

Committee:	Executive	Agenda Item No.:	9
Date:	30 <sup>th</sup> September 2013	Status	Open
Subject:	Medium Term Financial Plan		
Report by:	Director of Corporate Resources,		
Other Officers Involved	Assistant Director – Accountancy and IT. Chief Accountant		
Director Relevant Portfolio Holder	Director of Corporate 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 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 services.

## **1. Purpose of Report**

- 1.1 To continue the process of updating the Council’s Medium Term Financial Plan which will cover the period April 2014 to March 2017. While the final proposed MTFP will not be available until early in the next calendar year it is important that the Council moves at the earliest opportunity to address the financial shortfalls which will arise as a consequence of the reduction in the level of Government funding. This report sets out some of the options which it is recommended that the Council pursues in order to address the gap between the level of underlying resources and expenditure that the Council will be facing over the years 2014/15 and beyond which is likely to be in the region of £0.8m p.a. over 2014/15 and 2015/16.

## **2 Budget Process 2014/15.**

- 2.1 At this stage a key issue is that of establishing an appropriate budget timetable in respect of next financial year. The key Committee dates around the development of this years budget are as follows:

Meeting	Action
November – December 2013	Directorate Meetings to review Roll Forward budgets.
Executive – 9 <sup>th</sup> December 2013	Agreement to Provisional Outturn 2013/14 and Roll Forward Budget 2014/15
December 2013	Final Details of Government Grant Settlement for 2014/15 and 2015/16
Budget Scrutiny Committee 14th January	Scrutiny of Draft Medium Term Financial Plan
Council – 16 <sup>th</sup> January 2014	Approval of Local Council Tax Scheme 2014/15
Executive – 3rd February 2014	Agreement of Medium Term Financial Plan 2014-17
Council 12 <sup>th</sup> February 2014	Approval of 2014/15 Budget
Council – 3 <sup>rd</sup> March 2014	Approval of Council Tax.

- 2.2 On the basis of the timetable set out above Members will agree a provisional financial outturn in respect of the current financial year in December 2013. Following on from the Executive meeting of the 2<sup>nd</sup> September 2013 Officers are working to a guideline of minimising all expenditure in respect of the current financial year. This approach has been adopted in order to maximise the level of financial balances which the Council will carry forward into 2014/15 and to minimise expenditure to the lowest level possible consistent with maintaining the current level of services to local residents. The 9<sup>th</sup> December report will also outline a roll forward budget in respect of 2014/15 which will provide Members with an up to date estimate of the cost of continuing to provide the current level of services over the period of the next financial year. This together with the final details in respect of Government funding will provide the basis of the 2014/15 budget.
- 2.3 The establishment of a robust budget process is clearly important in view of the level of financial shortfall which faces the Council over the next financial year. While a considerable level of work remains to be undertaken the broad outline of the Council's likely financial position is already clear and the table given below provides a realistic forecast of the anticipated level of savings that will be necessary.

	2013/14 £000's	2014/15 £000's	2015/16 £000's
Projected Financial Position (Cumulative shortfall see Appendix 1)	0	810	1,560

### 3. Local Council Tax Scheme 2014/15.

- 3.1 With respect to the 2014/15 budget the first formal decision that will need to be made by Council in respect of next years budget will be that in respect of the local Council Tax scheme that will operate next year. Following consultation with local residents in the autumn of 2012 the Council chose to adopt a scheme which enabled it to access Government grant on the basis that the level of Council Tax charged to those of benefits was restricted to a level of 8.5%. To cover the full cost

of the 10% reduction in government grant to the Council would have required a Council Tax charge for this in receipt of Council Tax benefit in the region of 15% (allowing for non collection at a higher level of tax).

- 3.2. In the light of the loss of Government grant if this Council decides to retain the current local Council Tax scheme based on an 8.5% charge then it will need to identify savings in the region of £20k to cover these costs. In the case of the County Council the cost of the withdrawal of Government Grant would be in the region of £110k. The table given in Appendix 1 sets out the main options in respect of a local Council Tax scheme for 2014/15. Given that it is the responsibility of this Council to make the decision in respect of the local Council Tax scheme which will apply Bolsover District Council Members also need to take into account the impact upon the other Council's operating in our area.
- 3.3. The estimated cost of the various options around the operation of the Local Council Tax scheme are in the process of being reviewed on the basis of the experience of operating the scheme during the current financial year. The review will be considering the level of Council Tax benefit take up, the number of residents eligible for Council Tax benefit - which will vary as employment levels fluctuate - and the collection rate achieved during the current financial year.
- 3.4. The revised estimates based upon the actual experience of operating our local Council Tax scheme will be a key factor informing our decision as to the Council Tax scheme we will wish to operate in respect of 2014/15. A key issue has always been the level of collection that can be achieved. On the basis of experience to date officers are of the view that at a level of 8.5% the Tax is collectable. In particular where individuals have not paid then the Council is able to secure an attachment of benefits order which in effect recovers the sums due within a period of a year. If we decided to increase the Council Tax significantly above the 8.5% then collection would become significantly more difficult and one of the issues that Members will need to take into account in any decision is the practicality of collecting Council Tax imposed at a higher rate on those of working age in receipt of benefits. The second issue that Members need to take into account is the impact upon the services provided by both this Council and by other authorities which are dependent upon Council Tax to serve the residents of this district. It is proposed that the Director of Corporate Resources be requested to write to the County Council, the Police and Fire service for their views on this matter. Finally, in respect of the impact on local residents the Council undertook a full consultation process during the autumn of 2012. The options that are currently available are essentially unchanged and therefore it is proposed to continue to place reliance on that consultation. The Council will, however, supplement that information with a more light touch consultation to be undertaken during the autumn of 2013. The further work required in respect of updating the costs of the local Council Tax Scheme will be undertaken as part of the work to develop the roll forward budget in respect of 2014/15.

#### **4. Developing the 2014/15 Budget.**

- 4.1. With regard to addressing next year's budget a process is being put into place concerning the rationalisation of the Council's Senior Management Team which will secure ongoing financial savings for the authority. This is one of the agreed

workstreams to address the reduction in the level of government grant to the Council.

- 4.2. A second workstream consists of the review of all agreed budgets to secure a further reduction in the level of budgeted expenditure. This is to be undertaken at a Directorate level in meetings with a similar format to the Quarterly performance meetings. It is proposed that these take place in late November / early December alongside the development of the roll forward budget. Prior to this work taking place the Accountancy Team in consultation with SAMT will seek to ensure that roll forward budgets are minimised as part of the report to Executive on December 2013. This will take the form of an agreed reduction in the management budgets – the budgets to which officers are working - which will be subject to approval by Members before becoming the new Approved budget.
- 4.3. The third agreed workstream for tackling the budget issues is to reduce the financial burden of surplus property. Officers are of the view that it would be appropriate to formally approach other authorities operating within our area (County Council, Police and Fire) to establish whether opportunities are available for sharing the use of premises. A process of property rationalisation with other public sector providers may well secure both financial savings and opportunities for joint working.
- 4.4. In addition to the specific workstreams outlined above the Chief Executive will continue to utilise his delegated powers to agree secondments between the two partner Councils within the Strategic Alliance in order to secure financial savings while protecting service delivery. There is already a target saving from this work stream which will secure its £100k target in respect of the current financial year and which has an indicative target of a further £50k in respect of 2014/15.
- 4.5. While the Council's financial position has been successfully managed over the initial period of government funding reductions arising from the Comprehensive Spending Review of Autumn 2010 Members have consistently recognised that the position needs to be actively managed. In particular to protect the Council's level of balances it has always been viewed as vital that the Council implements the majority of its savings measures prior to the commencement of the financial year in which the savings concerned are required. This both allows the in year savings to be achieved in full while the savings in the previous financial year are available to assist in funding the costs of restructuring such as any redundancy costs. The timetable and process set out within this report should enable the Council to meet this objective and by the end of the 2013 calendar year to have measures in place which will address the shortfall identified in respect of 2014/15.

## **5. Measures Address the Councils Forecast Financial Shortfall.**

- 5.1. The previous section of this report was concerned with a range of workstreams which are intended to address the position in respect of 2014/15. Given that the identified shortfall will continue into 2015/16 and future financial years it is important that the Council also begins a process of longer term reform to address its financial position. A summary of the measures which are being proposed over the next two financial years is set out within the following table.

	2014/15	2015/16
	£000's	£000's
<b>Projected Shortfall</b>	<b>810</b>	<b>1,560</b>
<b>2014/15 Savings Measures</b>		
- Senior Management Review	-150	-150
- Review of Budgets	-250	-250
- Property Rationalisation	-50	-100
- Income Strategy	-50	-50
- Strategic Alliance Secondments	-50	-100
- Vacancy Management	-50	-50
<b>Residual Shortfall</b>	<b>210</b>	<b>860</b>
<b>2015/16 Savings Measures</b>		
- Strategic Alliance Transformation		-150
- Growth Strategy		-100
<b>2015/16 Residual Shortfall</b>		<b>610</b>

While on the basis of the figures provided within the above table the Council's financial position is a manageable one it does need to be recognised that we are dependent upon securing some significant savings which are only partially within the Council's control. Should any of the suggested measures above fail to secure the associated savings then the Council will be facing significant financial pressures and will either need to bring further measures forward or will be required to use its limited level of General Fund reserves. At this stage the key issue is that of securing Member endorsement for officers to work on the above plans in order to secure the associated savings and other benefits at the earliest opportunity and where necessary to move to explore other options to secure the necessary savings.

- 5.2. A major workstream in respect of securing the 2015/16 savings is what could be termed Strategic Alliance Transformation. By the end of the current financial year it is anticipated that the Strategic Alliance will have generated some £2m of financial savings across the two Councils. This is a significant achievement but in reality it is likely to prove difficult to continue to generate this level of savings on an on going basis. While under current arrangements it would be reasonable to anticipate that savings of some £0.1m arising from secondment arrangements would be secured for the foreseeable future without a change in approach the Strategic Alliance is unlikely to provide a significant savings stream beyond the current financial year. In order to address this issue there have been some initial steps taken towards a transformational agenda including the adoption of the Firmstep software across both Councils to promote Business Transformation, and proposals currently under consideration to share the same financial ledger across both Council's. Officers are of the view that further savings could be secured on the basis that we made a move to one organisation serving both Councils. The one organisation would deliver all services on a joint basis and would feature standard policies and common terms and conditions across both Councils. While the Council's would retain their separate identities and full autonomy over their corporate policies and procedure the provision of services to local residents and to Elected Members would be by one organisation. While it is difficult to quantify the savings that could be achieved without further work Officers are of the view that a minimum of a further £1m across both Councils could be achieved over a 3 year period. Crucially moving to a single delivery organisation would also protect the resilience of service delivery against a

background of ongoing reductions in the level of financial resources available. If Members are in agreement with the broad principles of this approach then further work will be undertaken to consider the options that are available.

- 5.3 A second option that needs to be considered by the Council is the pursuit of a more aggressive growth strategy. While all economic growth will secure benefits for the Council in terms of reducing the cost of Council Tax benefit and reducing the need for intervention to support local residents the only growth which directly benefits the Council is that which promotes a growth in the level of the non domestic (business) rates, or which secures an increase in the number of new homes built or brings back empty properties into use. It does, however, need to be recognised that there will be a delay of at least one financial year before growth results in increased income for the Council. Executive will be aware that the outcome of the recent peer review which was targeted upon growth is now available and Members need to give careful consideration to the role that a successful growth strategy could play in supporting the Council's financial position. With regard to the promotion of growth the Council already has in place a number of measures which should facilitate wider economic development. These include:
- Working in partnership with the Sheffield City Region and the Nottinghamshire Derbyshire LEP, with the business community and other organisations promoting economic growth.
  - The Council has an active Economic Development team which has in particular promoted the ability of local residents to take advantage of the employment opportunities available with the region.
  - The Council has worked with the private sector to develop a number of sites within the District for retail or wider economic purposes. Most recently the Council has sold sites at Bolsover and at Shirebrook for retail development / regeneration, while it has also attracted external funding for a range of regeneration schemes.
  - Through its planning policies the Council has sought to ensure that there is adequate provision of both commercial and housing land.
- 5.4. While the Council will continue to work on the range of initiatives set out above it is anticipated that the work of the Peer review will identify further options for promoting the economic development of the District.
- 5.5. In order to pursue the growth and the transformation agenda additional capacity /resources will be required. Given the financial pressures that local authorities are now operating under these additional resources will be identified as far as possible from existing staffing resources available to the Council.

## **6. Progressing the Strategic Alliance – Joint Financial Management System**

- 6.1 As outlined in section 5.2 (above) one of the major options for securing the necessary level of savings over the next two financial years is the Strategic Alliance. As outlined above it has become increasingly clear that if the Strategic Alliance is to continue to deliver savings and efficiencies that there will need to be significantly closer working between officers across both authorities. One of the key platforms for Joint Working has been a move to shared ICT systems and decisions have already been taken to move to the Uniform Platform for Planning and to use Firmstep as our Customer Relationship Management System. Officers have also undertaken some work in respect of a shared financial ledger and the work that has been undertaken is outlined below. Given that one of the main reasons for

proposing a move to a joint ledger is the opportunities that will be provided should both Council's decide on adopting the Strategic Alliance Transformation Agenda Cabinet is requested to grant delegated powers to the Chief Executive in consultation with the Leader and the Portfolio Member to approve the entering into of contractual arrangements with Civica for a joint financial ledger. The issue of the Strategic Alliance Transformation agenda is to be considered at the Strategic Alliance Joint Board which is meeting on 27th September and the discussion at that meeting will inform the decision as to whether to move to a shared financial ledger.

6.2 There would be a number of advantages of adopting a shared financial management system as it will facilitate the following:

- If the two Councils decide to move completely to joint working / shared services then a shared financial system would be essential, and it would facilitate the establishment of one organisation or 'company'.
- Joint officers / services will use the same financial management systems.
- Subjective coding can be aligned to aid cost comparisons and consistency in coding of expenditure and income.
- Business processes can be aligned reducing workloads for 'backoffice' teams opening up further options for Joint Working.
- Financial monitoring and reporting is aligned.
- Resilience within the Accountancy Teams is improved (support available between teams).

Officers are of the view that a shared financial management system is crucial if we are to move forward to the next stage of the Strategic Alliance which is aiming to secure further savings of £1m across both Councils. Members should, however, note that whilst the adoption of a shared Financial Ledger should open up a range of opportunities to secure financial savings it is not possible at this stage to develop a business case detailing where such savings will arise. If Executive is minded to support the recommendations made within this report then that will need to be on the reasonable assumption that the opportunities that will arise in future financial years will more than outweigh the costs of moving to a joint system.

6.3 Having considered the options open to the two authorities the most appropriate way forward would appear to be to adopt the Civica Financial Management System currently used by Bolsover District Council. While both authorities have financial ledgers which are fit for purpose and neither would change ledgers if they were operating services on a standalone basis the reality is that to progress the Strategic Alliance it is clearly necessary that both authorities move to one financial ledger. The reasons for recommending the adoption of the Civica system are that it has a larger and expanding local authority customer base and it is considered to offer greater functionality in a number of areas.

6.4 Having held outline discussions with Civica the initial costs of purchasing and implementing a shared financial ledger would be up to £120,000 including implementation support from Civica. While Officers would work to minimise the both amount of support necessary and the overall costs of the project it does need to be recognised that North East Derbyshire would be introducing a new system with Bolsover significantly upgrading its current system. Given that the financial ledger is

business critical at both Council's and the extent of other project work being undertaken by the ICT service it may be necessary to rely on Civica more than we currently anticipate. On the basis of the worst case scenario as outlined above both Council's would be required to contribute £60k in one off set up costs. The revenue costs for Bolsover would reduce by some £1,500 against the costs of the current system. While further scoping and due diligence work needs to be undertaken in respect of this project Officers are not at this stage aware of any major issues that have not been taken into account at this stage.

- 6.5 The above quote has been provided on the basis that the two Councils will given a firm commitment to upgrade to a shared services platform by the end of September 2013. On that basis Civica would commit to have completed implementation by the end of March 2013 which is necessary for operational reasons. They have also discounted the costs of the support days by £5,400 which amounts to a 10% discount on the cost of implementation. There is within the costs given above a contingency sum of £22,000 for any unanticipated costs or work. Executive should note that there is a further option to install automated invoicing and scanning at a cost of some £25,000 (including implementation) with ongoing revenue costs of £3,000. On the basis that costs are kept within the agreed sum of £120,000 then Officers will consider the business case for this additional enhancement which should reduce the administrative burdens across the Council significantly. If a Business Case can be proven for this further upgrade – which would be more cost effective to implement during the current upgrade - then Officers will report back to the next meeting of Executive seeking approval for that expenditure
- 6.6 Given the value of this contract it would normally be appropriate to undertake procurement through a competitive tender process. Having considered the options open to the Council the proposal to adopt a shared services financial ledger in effect represents a continuation of an existing service to the partners in the Strategic Alliance and in the timescales available no reasonably satisfactory alternative financial ledger is available. On these grounds the Director of Corporate Resources is of the view that the proposals within this report constitute the extension of an existing contract and therefore fall outside the requirement to undertake a competitive procurement process. In respect of securing Value for Money while the Council has not undertaken a tender process the costs are in line with those of the current systems at both Bolsover and North East Derbyshire and would likewise appear to be in line with those paid by other District Councils. Officers understand that there is an appropriate framework in place by which local authorities are able to access the Civica financial ledger. Consideration will be given as to whether this framework represents the most appropriate contractual arrangements for the two authorities in the Strategic Alliance to pursue. In addition the framework will provide a price benchmark against the terms which are in the process of being negotiated.
- 6.7 With respect to the implementation of the system it would be necessary to go live at the start of a new financial year which in this case would be April 2014. North East Derbyshire would need to keep its existing financial ledger for a period of a further year in order to allow the closure of the 2013/14 accounts by the September of 2014. Civica have confirmed that if the two Councils make a decision to move to a shared service by the end of this month then they have the necessary resources available to ensure a go live date of next April. Likewise, both Councils have established and stable accountancy teams and in terms of the internal resources available are in a good position to deliver this major project. While there is a significant cost and an



early decision is necessary it needs to be recognised that the two Councils are in a good position to deliver the project at this point in time and that an implementation at a later stage may require more external support at an additional cost. Accordingly it is recommended that subject to the agreement of North East Derbyshire District Council that the two Councils move towards the adoption of a shared financial management system and that delegated powers be granted to the Chief Executive in consultation with the Leader / Deputy Leader of the Council to conclude negotiations and to enter into appropriate contractual arrangements with Civica to acquire a Shared Services licence for a joint financial ledger with North East Derbyshire District Council.

- 6.8 Given that this recommendation will facilitate further moves towards shared services and is anticipated to secure future revenue savings it is recommended that the one off costs of this proposal of an estimated £60,000 are funded by the use of Efficiency Grant.

## **7 Issues for Consideration**

- 7.1 These are set out in section 3 to 6 above.

## **8 Legal Aspects**

- 8.1 The Council has a legal duty to secure a balanced budget in each financial year. Given that this report seeks to improve the accuracy of our current forecast in respects of both 2014/15 and 2015/16 and to recommend approaches to address the identified deficit it is part of the process of ensuring that the Council continues to comply with its requirement to balance the budget.

## **9 Risk Management**

- 9.1 The recommendations outlined within the report are intended to promote cost effective Council services and as such will help to mitigate the Strategic Risks of service deterioration / failure, whilst supporting the Council's drive to maintain its underlying level of expenditure within the declining level of resources available to the Council.
- 9.2. A key issue is that of the increasing level of risk associated with the financial position and operation of local authorities. This increased level of risk impacts upon both the income and expenditure of local authorities. These are set out below:
- In the first place the Government is implementing a programme of reducing the level of central government funding for local authorities. The scale of these reductions is such that the Council is unlikely to be in a position to identify new or additional income streams to compensate for the loss of Government Grant. As a result the Council has and will be required for a number of years to reduce its underlying level of expenditure every year. The associated restructurings and reorganisation inevitably bring with them an increased risk of service failure or the weakening of internal control arrangements.
  - With regard to income the Government's localism agenda places increasing emphasis upon local authorities generating their own income from Non Domestic Rates, New Homes Bonus or other locally raised income. While these income streams are capable of generating additional income to offset the

reduction in Government Grant they are all potentially volatile sources of income. To the extent to which local authorities are depended upon these income streams there is clearly a greater risk of income levels falling below agreed budgets.

- 9.3 Given the link between the level of risk and the level of financial balances it has been considered appropriate to review the Council's financial Risk Register and the current Financial Risk Register indicates a level of risk in the region of £2.0m. This is a significant increase over the level of £1.6m identified in the February of 2013 and largely reflects the inclusion of the risks concerning the failure to achieve the required level of financial savings in the next financial year. The level of gross risk at some £2.0m is clearly in excess of the Council's level of General Fund balances which stand at a figure of £1.4m.
- 9.4 While the level of financial risk is clearly now above the level of General Fund balances the only realistic approach is to mitigate the risk by reducing the level of deficit that the Council is facing in respect of the 2014/15 and 2015/16 financial year. The projected level of the 2014/15 deficit would take our level of General Fund balances to one of £0.6m which is significantly below the Council's agreed minimum level of balances at £1m. In reality a level of balances at that level when further savings are required in 2015/16 is an unsustainable position. While the Council is clearly facing a difficult financial situation it should be recognised that this is no worse than the position which has faced the Council over the last three to four financial years and likewise all other local authorities are in a similar position.
- 9.5 With regard to the proposals to move to a shared financial ledger with North East Derbyshire District Council the key element of Risk Mitigation is that the Council will retain access to its existing ledger until the shared system is up and running. A Project Risk Register will be maintained to help ensure the effective implementation of the new system. Executive will, however, recognise that without a shared financial ledger that many of the benefits of a transformation agenda with our Strategic Alliance partner Bolsover District Council may not be secured.

## **10 Policy and Performance**

- 10.1 The recommendations within this report are aimed at ensuring the effective operation of Council services against a background of an ongoing reduction in the level of central government resources.

## **11 Financial Implications**

- 11.1 Financial issues and implications are covered throughout the report.

## **12 Other Options Considered and Rejected**

- 10.1 This report is concerned with providing updated information in respect of the Council's financial position. Appropriate consideration is given to available options within the report.

### **13 Recommendations**

- 13.1 That Executive note the position as set out within the report and refers the report to Audit Committee for its consideration.
- 13.2 That Executive agrees the timetable for preparing the 2014/15 budget as set out in this report and notes that SAMT will agree reductions in the management budget to which cost centre managers are working at the earliest opportunity with such reductions to be reported to Members for formal approval.
- 13.3 That Officers be requested to undertake a process of consultation – as outlined within this report - in respect of the Local Council Tax scheme that will be recommended in respect of 2014/15.
- 13.4 That officers pursue the savings options outlined within this report in order to develop and implement plans to secure savings at the earliest opportunity, with developments to be brought back to Members for approval as appropriate.
- 13.5. That subject to the discussion at the Strategic Alliance Joint Committee to be held on 27th September 2013 and to Members agreement to the transformation agenda with respect to the Strategic Alliance that the Chief Executive be granted delegated powers in consultation with the Leader and / or Deputy Leader of the Council to conclude negotiations and to enter into appropriate contractual arrangements with Civica to acquire a Shared Services joint financial ledger with North East Derbyshire District Council.
- 13.6 That the one off costs of purchasing and implementing a shared financial ledger with North East Derbyshire District Council of up to £60,000 be charged against the Efficiency grant.

### **14 Reasons for Recommendations**

- 14.1 To ensure that the Council is in a position to operate its services effectively within the context of approved budgets.

**APPENDIX 1**

**OPTIONS FOR A LOCAL COUNCIL TAX SCHEME 2014/15**

	No Council Tax Charge	Retain Council Tax @ 8.5% (2013/14 scheme with Government Grant)	Retain Council Tax @ 8.5% (2014/15 scheme without Government Grant)	Increase Council Tax to 15%
	£000's	£000's	£000's	£000's
Loss of Government Grant	700	700	700	700
Income from removal of exemptions on empty property / holiday homes	(400)	(400)	(400)	(400)
Maintain War Pension Disregard	10	10	10	10
Income from Council Tax from those of working age on benefits	(0)	(220)	(220)	(310)
Government Grant (2013/14 only)	0	(163)	0	0
Derbyshire County Council (69%)	(214)	50	(62)	0
Bolsover District Council (13%)	(41)	10	(11)	0
Police Authority (10%)	(31)	7	(9)	0
Parish Councils (4%)	(12)	3	(4)	0
Derbyshire Fire & Rescue Service (4%)	(12)	3	(4)	0