delivered under procurement arrangements – workforce profile				
Monitoring and scrutiny arrangements				

Recommendations and Decisions

Take immediate action by: N/A at this stage.

Amending the policy, strategy, practice, service or function	
Use an alternative policy, strategy, practice, service or function	
Develop equality objectives and targets for inclusion in the service plan	
Initiate further research	
Any other method (please state)	

All actions must be listed in the following Equality Impact Assessment Improvement Plan Summary

Equality Impact Assessment Improvement Plan Summary

Name of policy, practice, strategy, service or function Revenue Strategy

Department

Date of assessment 15 May 2013

Please list all actions, recommendations and/or decisions you plan to take as a result of the equality impact assessment.

Recommendation/Decision	Action Required	Responsible Officer	Target Date	Resources	Progress	Actual Outcome
A detailed EIA will be undertaken as each revenue generating opportunity comes forward on a business case-by-business case basis.						

Please state where the departmental electronic assessment will be kept:

.....

EIA Assessment Group - N/A

Date of assessment		
Sub group approval	Yes / No	
Subject to minor amendments	Yes / No	
Date published on corporate website		

Copies of all EIAs are stored on PERFORM.

The Council publishes its Equality Impact Assessments as evidence of the analysis that it undertook to establish whether its policies, strategies, practices, services and functions would further or would have furthered the 3 aims of the general equality duty, details of the information that it considered and details of engagement undertaken when doing the analysis.

- The general duty requires the council to:
- Eliminate discrimination, harassment & victimisation
 - Advance equality
 - Foster good relations between different groups

Potential New Fee/Charge Opportunities - Long List Proposals (04/06/13)

Ref No	Directorate	Service Area	Council	Proposal Summary	Potential Income (£)/pa (unless otherwise stated)	Cost/Risk	Prioritised for business case development 2013/14
1	Chief Executive's	Communications	NEDDC	Provide communications/marketing services on a consultancy basis	£225/day	Capacity	N
2	Chief Executive's	Communications	BDC and NEDDC	Paid for advertising/sponsorship in Council buildings, publications, car parks, business centres, etc	£15,000 - £45,000	No existing skills/capacity to generate sales and manage contracts. Would need on 'invest to earn' bid.	Y
3	Chief Executive's	Human Resources	BDC and NEDDC	HR and Payroll services for Parish Councils	£600 (for a typical PC with 12 employees)	Demand/capacity	Y
4	Chief Executive's	Strategy & Performance	BDC and NEDDC	Website development for parish councils/schools/community groups	£250 - £1,000 development fee/website (+ ongoing maintenance fees)	Demand/capacity	Y
5	Chief Executive's	Strategic Partnerships	NEDDC	Support activity under the National Lottery Big Local Fund	£10,000 (one-off payment)	Capacity	TBC
6	Chief Executive's	Strategic Partnerships	BDC and NEDDC	LEADER Programme 2014/2019 management fee	£78,000 p/a (for the life of the programme)	LEADER Programme funding not confirmed Not clear whether the next LEADER Programme funds will be allocated through Local Action Groups, as currently, or via the LEPs.	TBC
7	Chief Executive's	Strategic Partnerships	BDC	Big Lottery Talent Match Programme management fee	£7,000 p/a (for the life of the programme)	Talent Match Programme funding not confirmed	TBC
8	Corporate Resources	Revenues and Benefits	BDC and NEDDC	Introduce a charge to DCC for undertaking Concessionary Fares work	£7,500 per Council/pa		Y
9	Development	Planning	BDC and NEDDC	Planning pre application advice	£8,000 p/a (£500 + VAT for applications of 15+ houses/2,500 sq m+ commercial/ industrial/ retail development; £200 + VAT for applications of S.14 houses/1000 - 2499 sq m of commercial/ industrial/ retail development)	Could act to deter development Could reduce the quality of development proposals Partner agencies may demand a portion of fees generated	Y
10	Development	Planning	BDC and NEDDC	Review on-line Planning application payment system	tbc		Y
11	Development	Regeneration	BDC	Hire of Council Chamber for exhibitions/ meetings/other functions	£100 - £200/ day	Negative impact upon availability of space for Council bookings	Y
12	Development	Regeneration	BDC and NEDDC	Promotion of business centres/other commercial property	tbc		Y
13	Health and Wellbeing	Environmental Health	BDC and NEDDC	Review pest control charges	tbc		Y

Ref No	Directorate	Service Area	Council	Proposal Summary	Potential Income (£)/pa (unless otherwise stated)	Cost/Risk	Prioritised for business case development 2013/14
14	Health and Wellbeing	Environmental Health	NEDDC	Roll out food hygiene training to NED businesses (currently only undertaken by BDC)	tbc		Y
15	Health and Wellbeing	Environmental Health	BDC and NEDDC	Promote environmental health cross-selling (eg promotion of pest control services when undertaking hygiene inspections)	tbc		Y
16	Health and Wellbeing	Environmental Health	NEDDC	Introduce dog microchipping service	tbc		Y
17	Health and Wellbeing	Environmental Health	BDC and NEDDC	Undertake air quality monitoring work for other councils	tbc		
18	Health and Wellbeing	Environmental Health	BDC and NEDDC	Provision of enforcement services to Parish Councils (to address littering/dog fouling, etc)	tbc		Y
19	Health and Wellbeing/ Strategic Housing	Environmental Health/ Strategic Housing	BDC and NEDDC	Introduce a referral system (with associated fee) for householders to ECO (Energy Company Obligation)/Green Deal suppliers	tbc		Y
20	Health and Wellbeing	Leisure*1	BDC	Review fees and charges	£10,000		Y
21	Health and Wellbeing	Leisure*2	BDC	Increase customer retail purchases/secondary spending	£2,000		Y
22	Health and Wellbeing	Leisure*2	BDC	Implement a comprehensive leisure marketing strategy	£5,000		Y
23	Health and Wellbeing	Leisure*2	BDC	Introduce a leisure sponsorship programme (linked to Potential Opportunity 2, above)	£2,000		Y
24	Health and Wellbeing	Leisure*	BDC	Paid for advertising in leisure centres (linked to Potential Opportunity 2, above)	tbc		Y
25	Health and Wellbeing	Leisure*1	NEDDC	Review fees and charges	£50,000		Y
26	Health and Wellbeing	Leisure*2	NEDDC	Increase customer retail purchases/secondary spend	£8,000		Y
27	Health and Wellbeing	Leisure*	NEDDC	Introduce performance-related pay structure to drive sales	tbc	HR implications	TBC
28	Health and Wellbeing	Leisure*	NEDDC	Refurbish sauna area at Dronfield Sports Centre	tbc		N
29	Health and Wellbeing	Leisure*2	NEDDC	Refurbish gym area at Dronfield Sports Centre	£18,000		Y

Ref No	Directorate	Service Area	Council	Proposal Summary	Potential Income (£)/pa (unless otherwise stated)	Cost/Risk	Prioritised for business case development 2013/14
30	Health and Wellbeing	Leisure*2	NEDDC	Refurbish gym area at Eckington Swimming Pool	£30,000	£90,000 refurbishment cost	TBC
31	Health and Wellbeing	Leisure*2	NEDDC	Introduce a leisure sponsorship programme (linked to proposal 2, above)	£3,000		Y
32	Health and Wellbeing	Leisure*	NEDDC	Paid for advertising within leisure centres (linked to proposal 2, above)	tbc		Y
33	Neighbourhoods	Housing	BDC	Charge for repairs to private properties managed by Groundwork Creswell	tbc		Y
34	Neighbourhoods	Street Scene	BDC and NEDDC	Promotion of kerbside recycling to increase volumes	£800 (based upon 100 tonne increase in recycling)	Need additional Recycling Promotion resource Risk of insufficient increase in recycling Potential for DCC to offset elimination of gate fee for waste disposal by reducing recycling credit (potential cost pressure of £25,000/council)	TBC
35	Neighbourhoods	Street Scene	BDC	Removal of recycling banks	£25,000 (saving)	Small risk of increased flytipping/public complaint	Y
36	Neighbourhoods	Street Scene	BDC	Reimbursement of full cost for grounds maintenance work done by BDC for DCC Highways (action being progressed)	£40,000	DCC may decide not to increase payments	Y
37	Neighbourhoods	Street Scene	NEDDC	Increase fees/charges for sports pitch hire by 3% (actioned)	£400	Increase in fees may reduce usage	Y
38	Neighbourhoods	Street Scene	BDC and NEDDC	Increase trade waste fees/charges by 3%	£8,000	Risk of loss of existing customers Risk of insufficient increase in trade waste to cover costs Any increase in trade waste fees will be at least partially offset by £6/tonne landfill tax disposal charges	Y
39	Neighbourhoods	Street Scene	NEDDC	Payment to NEDDC from BDC for BDC utilisation of NEDDC large street sweeper	£15,000		Y
40	Neighbourhoods	Street Scene	BDC and NEDDC	Undertake private grounds maintenance work (linked to proposal 2, above)	Unquantifiable at this time	Need for a concerted/targeted marketing campaign Impact on local businesses	Y

Ref No	Directorate	Service Area	Council	Proposal Summary	Potential Income (£)/pa (unless otherwise stated)	Cost/Risk	Prioritised for business case development 2013/14
41	Neighbourhoods	Street Scene	BDC	Undertake grounds maintenance work for parish councils (linked to proposal 2, above)	Unquantifiable at this time	Need for a concerted/targeted marketing campaign Impact on local businesses	Y
42	Neighbourhoods	Street Scene	BDC and NEDDC	Introduce charges for a second green bin	£6,500 per Council		Y
43	Neighbourhoods	Street Scene	BDC and NEDDC	Introduce charges to developers for bin provision at new build properties	£15,000 per Council	To be progressed through the Joint Waste & Recycling Collection Policy	Y
44	Neighbourhoods	Street Scene	BDC and NEDDC	Introduce (BDC)/promote (NEDDC) take up of MOT services	£5,000	Insufficient increase in income to cover investment Need for a continued marketing campaign to promoted to service	Y
45	Neighbourhoods	Street Scene	NEDDC	Emptying of septic tanks (service currently provided by BDC but not by NEDDC)	tbc		Y
46	Neighbourhoods	Street Scene	BDC and NEDDC	Provision of 'green burials'	tbc	tbc	Y
47	Rykneld Homes	Rykneld Homes	NEDDC	Void clearance and cleaning service for housing associations/private landlords	tbc	Capacity	Y
48	Rykneld Homes	Rykneld Homes	NEDDC	Estate caretaking service for housing associations/private landlords	tbc	Capacity	Y
49	Rykneld Homes	Rykneld Homes	NEDDC	Extend the handyman service to residents across the district	tbc	Capacity	Y
50	Rykneld Homes	Rykneld Homes	NEDDC	Furnished accommodation project	tbc	Capacity	Y
51	Rykneld Homes	Rykneld Homes	NEDDC	Gas servicing for owner occupiers	tbc	Capacity	Y
52	Rykneld Homes	Rykneld Homes	NEDDC	Repairs services for owner-occupiers	tbc	Capacity	Y
53	Rykneld Homes	Rykneld Homes	NEDDC	Call response for out of hours repairs	tbc	Capacity	Y
54	Rykneld Homes	Rykneld Homes	NEDDC	Management of waiting lists/allocations for housing associations/private landlords	tbc	Capacity	Y
55	Rykneld Homes	Rykneld Homes	NEDDC	Management service for private landlords (eg rent collection/legal/repairs/allocations)	tbc	Scheme is currently being piloted with Groundwork Creswell through the Empty Homes grant scheme	Y
56	Rykneld Homes	Rykneld Homes	NEDDC	Facilitation of community/resident involvement for other landlords with stock in the district	tbc		Y

Ref No	Directorate	Service Area	Council	Proposal Summary	Potential Income (£)/pa (unless otherwise stated)	Cost/Risk	Prioritised for business case development 2013/14
57	Strategic Housing	Strategic Housing	BDC and NEDDC	Provide advice to landlords on drafting/serving a valid notice seeking possession	£1,300	Ensure appropriate liability insurance is in place Potential conflict of interest with tenants	Y
58	Strategic Housing	Strategic Housing	BDC and NEDDC	Pre-application advice on affordable housing requirements	tbc	Act as a disincentive to development Potential increase in 'inappropriate' development due to lack of developer engagement	Y
59	Strategic Housing	Strategic Housing	BDC and NEDDC	Provision of support services (eg gardening/ care call) for 'fee paying'/self-funding' older people	tbc	Capacity Lack of demand	Y
60	General Proposals		NEDDC	Rent space in Saltergate Reception to house a café	tbc	Capacity to develop proposals/ manage contracts	Y
61	General Proposals		NEDDC	Driver training course in business centre car parks	tbc	Capacity to develop proposals/ manage contracts	TBC
62	General Proposals		BDC and NEDDC	Rent space for a car washing concession in Council car parks	£3,600 per car park/ pa	Loss of some car parking. Capacity to sell/ manage the contract.	TBC
63	General Proposals		BDC and NEDDC	Revenue sharing contract with a private sector provider for the recovery/ collection of abandoned shopping trollies	tbc	Capacity to establish/manage contract	TBC

*1 Item included within the Subsidy Reduction Plan and already built into the corporate savings monitoring plan.

*2 Items included within the Leisure Subsidy Reduction Plan but not yet included within the corporate savings monitoring plan.

Proposals in bold are those specifically identified by services as 'trading' opportunities

Environmental Health - Comparative Fees/Charges

Events - these fees are statutory set	NORTH EAST DERBYSHIRE DC		BOLSOVER DC	
	2012/13	2013/14	2012/13	2013/14
<u>Large Events</u> (Number in attendance)				
5,000 - 9,999	Additional Application Fee Additional Annual Fee	£1,000.00 £500.00	£1,000.00 £500.00	£1,000.00 £500.00
10,000 - 14,999	Additional Application Fee Additional Annual Fee	£2,000.00 £1,000.00	£2,000.00 £1,000.00	£2,000.00 £1,000.00
15,000 - 19,999	Additional Application Fee Additional Annual Fee	£4,000.00 £2,000.00	£4,000.00 £2,000.00	£4,000.00 £2,000.00
20,000 - 29,999	Additional Application Fee Additional Annual Fee	£8,000.00 £4,000.00	£8,000.00 £4,000.00	£8,000.00 £4,000.00
30,000 - 39,999	Additional Application Fee Additional Annual Fee	£16,000.00 £8,000.00	£16,000.00 £8,000.00	£16,000.00 £8,000.00
40,000 - 49,999	Additional Application Fee Additional Annual Fee	£24,000.00 £12,000.00	£24,000.00 £12,000.00	£24,000.00 £12,000.00
50,000 - 49,999	Additional Application Fee Additional Annual Fee	£32,000.00 £16,000.00	£32,000.00 £16,000.00	£32,000.00 £16,000.00
60,000 - 69,999	Additional Application Fee Additional Annual Fee	£40,000.00 £20,000.00	£40,000.00 £20,000.00	£40,000.00 £20,000.00
70,000 - 79,999	Additional Application Fee Additional Annual Fee	£48,000.00 £24,000.00	£48,000.00 £24,000.00	£48,000.00 £24,000.00
80,000 - 89,999	Additional Application Fee Additional Annual Fee	£56,000.00 £28,000.00	£56,000.00 £28,000.00	£56,000.00 £28,000.00
90,000 and over	Additional Application Fee Additional Annual Fee	£64,000.00 £32,000.00	£64,000.00 £32,000.00	£64,000.00 £32,000.00
<u>Personal Licences, Temporary Events and Other Fees</u>				
Applications for a grant or renewal of personal licence		£37.00	£37.00	£37.00
Temporary event notice		£21.00	£21.00	£21.00
Theft, loss, etc, of premises licence or summary		£10.50	£10.50	£10.50
Application for a provisional statement where premises being built		£315.00	£315.00	£315.00
Notification of change of name or address		£10.50	£10.50	£10.50
Application to vary licence to specify individual as premises supervisor		£23.00	£23.00	£23.00
Application for transfer of premises licence		£23.00	£23.00	£23.00
Interim authority notice following death etc of licence holder		£23.00	£23.00	£23.00
Theft, loss, etc of certificate or summary		£10.50	£10.50	£10.50
Notification of change of name or alteration of rules of club		£10.50	£10.50	£10.50
Change of relevant registered address of club		£10.50	£10.50	£10.50
Theft, loss, etc of temporary event notice		£10.50	£10.50	£10.50
Theft, loss, etc of personal licence		£10.50	£10.50	£10.50
Duty to notify change of name or address		£10.50	£10.50	£10.50
Right of freeholder etc to be notified of licensing matters		£21.00	£21.00	£21.00
Minor Variation		£89.00	£89.00	£89.00
De-select a DPS (Community Premises only)		£23.00	£23.00	£23.00

Environmental Health Fees/Charges

Environmental Protection	NORTH EAST DERBYSHIRE DC	
	2012/13	2013/14
Permits	Fees set by DEFRA	
Environmental Information Requests	Fees set by DEFRA	

BOLSOVER DC	
2012/13	2013/14
Fees set by DEFRA	
39.00 + VAT	£39.00 + VAT

Per hour or part thereof

Prioritised for consideration of alignment in 2013/14 (Y/N)
N/A
N/A

Fixed Penalties	NORTH EAST DERBYSHIRE DC	
	2012/13	2013/14
Dog Fouling	50.00	£50.00
Littering	80.00	£80.00

No reduction for early payment

No reduction for early payment

BOLSOVER DC	
2012/13	2013/14
50.00	£50.00
80.00	£80.00

No reduction for early payment

No reduction for early payment

N/A
N/A

Environmental Health Fees/Charges

Housing Act Duties	NORTH EAST DERBYSHIRE DC		BOLSOVER DC		Prioritised for consideration of alignment in 2013/14 (Y/N)
	2012/13	2013/14	2012/13	2013/14	
Charge for HMO Licence Application	tbc	tbc	272.00	£277.98	
Charge for serving a Statutory Environment Notice under Housing Act 2004	tbc	tbc	165.97	£169.62	

Environmental Health Fees/Charges

Food Hygiene Courses for Businesses		NORTH EAST DERBYSHIRE DC		BOLSOVER DC		Prioritised for consideration of alignment in 2013/14 (Y/N)
		2012/13	2013/14	2012/13	2013/14	
Level 2 Award in Food Safety in Catering	Minimum delegate number of 8 per course (cost is per person, to be reduced to £45 if booking 2 or more delegates for same course)	No training offered	No training offered	40.00	50.00	Business case for roll out across NED to be considered
Level 2 Award in Health and Safety in Workplace	Minimum delegate number of 8 per course (cost is per person, to be reduced to £45 if booking 2 or more delegates for same course)	No training offered	No training offered	40.00	50.00	Business case for roll out across NED to be considered
Food Safety or Health and Safety bespoke training	Minimum delegate number of 8 per course (plus any additional costs incurred for preparation of materials)	No training offered	No training offered	50.00	50.00	Business case for roll out across NED to be considered

House to House Collection Permit	No charge made	
Street Collection Permit	No charge made	

No charge made	
No charge made	

Water Sampling	NORTH EAST DERBYSHIRE DC		BOLSOVER DC		Prioritised for consideration of alignment in 2013/14 (Y/N)	
	2012/13	2013/14	2012/13	2013/14		
Undertaking a risk assessment	Officer hourly rate + VAT	Grade per assessment type? Minimum hourly charge plus production of simple risk assesment report (<5 hours work) = £50 per hour? Up to permitted maximum	Service not carried out	£114.00	N/A	
Sampling	N/A	£45.73 + analyst fee + VAT on non stat samples	£0.00	£31.16	N/A	
Investigation	Plus any analysis costs	N/A	£100 each investigation	£0.00	£87.00	N/A
Authorisation	N/A	£100 each investigation	£0.00	£25.56	N/A	
Analysis - Check Monitoring (Domestic)	As per laboratory charge - max £25	£45.73 + analyst fee + VAT on non stat samples	Actual analyst fee up to permitted maximum	Variable	Variable	N/A
Analysis - Check Monitoring (Commercial)	As per laboratory charge - max £100	£45.73 + analyst fee + VAT on non stat samples	Actual analyst fee up to permitted maximum	Variable	Variable	N/A
Analysis - Audit Monitoring (Commercial)	Duplicate any of the check monitoring	£45.73 + analyst fee + VAT on non stat samples	Actual analyst fee up to permitted maximum	Variable	Variable	N/A

Statutory Maximum Fees under The Private Water Supplies (England) Regulations 2009

Maximum fee (£)		
Risk assessment (each assessment)	£500.00	
Sampling (each visit)	£100.00	
Investigation (each investigation)	£100.00	
Granting an authorisation (each authorisation)	£100.00	
Analysing a sample	Check and audit sampling of other supplies	£25.00
	Taken during check monitoring	£100.00
	Taken during audit monitoring	£500.00

Environmental Health Fees/Charges

Leisure - Comparative Fees/Charges

		NORTH EAST DERBYSHIRE DC		BOLSOVER DC		Prioritised for consideration of alignment in 2013/14 (Y/N)	
		2012/13	2013/14	2012/13	2013/14		
Adult swim (16 and over)		£3.25	£3.35	£4.30	£4.50	N	
	Residents Pass	N/A	N/A	£3.20	£3.50	N/A	
	Non Residents Pass	N/A	N/A	£3.50	£3.60	N/A	
	Leisure Pass	£1.90	£1.95	N/A	N/A	N/A	
	Concessionary	£2.60	£2.70	£2.70	£2.80	N	
	Junior swim (5-15)	£2.00	£2.10	free	free	Y	
	Under 5's	tbc	Free	N/A	free	N/A	
	Mother and baby (session times only)	£3.10	£3.20	N/A	N/A	N	
	Parent and baby (BDC)	No Pass	£3.10	£3.20	£4.30	£4.40	N
		Residents Pass	N/A	N/A	£3.20	£3.40	N
Non Residents Pass		N/A	N/A	£3.50	£3.60	N	
Concessionary		N/A	N/A	£2.60	£2.80	N	
Pool party (max 20 children + adult supervision)	£55.00	£60.00	N/A	N/A	N/A		
Adult swimming lessons (per lesson)	£4.50	£4.90	£3.50	£3.60	Y		
Junior swimming lessons (per lesson)	£4.30	£4.50	£3.50	£3.60	Y		
Hire of pool (BDC) including pool parties	N/A	N/A	£38.00	£39.10	N/A		
Hire of pool (Clubs per hour)	£63.50	£65.00	N/A	N/A	N/A		
Hire of pool (Events per hour)	£90.00	£95.00	tbc	N/A	N/A		
School pupils (swimming)	£1.90	£1.95	N/A	N/A	N/A		
Family ticket	£8.50	£8.80	N/A	N/A	Y		
Adult swim saver card	10 swims	£28.80	£29.80	N/A	N/A	Y	
Junior swim saver card	10 swims	£18.00	£19.00	£3.40	£3.50	Y	
Aqua Fit	No Pass	£3.65	£3.75	£3.30	£3.40	Y	
	Residents Pass	N/A	N/A	£3.00	£3.00	N/A	
	Non Residents Pass	N/A	N/A	£3.30	£3.40	N/A	
	Concessionary	N/A	N/A	N/A	N/A	N/A	
Aquafun	Juniors	£3.00	£3.10	N/A	N/A	N/A	
	Adults	£3.20	£3.30	N/A	N/A	N/A	
	Family	£7.00	£7.50	N/A	N/A	N/A	
Badminton (per court per 45 min session)	Peak	£8.60	£8.90	N/A	N/A	Y	
	Off Peak	£4.50	£4.70	N/A	N/A	Y	
Badminton	No Pass	N/A	N/A	£7.80	£8.00	Y	
	Residents Pass	N/A	N/A	£6.10	£6.40	Y	
	Non Residents Pass	N/A	N/A	£6.60	£6.80	Y	
	Leisure Pass	£1.90	£1.95	N/A	N/A	Y	
	Concessionary	£2.60	£2.70	£4.60	£4.70	Y	
Table Tennis (per court per hour session)	Peak	£3.60	£4.00	N/A	N/A	Y	
	Off Peak	£2.00	£3.00	N/A	N/A	Y	
Table Tennis	No Pass	N/A	N/A	£6.20	£6.50	Y	
	Residents Pass	N/A	N/A	£4.40	£4.60	Y	
	Non Residents Pass	N/A	N/A	£4.70	£4.80	Y	
	Concessionary	N/A	N/A	£3.40	£3.50	Y	
Squash (per court per 40 min session)	Peak	£7.80	£7.90	N/A	N/A	Y	
	Off Peak	£5.50	£5.60	N/A	N/A	Y	
	No Pass			£6.50	£6.70	Y	
	Residents Pass	tbc	tbc	£4.70	£4.80	Y	
	Non Residents Pass	tbc	tbc	£4.90	£5.00	Y	
	Leisure Pass	£1.90	£1.95	N/A	N/A	Y	
	Concessionary	£2.60	£2.70	£3.60	£3.70	Y	
Racket Multi saver - 12 badminton or squash courts		£80.00	£82.00	N/A	N/A	Y	
Hire of rackets		£2.20	£2.20	N/A	N/A	Y	
Sauna and steam (Dronfield only)		£7.25	£7.50	N/A	N/A	N/A	
Sauna and steam (Dronfield only)	4 - 12 people	£35.00	£40.00	N/A	N/A	N/A	
Sauna (BDC)	No Pass	N/A	N/A	£4.40	£4.60	TBC	
	Residents Pass	N/A	N/A	£3.10	£3.20	TBC	
	Non Residents Pass	N/A	N/A	£3.40	£3.50	TBC	
	Concessionary	N/A	N/A	£3.10	£3.20	TBC	
Sauna/Swim Package (BDC)	No Pass	N/A	N/A	£6.70	£7.00	N	
	Residents Pass	N/A	N/A	£4.40	£4.60	N	
	Non Residents Pass	N/A	N/A	£4.90	£5.00	N	
	Concessionary	N/A	N/A	£4.40	£4.60	N	
Hire of main hall (per 45 min session)	Peak	£48.00	£49.00	N/A	N/A	N	
	Off Peak	£29.00	£30.00	N/A	N/A	N	
Hire of main hall	Junior Organisations	£20.50	£21.00	£37.00	£38.00	N	
Hire of lesser hall (per hour)	Peak	£21.50	£22.00	£21.00	£21.00	N	
	Off Peak	£6.00	£8.00	£19.00	£19.60	N	
Sports Hall Hire		As above	As above	£37.00	£38.00	N	
Sports Hall (Half Hall) hire		£24.00	£24.50	£21.00	£21.00	N	
MUGA OUTDOOR SPLC (Incl floodlights)	Peak	£21.50	£22.00	£15.40	£15.80	Y	
	Off Peak	£18.50	£19.50	£15.40	£15.80	Y	
	Junior Organisations	£9.50	£9.50	£15.80	£16.30	Y	
Outdoor Pitch (plus £2.50 floodlights)	No Pass	N/A	N/A	£19.00	£19.60	N/A	
	Residents Pass	N/A	N/A	£15.40	£15.80	N/A	
	Non Residents Pass	N/A	N/A	£16.40	£16.90	N/A	
	Concessionary	N/A	N/A	£15.40	£15.80	N/A	
	Club Pass	N/A	N/A	£15.40	£15.80	N/A	

Leisure - Comparative Fees/Charges

Outdoor Pitch (block booking) (plus £2.50 floodlights)	No Pass	N/A	N/A	£15.80	£16.30	N/A
	Residents Pass	N/A	N/A	£12.80	£13.20	N/A
	Non Residents Pass	N/A	N/A	£13.70	£14.10	N/A
	Concessionary	N/A	N/A	£12.80	£13.20	N/A
	Club Pass	N/A	N/A	£12.80	£13.20	N/A
Trampoline Course (10 weeks)	From	£35.00	£37.00	£4.70	£4.80	N/A
Tennis	No Pass	N/A	N/A	£6.40	£6.60	N/A
	Residents Pass	N/A	N/A	£4.70	£4.80	N/A
	Non Residents Pass	N/A	N/A	£4.70	£4.80	N/A
	Concessionary	N/A	N/A	£3.40	£3.50	N/A
Sports Hall Activity Party		£50.00	£60.00	N/A	N/A	N/A
Gymnastics Course (10 weeks)	from	£35.00	£37.00	£36.10	£37.20	N/A
Gymnastics		N/A	N/A	£3.10	£3.20	N/A
Football pitch per match	No Pass	N/A	N/A	£36.10	£37.20	N/A
	Residents Pass	N/A	N/A	£28.40	£29.30	N/A
	Non Residents Pass	N/A	N/A	£34.10	£35.20	N/A
	Concessionary	N/A	N/A	£28.40	£29.30	N/A
Hire of cricket nets (per 45 mins)	Peak	N/A	N/A	N/A	N/A	N/A
Cricket Nets	No Pass	N/A	N/A	£39.00	£40.20	N/A
	Residents Pass	N/A	N/A	£29.90	£30.70	N/A
	Non Residents Pass	N/A	N/A	£33.40	£34.30	N/A
	Concessionary	N/A	N/A	£29.90	£30.70	N/A
Cricket Pitch per match	No Pass	tbc	tbc	£40.80	£42.00	N/A
	Residents Pass	tbc	tbc	£32.80	£33.70	N/A
	Non Residents Pass	tbc	tbc	£35.20	£36.20	N/A
	Concessionary	tbc	tbc	£32.80	£33.70	N/A
Cricket club ground rent per season		tbc	tbc	£612.00	£630.00	N/A
Derbyshire Gold Card		£2.75	£2.85	N/A	N/A	N/A
Super Saver card		£17.00	£18.50	N/A	N/A	N/A
Hire of Bowling Long Mat (45 min session)	Peak	£16.00	£17.00	N/A	N/A	N/A
	Off Peak	£10.00	£11.50	N/A	N/A	N/A
Hire of Bowling Short Mat (45 min session)	Peak	£8.50	£8.75	N/A	N/A	N/A
	Off Peak	£5.50	£5.75	N/A	N/A	N/A
Bowls Season Ticket	No Pass	£16.50	£17.50	N/A	N/A	N/A
	Residents Pass	N/A	N/A	N/A	N/A	N/A
	Non Residents Pass	N/A	N/A	N/A	N/A	N/A
	Concessionary	N/A	N/A	N/A	N/A	N/A
Bowling ground per hour for Clubs		£11.20	£12.20	N/A	N/A	N/A
Bowling ground rent per season		tbc	tbc	£888.00	£915.00	N/A
Clune Street ground rent per season		tbc	tbc	£266.00	£274.00	N/A
Fitness/weight training	Per Person	£5.70	£5.90	N/A	N/A	Y
Circuit Training	No Pass	N/A	N/A	£4.10	£4.20	N/A
	Residents Pass	N/A	N/A	£3.30	£3.40	N/A
	Non Residents Pass	N/A	N/A	£3.50	£3.60	N/A
	Concessionary	N/A	N/A	£3.30	£3.40	N/A
Swim Squad		N/A	N/A	£3.30	£3.40	N/A
Aerobiking	No Pass	N/A	N/A	£4.10	£4.20	N/A
	Residents Pass	N/A	N/A	£3.30	£3.40	N/A
	Non Residents Pass	N/A	N/A	£3.50	£3.60	N/A
	Concessionary	N/A	N/A	£3.30	£3.40	N/A
Over 50's	No Pass	N/A	N/A	£4.40	£4.60	N/A
	Residents Pass	N/A	N/A	£3.70	£3.80	N/A
	Non Residents Pass	N/A	N/A	£4.00	£4.10	N/A
	Concessionary	N/A	N/A	£3.70	£3.80	N/A
Over 50's Club	No Pass	N/A	N/A	£2.40	£2.50	N/A
	Residents Pass	N/A	N/A	£1.80	£1.80	N/A
	Non Residents Pass	N/A	N/A	£2.00	£2.20	N/A
	Concessionary	N/A	N/A	£1.80	£1.80	N/A
Aerobics	No Pass	N/A	N/A	£4.60	£4.70	N/A
	Residents Pass	N/A	N/A	£3.60	£3.70	N/A
	Non Residents Pass	N/A	N/A	£3.90	£4.00	N/A
	Concessionary	N/A	N/A	£3.90	£4.00	N/A
Step Aerobics	No Pass	N/A	N/A	£4.10	£5.00	N/A
	Residents Pass	N/A	N/A	£3.30	£4.10	N/A
	Non Residents Pass	N/A	N/A	£3.50	£4.30	N/A
	Concessionary	N/A	N/A	£3.30	£4.10	N/A
Fitness Suite - Casual	No Pass	N/A	N/A	£5.40	£5.50	Y
	Residents Pass	N/A	N/A	£4.00	£4.10	N/A
	Non Residents Pass	N/A	N/A	£4.70	£4.80	N/A
	Concessionary	N/A	N/A	£3.50	£3.60	N/A
Adult Activity Session		£2.50	£2.50	N/A	N/A	N/A
Casual Gym		£5.70	£5.90	N/A	N/A	N/A
Gymz induction session		£11.00	£12.00	N/A	N/A	N/A
Just do More! Unlimited	Per month	£30.00	£30.00*	N/A	N/A	N/A
Just do More! +	Per month	£12.00	£12.00	N/A	N/A	N/A
Just do More! Annual		£360.00	£360.00	N/A	N/A	N/A
Just do More! Corporate	Per month	£25.00	£25.00	N/A	N/A	N/A
Junior Just do More! (includes unlimited casual swimming, squash, badminton and table tennis at weekends and off peak times)	Per month	£15.00	£15.00	N/A	N/A	N/A
Fitness Classes	Details at Reception	from 3.50	from 3.75	N/A	N/A	N/A
Spinning Classes		£3.75	£3.75	N/A	N/A	N/A
Zumba		£4.00	£4.00	N/A	N/A	N/A

Leisure - Comparative Fees/Charges

Junior Gym		£2.50	£2.50	N/A	N/A	N/A
Jog Group		£1.50	£1.50	N/A	N/A	N/A
Abs Class		£2.50	£2.50	N/A	N/A	N/A
Pilates (max 1 hour)		£4.00	£4.00	N/A	N/A	N/A
Yoga (max 1 hour)		£4.00	£4.00	N/A	N/A	N/A
Locker Deposit - returnable		£0.50	£0.50	N/A	N/A	N/A
Vocational courses	Details at Reception	£10.00	£15.00	N/A	N/A	N/A
Junior Gymnastics (per lesson)	Details at Reception	£3.70	£3.90	N/A	N/A	Y
Tiny Tumblers (per lesson)	Details at Reception	£3.70	£3.90	N/A	N/A	Y
Trampoline (per lesson)	Details at Reception	£4.60	£4.58	N/A	N/A	Y
Multi use games area	Peak	£21.50	£22.00	N/A	N/A	N/A
	Off Peak	£18.50	£19.50	N/A	N/A	N/A
Multi use games area - Junior Organisations	Peak and Off Peak	tbc	£9.25	N/A	N/A	N/A
Concessionary Pass Swim or Fitness		£2.60	£2.70	N/A	N/A	N/A
Leisure Lifestyles	Residents Pass	N/A	N/A	£7.50	£8.04	N/A
Annual Pass fee	Non Residents Pass	tbc	tbc	£8.50	£9.00	N/A
	Concessionary	tbc	tbc	£6.00	£6.50	N/A
	Club Pass	tbc	tbc	£10.00	£10.50	N/A
Leisure Pass		£1.90	£1.95			N/A
Leisure Pass renewal/replacement		£3.00	£4.00	£2.83	£3.00	N/A
Events & Festivals						
Sports Development & Outreach						
After Schools Clubs		N/A	N/A	£2.83	£3.00	N/A
Holiday Programmes	Sports Specific 3hr	N/A	N/A	£2.92	£3.10	N/A
	Sports Specific 2hr			£2.00	£2.20	N/A
	Multi Activity			£2.00	£2.20	N/A
Go Football Programme	Full course payment up front	N/A	N/A	£25.00	£26.60	N/A
	Deposit	N/A	N/A	£13.33	£14.10	N/A
	Weekly payments	N/A	N/A	£1.67	£1.80	N/A
Playgrounds & Open Spaces						
Parish Council Inspection Service (per playground per inspection)		N/A	N/A	£50.00	£55.00	N/A
Annual Independent Inspection by ROSPA (per playground)		N/A	N/A	£18.96	£24.00	N/A
		N/A	N/A	£56.88	£60.00	N/A
		N/A	N/A	£30.00	£36.00	N/A
Extreme Wheels Mobile Skate Park						
Standard roadster roadshow hire charge per hour (delivery)		N/A	N/A	£4.20	£4.40	N/A
Roadshow set up / travelling time		N/A	N/A	£90.00	£90.00	N/A
Standard roadster roadshow hire charge per hour (delivery)		N/A	N/A	£60.00	£66.00	N/A
Roadshow set up / travelling time		N/A	N/A	£75.00	£75.00	N/A
		N/A	N/A	£50.00	£55.00	N/A
Pleasley Vale Outdoor Activity Centre						
Group Activity Hire (multiples of 8 people)	per hour	N/A	N/A	£29.00	£30.00	N/A
Greaseworks Facility Hire per hour		N/A	N/A	£24.00	£27.00	N/A
Boathouse and Pond Hire per hour		N/A	N/A	£30.00	£36.00	N/A
Saturday club - 3hr session fee	Child	N/A	N/A	£4.20	£4.40	N/A
	Adult	N/A	N/A	£6.60	£7.00	N/A

Streetscene - Comparative Fees/Charges

	NORTH EAST DERBYSHIRE DC		BOLSOVER DC		Prioritised for review in 2013/14 (Y/N)	
	2012/13	2013/14	2012/13	2013/14		
<u>Bulk Collection*</u>						
1 Item	£15.00	£15.00	£10.00	£10.00	Y	
2 - 5 Items	£20.00	£20.00	£15.00	£15.00	Y	
6 - 10 Items	£25.00	£25.00	£20.00	£20.00	Y	
Over 10 Items/large items	By quotation only (no concessions available)		£30.00	£30.00	Y	
Fridges/Freezers	£15.00	£15.00	£10.00	£10.00	Y	
<u>Commercial Refuse Collections*</u>						
Wheeled Bins						
120 ltr	£3.87	£4.03	£4.23	£4.23	Y	
240 ltr	£5.06	£5.34	£4.62	£4.62	Y	
360 ltr	£5.95	£6.34	£5.58	£5.58	Y	
660 ltr	£10.39	£11.10	£8.65	£8.65	Y	
770 ltr	£11.68	£12.51	£9.61	£9.61	Y	
1100 ltr	£14.73	£15.89	£11.92	£11.92	Y	
<u>Chargeable Waste Collection Fees and Charges**</u>						
Skips (Commercial) Regular Contracted Collections						
3.5 cu m	£162.26	£164.69	£240.00	£240.00	N	
5 - 10 cu m	£227.16	£230.57	£240.00	£240.00	N	
10 - 15 cu m	£335.33	£340.36	£240.00	£240.00	N	
Skips (Commercial) One Off Collections						
5 - 10 cu m	£232.57	£236.05	£240.00	£240.00	N	
10 - 15 cu m	£341.82	£346.95	£240.00	£240.00	N	
Skips (Chargeable Household) Regular Contracted Collections						
5 - 10 cu m	£68.15	£69.17	£240.00	£240.00	N	
10 - 15 cu m	£71.38	£72.45	£240.00	£240.00	N	
<u>Wheeled bins/skips used for collections of prescribed household waste, eg schools, will not incur waste disposal charges*</u>						
Bulk Waste Salvage	Per 5 minutes	£12.54	£12.73	n/a	n/a	Y
Clinical Waste (residential homes)	Per sack	£2.47	£2.51	£4.23	£4.23	Y
Dog Fouling Bins (Parish Councils)	Per bin/empty	£3.18	£3.23	n/a	n/a	Y
Litter bins (Parish Councils)	Per bin/empty	£1.13	£1.15	n/a	n/a	Y
Chargeable Household/Trade & Domestic (M1)						
120 ltr	£3.12	£3.28	£4.23	£4.23	Y	
240 ltr	£4.31	£4.59	£4.62	£4.62	Y	
360 ltr	£5.20	£5.59	£5.58	£5.58	Y	
660 ltr	£9.64	£10.35	£8.65	£8.65	Y	
770 ltr	£10.93	£11.76	£9.61	£9.61	Y	
1100 ltr	£13.98	£14.90	£11.92	£11.92	Y	
Chargeable Residential Homes (PH1)						
120 ltr	£1.82	£1.85	£4.23	£4.23	Y	
240 ltr	£2.03	£2.06	£4.62	£4.62	Y	
360 ltr	£2.89	£2.93	£5.58	£5.58	Y	
660 ltr	£5.33	£5.41	£8.65	£8.65	Y	
770 ltr	£5.73	£5.82	£9.61	£9.61	Y	
1100 ltr	£7.09	£7.20	£11.92	£11.92	Y	
Chargeable Registered Charities (PH2)						
120 ltr	£0.64	£0.65	£3.27	£3.27	Y	
240 ltr	£0.77	£0.78	£3.46	£3.46	Y	
360 ltr	£1.11	£1.13	£3.65	£3.65	Y	
660 ltr	£2.40	£2.44	£4.42	£4.42	Y	
770 ltr	£2.47	£2.51	£4.61	£4.61	Y	
1100 ltr	£2.77	£2.81	£5.57	£5.57	Y	
Chargeable Schools (PH3)						
120 ltr	£1.82	£1.85	£3.27	£3.27	Y	
240 ltr	£2.03	£2.06	£3.46	£3.46	Y	
360 ltr	£2.89	£2.93	£3.65	£3.65	Y	
660 ltr	£5.05	£5.13	£4.42	£4.42	Y	
770 ltr	£5.21	£5.29	£4.61	£4.61	Y	
1100 ltr	£5.61	£5.69	£5.57	£5.57	Y	
Places of Religious Worship (NS1)						
120 ltr	Free	Free	Free	Free	Y	
240 ltr	Free	Free	Free	Free	Y	
360 ltr	£0.89	£0.89	£0.96	£0.96	Y	
660 ltr	£5.33	£5.33	£4.03	£4.03	Y	
770 ltr	£6.62	£6.62	£4.99	£4.99	Y	
1100 ltr	£9.67	£9.67	£7.30	£7.30	Y	
<u>Cemetery/Burial/Internment Fees</u>						
Exclusive rights to Burial and/or Purchase of Plot						
Single Plot	£397.50	£409.00	Note: Cemeteries provided by Parish Councils not BDC		N/A	
Double Plot	£397.50	tbc			N/A	
Cremated Remains	£198.50	£204.00			N/A	
Internment Fees						
Adult - 1st interment treble plot	£514.00	£520.00			N/A	
Adult - 1st interment double plot	£480.00	£494.00			N/A	
Adult - 1st interment single plot	£432.50	£445.00			N/A	

Streetscene - Comparative Fees/Charges

	Re-open grave	2nd interment	£480.00	£494.00			N/A
		Last interment	£432.50	£445.00			N/A
	Child to 7 years		£78.50	£80.00			N/A
	Child 7 - 16 years		£103.00	£106.00			N/A
	Stillborn	Free	Free	Free			N/A
	Cremated Remains		£96.00	£99.00			N/A
	Out of Parish Fees	Double	Double	Double			N/A
Memorials and Inscriptions	Erection of a headstone not exceeding 900mm x 600mm x 75mm thick (3ft x 2ft x 3")		£128.00	£131.00			N/A
	Placing of a memorial in the memorial garden, mounted on the slabs provided. Memorials to be typically 450mm square by 150mm high tapering to 25mm (18" x 18" x 6") with integral vase, to a maximum of 600mm square by 250mm		£77.50	£80.00			N/A
	A vase block not exceeding 300mm (12") square with inscription		£62.00	£64.00			N/A
	For each additional inscription after the first		£42.50	£44.00			N/A
	Provision of bronze memorial plaque for wall or rose beds	POA	POA	POA			N/A
Miscellaneous Charges	Temporary grave marker		£67.00	£69.00			N/A
	Sprinkling Cremated Remains		£49.00	£51.00			N/A
	Search/Copy of Records		£17.50	£18.00			N/A
	Transfer of Exclusive right		£24.00	£25.00			N/A
	Copy of grave grant		£8.50	£9.00			N/A
	Provision of bronze memorial plaque (administration charge)		£26.00	£27.00			N/A
	Provision of bronze memorial plaque (installation charge)		£36.00	£37.00			N/A
	Exhumation, adult (administration fees)		£813.00	£837.00			N/A
	Exhumation, child	Free	Free	Free			N/A
	Casket surcharge for Burials and Exclusive Rights		£95.00	£98.00			N/A
Cesspools	1	See note below	See note below	£113.00	£119.00		N
	2	See note below	See note below	£226.00	£238.00		N
	3	See note below	See note below	£339.00	£357.00		N
	4	See note below	See note below	£452.00	£476.00		N
	5	See note below	See note below	£565.00	£595.00		N
	6	See note below	See note below	£678.00	£714.00		N
	7	See note below	See note below	£791.00	£833.00		N
	8	See note below	See note below	£856.00	£898.80		N
	9	See note below	See note below	£963.00	£1,011.15		N
	10	See note below	See note below	£1,070.00	£1,123.50		N
	11	See note below	See note below	£1,177.00	£1,235.85		N
	12	See note below	See note below	£1,284.00	£1,348.20		N

NOTE: NEDDC 12/13 - no service provided. 13/14 - enquiries to be signposted to BDC for service (prices for service to be consistent with BDC prices)

*Joint Waste & Recycling Policy being prepared which will propose harmonising rates

**It is proposed that rates will be reviewed in 2014/15

Planning - Comparative Fees/Charges

			NORTH EAST DERBYSHIRE DC		BOLSOVER DC		Prioritised for consideration of alignment in 2013/14 (Y/N)
			2012/13	2013/14	2012/13	2013/14	
Land Charges							
Full Search							
- Residential	LLC1 and CON29		£85.00	£85.00	£60.00	£60.00	Y
- Commercial	LLC1 and CON29		£85.00	£85.00	£105.00	£105.00	Y
Standard Search (NEDDC)	LCC1 and CON29		£85.00	£85.00	N/A	N/A	N/A
Split Searches							
- Residential	LLC1 only		£25.00	£25.00	£25.00	£25.00	N/A
	CON29 only		£60.00	£60.00	£45.00	£45.00	
- Commercial	LLC1 only		£25.00	£25.00	£44.00	£44.00	Y
	CON29 only		£60.00	£60.00	£71.00	£71.00	Y
LCC1 (NEDDC)			£25.00	£25.00	N/A	N/A	N/A
CON29 (NEDDC)			£60.00	£60.00	N/A	N/A	N/A
- CON29 optional questions	Q4		£10.00	£10.00	£30.00	£30.00	Y
	Question 22			£14.00			
	Others		£10.00	£10.00	£6.00	£6.00	
Parcels of land			£15.00	£15.00	£37.00	£37.00	Y
Additional Questions			£10.00	£10.00	£6.00	£6.00	
Extra Parcels of Land			£15.00	£15.00	£37.00	£37.00	Y
National Park Charges			£17.00	£17.00	N/A	N/A	N/A
Copying Charges							
Decision Notice			£2.00	£2.00	£0.00	£0.00	Y
Appeal Decision Notice			£5.00	£5.00	£0.00	£0.00	Y
Certificate of Lawfulness			£5.00	£5.00	£0.00	£0.00	Y
Section 106 Agreements			£25.00	£25.00	£0.00	£0.00	Y
Enforcement Notices			£25.00	£25.00	£0.00	£0.00	Y
Tree Preservation Orders			£25.00	£25.00	£0.00	£0.00	Y
Copy Charges	First A4 sheet		£1.00	£1.00	£0.25	£0.25	Y
	Additional A4 sheets		£0.25	£0.25	£0.25	£0.25	Y
	A4 Plans		£2.00	£2.00	£0.25	£0.25	Y
	A3 Plans		£2.00	£2.00	£0.50	£0.50	Y
	A2 Plans		£4.00	£4.00	N/A	N/A	Y
	A1 Plans		£4.00	£4.00	N/A	N/A	Y
	A0 Plans		£4.00	£4.00	N/A	N/A	Y
Planning Applications							
Dwellings	Outline	Per 0.1ha	£385.00	£385.00	£385.00	£385.00	N/A
	Full	Per dwelling up to 50	£385.00	£385.00	£385.00	£385.00	N/A
	Reserved	Per dwelling up to 50	£385.00	£385.00	£385.00	£385.00	N/A
Buildings General	Outline	Per 0.1ha	£385.00	£385.00	£385.00	£385.00	N/A
	Full	Up to 40m ²	£195.00	£195.00	£195.00	£195.00	N/A
		Per 75m ² or part thereof	£385.00	£385.00	£385.00	£385.00	N/A
Agricultural	Outline	Per 0.1ha	£385.00	£385.00	£385.00	£385.00	N/A
	Full	Up to 465m ²	£80.00	£80.00	£80.00	£80.00	N/A
		Up to 540m ²	£385.00	£385.00	£385.00	£385.00	N/A
Glasshouses	Full	Up to 465m ²	£80.00	£80.00	£80.00	£80.00	N/A
		Over 465m ²	£2,150.00	£2,150.00	£2,150.00	£2,150.00	N/A
Plant or machinery	Full	Per 0.1ha up to 5ha	£385.00	£385.00	£385.00	£385.00	N/A
Householder (1)	Extensions etc		£172.00	£172.00	£172.00	£172.00	N/A
Householder (2)	Outbuildings etc		£172.00	£172.00	£172.00	£172.00	N/A
Access Operations	eg car parks/roads		£195.00	£195.00	£195.00	£195.00	N/A
Oil/Gas Operations		Per 0.1ha	£385.00	£385.00	£385.00	£385.00	N/A
Other Operations	eg menage	Per 0.1ha	£195.00	£195.00	£195.00	£195.00	N/A
Change of Use	Dwellings	Per dwelling up to 50	£385.00	£385.00	£385.00	£385.00	N/A
Change of Use	Waste and Minerals	Per 0.1ha up to 15ha	£195.00	£195.00	£195.00	£195.00	N/A
Change of Use	Lane		£385.00	£385.00	£385.00	£385.00	N/A
Extant Permissions	Householder		£57.00	£57.00	£57.00	£57.00	N/A
	Major		£575.00	£575.00	£575.00	£575.00	N/A
	Other		£195.00	£195.00	£195.00	£195.00	N/A
Non-Material amendments	Householder		£28.00	£28.00	£28.00	£28.00	N/A
	Other		£195.00	£195.00	£195.00	£195.00	N/A
DISCON	Householder		£28.00	£28.00	£28.00	£28.00	N/A
	Other		£97.00	£97.00	£97.00	£97.00	N/A
AGD	Buildings and Roads		£80.00	£80.00	£80.00	£80.00	N/A
Telecommunications			£385.00	£385.00	£385.00	£385.00	N/A
Demolition			£80.00	£80.00	£80.00	£80.00	N/A
LDC	Existing use		Full planning fee	Full planning fee	Full planning fee	Full planning fee	N/A
	Proposed use		Half planning fee	Half planning fee	Half planning fee	Half planning fee	N/A
Adverts	Business Premises		£110.00	£110.00	£110.00	£110.00	N/A
	Directional		£110.00	£110.00	£110.00	£110.00	N/A
	Others		£385.00	£385.00	£385.00	£385.00	N/A

Planning - Comparative Fees/Charges

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