

Date: 1 August 2014

Dear Sir or Madam,

You are hereby summoned to attend a meeting of the Executive of Bolsover District Council to be held in the Chamber Suites at **The Arc, High Street, Clowne on Monday 11 August 2014 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 4.

Yours faithfully




Chief Executive Officer

To: Chairman & Members of the Executive

ACCESS FOR ALL

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 **01246 242505**
Minicom: 01246 242450

Democratic Services
Fax: 01246 242423



EXECUTIVE AGENDA

Monday 11th August 2014 at 1000 hours

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 th July 2014	Previously circulated
5	Recommended Items From Other Standing Committees None.	
6	Bolsover North East Derbyshire LEADER Approach 2014-2020: Administration Support Request* <i>Recommendation on page 9</i>	5-10
7	Compliments, Comments and Complaints Policy <i>Recommendation on page 13</i>	11-33

8	Joint Empty Properties Officer* <i>Recommendation on page 40</i>	34-47
9	Derbyshire Economic Strategy Statement (Jobs, Economy and Transport) <i>Recommendation on page 51</i>	48-95
10	Housing Revenue Account – Capital Projects <i>Recommendation on page 97</i>	96-99
11	Use of Communal Building at Park View, Barlborough <i>Recommendations on pages 101-102</i>	100-102
12	Victoria House - Heating <i>To Follow</i>	
13	Strategic Alliance Annual Report 2013/14 <i>Recommendations on page 108</i>	107-122
14	Members' ICT Charter <i>Recommendations on page 123</i>	123-126
15	Budget Monitoring Report, Quarter 1 – April to June 2014 <i>Recommendations on pages 131-132</i>	127-138
16	Funding Support: Derbyshire Law Centre <i>To Follow</i>	

PART 2 – EXEMPT ITEMS

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

Paragraph 3

17	Garage Site at 50 West Street, Creswell <i>Recommendations on page 141</i>	139-143
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* Denotes Key Decision



The Arc
High Street
Clowne
Derbyshire
S43 4JY

EXECUTIVE

11 AUGUST 2014

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

Further Notice of Intention to Conduct Business in Private

The following item will be considered in private at the above meeting:

Garage Site at 50 West Street, Creswell

This is to avoid the disclosure to the public of information affecting the Council's business or financial affairs.

No representations have been received requiring this item to be heard in public.

W. Lumley BSc, FCCA,
Chief Executive Officer
1 August 2014

Bolsover Derbyshire District Council

Executive

11 August 2014

Bolsover North East Derbyshire LEADER Approach 2014-2020: Administration Support Request

Report of Cllr A Tomlinson, Deputy Leader

This report is public

Purpose of the Report

- To request the financial contribution of Bolsover District Council towards the administration of the 2014-2020 Bolsover North East Derbyshire (BNED) LEADER Approach.

1 Report Details

- 1.1 The BNED LEADER Approach operated 2008 to December 2013, targeting development of the rural economy in Bolsover and North East Derbyshire. As part of the Rural Development Programme for England (RDPE), overseen by the Department of Environment, Food and Rural Affairs (DEFRA), LEADER primarily focused grants to the private sector to assist with farm diversification, supporting and creating micro-enterprises, tourism activities, rural heritage and culture and the provision of training and information. Grants were also open to the public and third sector. An evaluation of the programme can be found on the BNED LEADER Approach website, at www.bned-leader.co.uk/evaluation/.
- 1.2 The accountable body for BNED LEADER is North Eastern Derbyshire Business Developments (NEDBD) Limited, a public-private partnership company limited by guarantee which operates in Bolsover, North East Derbyshire and Chesterfield, and whose members are the three district councils, the County Council, Chamber of Commerce and Trades Union Council. Operationally, the BNED LEADER Local Action Group (LAG), a public-private group which again includes the district councils as well as other partner agencies oversee the strategic direction of the programme. The Deputy Leader is the Council's representative on the LAG.
- 1.3 In summary, £1,904,092.34 was allocated to 32 projects across the two districts, which directly created 75 jobs, supported/created 30 businesses and supported 54 tourism events which attracted over 70,000 visitors to the area. Recognised as one of the top performing LEADER Programmes nationally by DEFRA's independent evaluators, the programme achieved a social return on investment ratio of 16.91:1 (£16.91 of added value for each LEADER £1 spent) and generated in excess of £4.5m additional private sector investment into the area. Although still early since the end of the programme, the activity has helped to increase the National Non-Domestic Rates (NNDR) generated in Bolsover by a further £20,425 per annum. Future projects and reviews by Valuations Office could see this increase further.

- 1.4 In addition to the project monies, DEFRA provided £354,000 towards the administration of the grants, which was delivered by 2.5FTE LEADER Officers employed until December 2013. Support was also provided by the NEDDC Strategic Partnership Co-ordinator in their role as Executive Officer of NEDBD Ltd, who worked a day per week on the programme. To cover the full administration costs, both the Council (via Working Neighbourhood Funds) and North East Derbyshire District Council (via Local Authority Business Growth Initiative funding) provided £66,000 over the lifetime of the project, with English Heritage providing a £1,000 contribution.
- 1.5 The 2008-2013 LEADER programme ended in December 2013, with the two (1.5FTE) Monitoring & Support Officers posts made redundant. The Programme Officer was retained during the 2014 Transition Period, funded by DEFRA, to focus on the development of the Local Development Strategy (LDS) for a potential 2014-2020 programme, which has to be applied for. Due to European Commission delays, the programme will not start until 1st January 2015; the new LDS has to be submitted by 5th September 2014, with the outcome notified in November 2014.
- 1.6 DEFRA has advised that there will be an increase in the number of LAGs across the country from 64 to up to 70. This means that the national LEADER allocation will be distributed more widely; BNED LEADER has been advised that the funding it will be allocated will be within the range of £1,321,000 to £1,617,000, which will include the administration budget, with up to 18% allowed for this element.
- 1.7 In light of the reduced budget, it is believed that the programme can be delivered as in the previous programme, but without the 1.0FTE Monitoring & Support Officer. This would leave 1.0FTE Programme Officer, 0.5FTE Monitoring & Support Officer and 0.2FTE Strategic Partnership Co-ordinator. This is the minimum which can be delivered whilst adhering to DEFRA's "separation of duties" rules, which means that project development, monitoring and payment must all be processed by separate individuals. To help provide office administration support and allow the delivery team to focus on their technical duties, the NEDDC Partnerships Support Officer will extend their working time by 8 hours per week. NEDDC would remain employing body for the BNED LEADER staff.
- 1.8 Calculations of administrative costs required for 2014-2020 have been based upon receipt of the lowest figure within the range provided by DEFRA, to ensure the budget is available. To assist reduce costs, the following actions have been agreed:
- DEFRA have advised that LEADER programmes can be shortened within the six year timescale and the LAG have agreed to do this if required, in order to reduce the need for a Monitoring & Support Officer in years 5 and 6 of the programme. Realistically this can only be shorted to a minimum of four years in order to fulfil DEFRA's monitoring requirements. The longer the officer is in place, the more flexible the project delivery can be, as the programme is reliant upon private sector applications coming forward which have confirmed match funding in place. It will not be immediately known whether demand from applicants will allow for this reduction in the scheme; however, the length of contract for the Monitoring and Support Officer will reflect the potential operational end in year 4.
 - NEDDC have offered the cost of the Strategic Partnership Co-ordinator as a pro-rata in-kind contribution, up to a maximum of 100%, with all office costs remaining in-kind. The total for this support is approximately £14,000 per annum.

- A residual £10,000 held by NEDBD Ltd from the previous LEADER programme will be used to subsidise costs. The remaining 2008-2014 LEADER monies held in NEDBD will be retained to cover audit and accountancy costs and maintain a ring-fenced redundancy budget for the LEADER staff, should this be required.

Despite these measures, current forecasts suggest a cash shortfall of £12,146 per annum for six years (totalling £72,874).

- 1.9 Due to the £1,321,000 to £1,617,000 range provided by DEFRA, this shortfall is envisaged to be a maximum level. The greater the allocation from DEFRA, the lower the likely required funding supplement from the Council. The table below shows the difficulty in forecasting the required contribution due to the range of parameters, which alter significantly:

	Required BDC Support if Lowest Possible Allocation received £1,321,000	Required BDC Support if Indicative Median Allocation received £1,469,000	Required BDC Support if Highest Possible Allocation received £1,617,000
With Monitoring & Support Officer for 6 years	£12,146	£9,168	£6,948
With Monitoring & Support Officer for 4 years	£9,171	£6,950	£4,731

All costs are based upon an equitable contribution against the NEDDC in-kind staff contribution.

- 1.10 DEFRA will only confirm any BNED programme allocation in November 2014 however, and confirmed budgets are required to inform the Local Development Strategy for its 5th September deadline. Bolsover District Council is therefore asked to approve an indicative financial contribution towards the administration of the Bolsover North East Derbyshire (BNED) LEADER Approach to a maximum of £12,000 per annum between January 2015 and December 2020, to a maximum total of £72,000. Upon DEFRA's anticipated announcement of the final LDS allocation in November 2014, the Council will be advised of the confirmed level of funding required. Although there is cause to be optimistic that the allocation will be higher, based upon the nationally recognised success of the previous programme, this cannot be taken for granted.

2 Conclusions and Reasons for Recommendation

- 2.1 Experience of delivering the 2008-2013 programme highlights the need to retain a dedicated delivery team responsible for the promotion, project development, monitoring, representation and administration of the scheme. Although the staffing resources dedicated to LEADER delivery has been reduced compared to the previous programme, a core capacity is needed for 2014-2020 at a cost which exceeds the 18% limit set by DEFRA from the total programme costs.
- 2.2 The BDC financial contribution would ensure a balanced administrative budget, and match the NEDDC in-kind contribution of the Strategic Partnership Co-ordinator.

3 Consultation and Equality Impact

- 3.1 The BNED LEADER LAG which met on 26th June 2014 felt that although their ambition is to allocate as much of the programme funding as possible to projects, this should not be to the detriment of ensuring that there was an appropriately resourced, dedicated delivery team. The LAG felt that prudence directed that the administrative budget should be based on the lowest funding allocation, with up to 18% of the total funds used for administration should it be required.
- 3.2 The issue does not necessitate the undertaking of an Equality Impact Assessment.

4 Alternative Options and Reasons for Rejection

- 4.1 Considerations of in-kind support for the Monitoring and Support Officer from existing BDC and NEDDC and staff have been made. Experience of the demands for the officer time and technical focus makes such an arrangement impractical, particularly as colleagues are already asked to provide time in-kind to complete the project appraisals received by the programme.
- 4.2 It is believed that a dedicated officer focused on Bolsover and North East Derbyshire, based with the LEADER Team, allows for good customer service, consistency and flexibility in delivery. Therefore the option to share an officer with the Peak District LAG or buy in their services has been rejected, particularly as a cash contribution from the Council would still be required.
- 4.3 The Programme Officer is contracted to 31st December 2014 under the LEADER Transition arrangements. Although this provides the opportunity to reconfigure the budget with reduced hours for this officer within the new programme, or implement a total restructure, this option would create significant risk to future programme delivery, as there would be no front-line officers with the experience to deliver the programme from 1st January 2015 and would remove the well established working relationships with DEFRA and local stakeholders. Experience of the 2008-13 programme highlighted the difficulties of starting with a full complement of inexperienced staff and the need to maintain momentum negates this option.
- 4.4 Finances dictate that having 1.5FTE Monitoring & Support Officers as with the 2008-13 programme is inappropriate; the ability to purchase some spare capacity of the NEDDC Partnership Support Officer by extending their working week helps to provide administrative and technical support and maintain an office presence for received enquiries at a much lower cost, whilst the delivery team are out developing and monitoring the programme.
- 4.5 The Council could provide the requested amount of £12,000 no matter the final DEFRA allocation. Although the benefit to the scheme would be the ability to allocate more funding to projects rather than administration and management, with the expectation of increasing job creation and future business rates which may provide greater long term benefits for the Council and its communities, current budgetary pressures render this option unrealistic.

5 **Implications**

5.1 **Finance and Risk Implications**

The Council is asked to approve a maximum of £12,000 per annum. This figure will reduce significantly based on the following factors:

- More than the lowest possible allocation in funding being provided by DEFRA, which will increase eligibility for administrative funding (this will be known in November 2014);
- Whether the programme can be reduced in timescale from six to four years, therefore reducing the necessity to employ a monitoring officer for the final two years of the programme (this is dependent upon receipt of applications of sufficient quality being received in the first three years of the programme, and whether additional programme monies are allocated in the future by DEFRA, as experienced in the last BNED LEADER Programme).

It is proposed, as with the 2008-2014 programme, that the BDC monies are held by NEDBD Ltd. To manage risk, this arrangement will again be overseen with a Service Level Agreement and all payments being made on an evidence-only basis. Departmental finances for the LEADER Team will be managed on the BDC/NEDDC Civica system and dedicated spreadsheets, overseen by the NEDDC Strategic Partnership Co-ordinator, who will report to the BNED LAG (which includes the BDC Deputy Leader) and BDC Executive as appropriate.

5.2 **Legal Implications including Data Protection**

There are no legal implications. The funding will be overseen with a Service Level Agreement between the Council and NEDBD Ltd.

5.3 **Human Resources Implications**

NEDDC bear the Human Resources implications for the BNED LEADER staffing, recruitment and line management. A BDC representative will be included in the recruitment process for the vacant 0.5FTE Monitoring & Support Officer.

6 **Recommendations**

6.1 That Bolsover District Council approves an indicative financial contribution towards the administration of the Bolsover North East Derbyshire (BNED) LEADER Approach to a maximum of £12,000 per annum between January 2015 and December 2020, to a maximum total of £72,000, for the purposes of including within the Local Development Strategy the Council's financial commitment and submitting the Strategy by the 5th September 2014 deadline.

6.2 That Bolsover District Council is advised of the confirmed level of funding required upon DEFRA's announcement of the final allocation, expected November 2014.

7 **Decision Information**

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to	Yes
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the Council of £50,000 or more or which has a significant impact on two or more District wards)	
District Wards Affected	All except Shirebrook East Ward Shirebrook Langwith Ward and South Normanton East Ward and parts of Bolsover South Ward, Bolsover West Ward and Bolsover North West Ward.
Links to Corporate Plan priorities or Policy Framework	Corporate Plan: Develop vibrant town centres and rural communities; Maximise employment Opportunities. Growth Strategy, Strategic Priority 1: Supporting Enterprise: maintaining and growing the business base

8 Document Information

Appendix No	Title
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Steve Lee, Strategic Partnership Co-ordinator, North East Derbyshire District Council	01246 21(7512)

Report Reference –

Bolsover District Council

Executive

11th August 2014

Compliments, Comments and Complaints Policy

Report of Councillor R Bowler, Cabinet Member for Customer Services

This report is public.

Purpose of the Report

- To approve the revised Compliments, Comments and Complaints Policy.
- To meet legal requirements and national guidance.

1 Report Details

The policy sets out the intentions of both Bolsover District Council and North East Derbyshire District Council in the management of compliments, comments and complaints. Both Councils recognise the importance of management of feedback from customers contributing to the continual improvement of the authorities.

The existing policies and procedures have been reviewed to ensure that both Councils manage this function in line with the Local Government Act 1974 and guidance set out by the Local Government Ombudsman, the Housing Ombudsman, and the Joint Lean Review (August 2013). In addition the most recent complaints handling model from the Scottish Public Services Ombudsman was also taken into consideration. No British model is now available.

The decision to develop a joint policy was made to enable Officers working across both Councils to be able to do so within one set of standards and criteria, which will ensure a consistent approach for customers of both Councils. This has been welcomed by joint officers. The policy is largely an internal document which sets out what we need to do ensure compliance.

The effectiveness of the policy and its application will be reviewed through internal and external satisfaction surveys and reported to the appropriate Officer and Elected Member groups. It is intended to carry out an internal satisfaction survey after twelve months of the operation of the policy and biennially thereafter. External satisfaction surveys are sent to each customer at the end of the complaint process.

Bolsover District Council has Customer Service Excellence accreditation and the robust management of complaints corporately forms part of the accreditation.

A joint procedure has been produced to support this policy. This will form the basis of the training and development for managers and employees.

The adoption of the policy will rescind the existing Compliments, Comments and Complaints Policy and Procedure at Bolsover District Council.

The policy has gained approval from the Strategic Alliance Joint Committee.

2 Conclusions and Reasons for Recommendation

The policy meets amended external drivers and compliance requirements. As such it is essential that it is put in place as soon as practicable.

Tailored training will be delivered to officers dealing with compliments, comments and complaints and more widely to all new appointees to both Councils within the mandatory Customer Services training.

3 Consultation and Equality Impact

The policy has been developed by a number of officers in the Customer Service and Improvement Department to ensure that it is fit for purpose. Initial consultation with some key officers has also fed into the review of the policy. Consultation has also taken place with officers and members on Improvement Group.

External consultation and an Equality Impact Assessment on the policy are not necessary as it is legislation and national guidance led. However the policy recognises equality requirements and an Equality Impact Assessment has been carried out on the supporting procedure to ensure that there are no barriers to the service and support is given to those customers who require it. Bolsover District Council's Equality Panel has been consulted with and they are happy that there are no adverse impacts to any protected group.

4 Alternative Options and Reasons for Rejection

In preparing the policy consideration has been given to how best the required actions can be achieved within existing resources.

5 Implication

5.1 Finance and Risk Implications

The policy is a review of both Councils' existing Compliments, Comments and Complaints Policies and Procedures; however both Councils are at risk of recommendations or decisions by the Local Government Ombudsman and the Housing Ombudsman if complaints are not handled well.

In cases of maladministration, financial penalties can be imposed by the Local Government Ombudsman, the Housing Ombudsman.

In the case of complaints about Freedom of Information, Data Protection and Environmental Information requests, the Information Commissioner's Office can issue decision notices and impose significant fines.

5.2 Legal Implications including Data Protection

The policy allows compliance with the Local Government Act 1974 and guidance set out by the Local Government Ombudsman and the Housing Ombudsman. It is also in line with the requirements of the Data Protection Act 1998, Freedom of Information Act 2000 and Environmental Information Regulations 2004.

5.3 **Human Resources Implications**

Once approved the policy and supporting documentation will be made available on the intranet and briefings will be provided to managers and those departmental contacts dealing with compliments, comments and complaints.

6 **Recommendations**

- That Executive notes the need for harmonisation of the Compliments, Comments and Complaints Policy between the Strategic Alliance.
- That Executive approves the Compliments, Comments and Complaints Policy for adoption.

7 **Decision Information**

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	N/a
Links to Corporate Plan priorities or Policy Framework	Customer Focused Services, Strategic Organisational Development – BDC

8 **Document Information**

Appendix No	Title
1	Compliments, Comments and Complaints Policy
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
As detailed in the policy	
Report Author	Contact Number
Assistant Director – Customer Service and Improvement	BDC – 2343

Compliments, Comments and Complaints Policy

April 2014

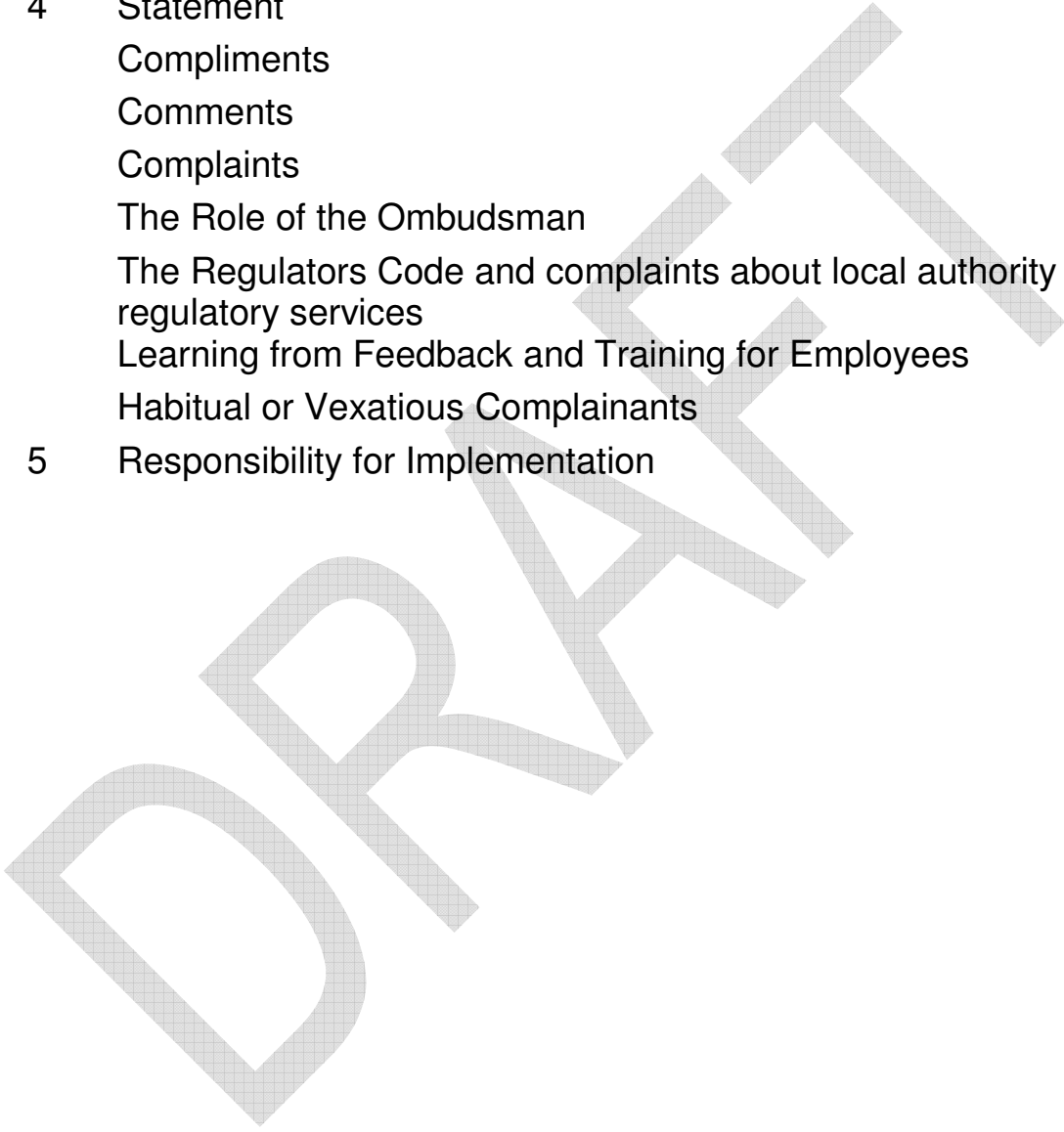
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CONTROL SHEET FOR Compliments, Comments and Complaints Policy

Policy Details	Comments / Confirmation (To be updated as the document progresses)
Policy title	Compliments, Comments and Complaints Policy
Current status – i.e. first draft, version 2 or final version	Second draft
Policy author	Support Officer (BDC)/ Customer Service Manager (NEDDC)
Location of policy – i.e. L-drive, shared drive	Internet and Intranet
Member route for approval	Executive (BDC)/ Cabinet (NEDDC)
Cabinet Member (if applicable)	Portfolio Holder for Customer Services (BDC)/ Cabinet Member for Customer Services (NEDDC)
Equality Impact Assessment approval date	To be carried out on the procedure, the policy has been reviewed to comply with legislation
Partnership involvement (if applicable)	
Final policy approval route i.e. Executive/ Council /Planning Committee	Executive (BDC)/ Cabinet (NEDDC)
Date policy approved	
Date policy due for review (maximum three years)	March 2017
Date policy forwarded to Strategy and Performance (to include on Intranet and	

Contents Page

1	Introduction	4
2	Scope	5
3	Principles of the Policy	6
4	Statement	8
	Compliments	8
	Comments	8
	Complaints	9
	The Role of the Ombudsman	13
	The Regulators Code and complaints about local authority regulatory services	14
	Learning from Feedback and Training for Employees	15
	Habitual or Vexatious Complainants	16
5	Responsibility for Implementation	19



1. Introduction

1.1 This policy reflects the Councils' commitment to valuing compliments, comments and complaints. It seeks to resolve customer dissatisfaction as close as possible to the point of service delivery and to conduct thorough, impartial and fair investigations of customer complaints so that, where appropriate, we can make evidence-based decisions on the facts of the case.

1.2 This policy is intended to represent a practical means by which the Councils can demonstrate its determination to manage the compliments, comments and complaints process effectively for the benefit of the customer and both Bolsover District Council (BDC) and North East Derbyshire District Council (NEDDC), hereafter referred to as 'the Councils'.

1.3 The decision to develop a joint policy was made to enable Officers working across both Councils to be able to do so within one set of standards and criteria, which will ensure a consistent approach for customers of the Councils, in line with the principles of the Strategic Alliance which aims to share expertise and deliver savings.

1.4 It is important that the policy is 'owned' by Elected Members as their role as leaders in the community brings them into frequent contact with residents who make compliments, comments and complaints to the Councils.

1.5 The policy determines a standardised and centralised approach to handling complaints which aims to help us 'get it right first time', which demonstrates a clear escalation process and ensures that complaints are investigated by Officers other than those involved in the original complaint, avoiding any conflicts of interest. We want quicker, simpler and more streamlined compliments, comments and complaints handling process with local, early resolution by capable, well-trained Officers, which is managed by the Customer Service and Improvement Department.

1.6 This policy sets out the framework for handling compliments, comments and complaints that:

- Sets out a definition for compliments, comments and complaints that can be clearly communicated to both customers and employees.
- Establishes clear minimum service standards that are capable of being monitored and reported.
- Is responsive to the needs of our customers.
- Is transparent and easy to understand for both employees and customers.
- Reflects best practice.
- Helps the Councils to learn from customer feedback to improve services.

It does not include the operational aspects for handling compliments, comments and complaints, this will be covered in the supporting procedures.

2. Scope

2.1 This policy applies to all Council employees.

2.2 The policy applies to all customers of the Councils, with the exception of:

BCN Building Control Consultancy (both Councils) and Chesterfield Borough Council.
Audit (both Councils) and Chesterfield Borough Council.
Rykneld Housing, North East Derbyshire District Council.

These organisations operate their own complaints policies and procedures.

Organisations contracted to provide any services, for example waste services, debt collection services, emergency repairs services etc., on behalf of the Councils will be required to comply with this policy. This includes recording and responding to complaints, providing Council Officers with information as requested and providing assistance in connection with further investigations as appropriate. It will be the responsibility of each Manager to ensure that this is agreed as part of contractual arrangements and included in the contract.

Certain types of complaints fall outside the scope of this policy, these are listed under section 4.8.

3. Principles of the Policy

Definitions

3.1 For the purpose of this policy the following definitions will be used:

A **compliment** is an expression of satisfaction concerning a function or service provided by the Council.

A **comment** is a suggestion or idea about how a function or service provided by the Council could be improved.

A **complaint** is any expression of dissatisfaction, by one or more members of the public about the organisation's action or lack of action, or about the standard of service provided by or on behalf of the organisation, that needs a response.

3.2 Anyone who receives, requests or is affected by our services can make a compliment, comment or complaint. If a customer is unable or reluctant to make a complaint on their own, we will accept complaints brought by third parties as long as the customer has given their express personal consent.

3.3 The Councils' approach to receiving compliments, comments and complaints is designed to be as inclusive as possible. Although the policy has been developed to meet our statutory requirements, an Equality Impact Assessment has been carried out on the procedure, to ensure there are no barriers for anyone making a compliment, comment or complaint because of race, colour, ethnicity or national origins, religion and belief, gender, sexual orientation or marital status and disability or age. Customers who do not have English as a first language may need help with interpretation and translation services, and other customers may have specific needs that we will seek to address to ensure easy access to the procedure. We will make reasonable adjustments to our service and provide appropriate support to those customers who require it, including providing a response to customers in the format they require, for instance, large print, audio recordings etc.

3.4 Complaints give us valuable information we can use to improve customer satisfaction. Our complaints handling procedure will enable us to address a customer's dissatisfaction and may also prevent the same problems that led to the complaint from happening again. For our staff, compliments, comments and complaints provide a first-hand account of the customer's views and experience, and can highlight concerns we may otherwise miss. Handled well, complaints can give our customers a form of redress when things go wrong, and can also help us continuously improve our services.

3.5 Front line employees play a crucial role in resolving complaints early and creates better customer relations. Sorting them out as close to the point of service delivery as possible means we can deal with them locally and quickly, so they are less likely to escalate to the next stage of the procedure. Complaints that we do not resolve swiftly can greatly add to our workload.

3.6 The procedure supporting this policy will ensure that the Councils are able to gain meaningful information from the analysis of issues raised through compliments, comments and complaints. Information for monitoring purposes will be monitored and reported to the appropriate Officer and Elected Member groups and customers on a regular basis.

3.7 The effectiveness of the policy and its application will be reviewed through internal and external satisfaction surveys and reported to the appropriate Officer and Elected Member groups. Liaison with other local authorities and the Ombudsman Services will help ensure that current best practice continues to be reflected within the policy and supporting procedures.

DRAFT

4. Statement

FRAMEWORK FOR MANAGING COMPLIMENTS, COMMENTS AND COMPLAINTS

A form has been developed to capture compliments, comments and complaints, although they can also be submitted by other means.

COMPLIMENTS

A **compliment** is an expression of satisfaction concerning a function or service provided by the Council.

In addition to the form, customers may also make their compliment verbally or in writing by letter, e-mail or social media.

4.1 A central record of written compliments will be maintained by the Customer Service and Improvement Department for monitoring purposes.

4.2 Whilst pleasing to receive, compliments will not receive an acknowledgement in writing. An electronic copy of the compliment will be forwarded by the Customer Service and Improvement Department to the relevant departmental contact for their information and use, for example, team meetings, appraisals, service planning.

4.3 Information on written compliments will be reported on a regular basis for monitoring and review purposes.

The compliments handling process

Compliment	
Description	Satisfaction concerning a function or service provided by the Council verbally or in writing
Who by	A customer to any member of staff or Elected Member
Action	To be passed to the Customer Service and Improvement Department for administration, monitoring and reporting purposes

COMMENTS

A **comment** is a suggestion or idea about how a function or service provided by the Council could be improved.

In addition to the form, customers may also make their comment in writing, by letter, e-mail or social media.

4.4 A central record of written comments will be maintained by the Customer Service and Improvement Department for monitoring purposes.

4.5 An electronic copy of the comment will be forwarded by the Customer Service and Improvement Department to the relevant departmental contact for their information and use, for example, team meetings, appraisals, service planning.

4.6 All written comments will receive a written acknowledgement within three working days thanking the customer and advising that their suggestion has been forwarded to the relevant department for their information and consideration. The department may choose to contact the customer further with feedback, if appropriate.

4.7 Information on written comments will be reported on a regular basis for monitoring and review purposes.

The comments handling process

Comment	
Description	A suggestion or idea about how a function or service provided by the Council could be improved
Who by	A customer to any member of staff
Action	To be passed to the Customer Service and Improvement Department for administration, monitoring and reporting purposes

COMPLAINTS

A **complaint** is any expression of dissatisfaction, by one or more members of the public about the organisation's action or lack of action, or about the standard of service provided by or on behalf of the organisation, that needs a response.

In addition to the form, customers may make their complaint in writing, by letter or email. Customers wishing to make a complaint via social media will be signposted to the electronic complaint form, as complaints received via social media have historically been unstructured and may contain too little detail to enable them to be processed.

A complaint may relate to:

- Failure to provide a service
- Inadequate standard of service
- Treatment by or attitude of a member of staff
- Disagreement with the way a decision has been administered, though not the decision itself, where the customer cannot use another procedure (for example an appeal) to resolve the matter
- The organisation's failure to follow the appropriate administrative process.

4.8 Certain types of complaint fall outside of the scope of this policy and need to be dealt with through other mechanisms, these include:

(1) Grievances by existing, or former, employees about their employment. These need to be referred to the Human Resources Department to consider under their policies and procedures.

(2) Issues for which statutory appeal bodies or tribunals have been established, for example, The Appeals Service (for Benefit appeals), The Planning Inspectorate (for Planning appeals).

(3) Complaints which amount to a disagreement with the Council about its decision rather than the way the decision has been administered (e.g. the level of the Council Tax, allocating council properties in accordance with its policy).

(4) Complaints regarding a decision made by the Council when exercising its regulatory powers (e.g. licensing, serving notices) or undertaking its statutory duties (e.g. making a decision on a homelessness claim) unless the complaint relates to the way the matter has been administered.

(5) Matters, which are or could reasonably be expected to be the subject of court or tribunal proceedings.

(6) Complaints which amount to a disagreement with or refusal to accept a rule of law which the Council is applying.

(7) Complaints about Elected Member's conduct. These are handled by the Monitoring Officer.

(8) Complaints which amount to a request for service e.g. noise nuisance unless it relates to how the Council is administering the request for service.

(9) Complaints which constitute an allegation of fraud and/or corruption will need to be dealt with under Whistle Blowers Policy.

(10) Complaints which constitute a racist incident will need to be dealt with under the procedures covering the reporting of racial incidents.

(11) Complaints naming officers need to be assessed by the Customer Service and Improvement Department for action and may be directed to the Human Resources Department to consider whether they need to be dealt with under their procedures or dealt with within the complaints procedure.

(12) Dissatisfaction with the organisation's policy. Although both Councils recognise that service users make complaints that are disagreements with local or national policies, these will be dealt with as 'comments'.

(13) Complaints which are being or have been dealt with by the Local Government Ombudsman or Housing Ombudsman.

(14) Complaints which amount to a petition. Whilst both Councils welcome petitions, these are handled by the Council's Governance Section under the Councils' Petition Schemes.

4.9 The Council will adopt a three stage complaint process as follows:

Informal – Frontline Resolution within 3 working days
Formal – Investigation within 15 working days
Internal Review – Investigation within 20 working days

Complaints about responses to Freedom of Information requests will be reviewed in line with the Internal Review (Stage three of the complaint process) - **20 working days**.

4.10 The process, managed centrally from the investigation stage onwards by the Customer Service and Improvement Department, will provide a clear complaints system for both customers and employees. As well as providing clarity, it will ensure that all written complaints are handled by one department ensuring a consistent approach to customer service and efficient working practices through the removal of duplication e.g. customer sending in multiple letters regarding the same complaint and/or customer receiving more than one letter from the Council as their complaint related to more than one department.

The complaints handling process

The process aims to provide a quick, simple and streamlined process for resolving complaints early and locally by capable, well-trained staff. It provides three opportunities to resolve complaints internally:

- **frontline resolution**, and
- **investigation – formal and internal review**.

Stage	Stage one Frontline Resolution	Stage two Formal Investigation	Stage three Internal Review	Ombudsman Investigation
	Internal			External
Description	For straightforward issues that are easily resolved, requiring little or no investigation	Written complaint - for issues that have not been resolved at stage one or are complex	Written complaint - for issues that have not been resolved at stage two and require an internal review or for the internal review of Freedom of Information (FOI) responses	Written complaint to Ombudsman - for issues that remain unresolved by the Council
Who by	Any member of staff, Contact Centre or referral to the appropriate point for frontline resolution	By Departmental Managers (and a copy to the Customer Service and Improvement Department to enable random quality checking) or by the Customer Service and Improvement Department in complex or crosscutting cases*.	By the Customer Service and Improvement Department/ Assistant Director and reviewed by a Executive Director or the Chief Executive Officer in complex or crosscutting cases*. FOI internal reviews will be reviewed by the Assistant Director of Customer Service and Improvement	By the Customer Service and Improvement Department on behalf of the Chief Executive Officer
Action	'On the spot' apology, explanation or other action to resolve the complaint quickly within 3 working days	A written response to be sent to the complainant addressing all the issues within the complaint within 15 working days	A written response** to be sent to the complainant addressing all the issues within the complaint within 20 working days	A written response to be sent to the Ombudsman addressing all the issues within the complaint within the Ombudsman's statutory timescale

* In complex or contentious cases, i.e. those which cut across departments, present reputational implications or are high risk, these will be centrally managed and responded to by the Customer Service and Improvement Department and dealt with by the Chief Executive Officer at the Internal Review stage.

** Please note it is **mandatory** for responses to refer customers to the Local Government Ombudsman/ Housing Ombudsman's Service for those wishing to escalate their complaint.

Remedies for a complaint

4.11 There are two important reasons for having an effective complaints system – to provide a remedy and to improve services.

It is important to ascertain early on in the complaints process what outcome the customer is looking for i.e. what would be a suitable remedy. Whilst the proposed remedy may not always be reasonable and/or achievable it ensures that the Council knows early on what would be a satisfactory outcome for the customer. (This is included in the compliments, comments and complaints form).

Remedies can include:

- An apology which would normally be appropriate and adequate, but not in all circumstances. Other remedies will be considered where appropriate in addition to an apology.
- An explanation as to why a situation arose and to help the customer understand.
- An assurance that the same thing will not happen again (and monitored to make sure that it does not).
- Action that can be taken to put things right and where appropriate a change of procedure will be implemented to prevent further difficulties of a similar kind either for the individual customer or for customers generally.
- Financial compensation should always be an option, even though it may only be relevant in a few cases. Financial compensation should not be seen as an alternative to putting things right.

The guiding principle must be that as far as possible the customer is put in the position that he/she would have been in had things not gone wrong.

Customers need to know what remedies to a complaint are available and this is covered generally in publicity material for the compliments, comments and complaints system.

Where a complaint is found to be justified after investigation, at any stage, the process which has caused the complaint needs to be reviewed by the relevant officer.

For Frontline Resolution complaints (stage one) the above remedies except financial compensation could be used singularly or in combination depending on the complaint. It is important that employees handling informal complaints are aware of which remedies to offer and when.

For Formal complaints (stage two) a consideration of appropriate remedies will be requested from the relevant departmental contact as part of the complaint investigation process.

For Internal Review complaints (stage three) a consideration of appropriate remedies will be undertaken by the Assistant Director of Customer Service and Improvement, or representative, with the relevant Assistant Director, or equivalent, with a recommendation to the Chief Executive Officer, or Executive Director, for approval.

Section 92 of the Local Government Act 2000 confirms that councils are empowered to remedy injustice arising from maladministration where the complaint is made only to the council and not to the Local Government Ombudsman.

In cases where the Council's own investigations find maladministration and injustice then a report will be produced for Council and in cases where the Council's own investigations recommend a compensation payment as a remedy to a complaint then a report recommending such action will need to be taken to Council. Any financial recommendations requiring a decision will be made by the Chief Executive Officer under delegated powers following consultation with the Leader, Deputy Leader and Chief Finance Officer up to a maximum of £5,000 per recommendation. A report for information will be presented to Council. For amounts in excess of £5,000 a decision will be required by Council.

The Role of the Ombudsman

4.12 The Local Government Ombudsman (LGO) was created by Part III of the Local Government Act 1974 to provide independent, impartial and prompt investigation and resolution of complaints of injustice caused through maladministration. Both Councils are within the jurisdiction of the Commission for Local Administration, which is also known as the Local Government Ombudsman.

4.13 Additionally, Bolsover District Council is within the jurisdiction of the Housing Ombudsman (HO), which was set up by law on 1st April 2013 and which covers all housing associations and local authorities. The Housing Ombudsman considers complaints about leasehold services, moving to a property (transfer applications that are outside Housing Act 1996 Part 6), rent and service charges, occupancy rights, tenant behaviour and estate management.

4.14 In most cases, before the LGO will investigate a complaint, the Council will be given an opportunity to respond to the complaint in accordance with its procedures. In the case of the HO, they will only investigate a complaint after 12 weeks has elapsed from the end of the Council's procedure, in order to allow a 'designated person' to try to bring about a resolution. Any 'premature' complaints received from either Ombudsman will be handled by the Customer Service and Improvement Department and will commence the process at the formal investigation stage (stage two).

4.15 Customers choosing to make a complaint to either Ombudsman, after going through the Council's complaint process, will be investigated as an 'ordinary' complaint. A copy of the complaint will also be sent to the Monitoring Officer. All correspondence to and from the LGO or HO will be handled by the Customer Service and Performance Department on behalf of the Chief Executive Officer.

4.16 The Ombudsman will notify the Council in writing of its findings when it has concluded its investigation. Any financial recommendations requiring a decision will be made by the Chief Executive Officer under delegated powers following consultation with the Leader, Deputy Leader and Chief Finance Officer up to a maximum of £5,000 per recommendation. A report for information will be presented to Council. For amounts in excess of £5,000 a decision will be required by Council.

4.17 Where the Ombudsman records a decision of maladministration and/or injustice then the necessary arrangements will be made in accordance with the Ombudsman's instructions.

4.18 The Monitoring Officer has a duty to make a statutory report to Council in respect of maladministration where the Ombudsman has investigated and found maladministration and injustice on the part of the authority.

4.19 The definition of 'maladministration' is very wide and can include:

- Delay
- Incorrect action or failure to take any action
- Failure to follow procedures or the law
- Failure to provide information
- Inadequate record-keeping
- Failure to investigate
- Failure to reply
- Misleading or inaccurate statements
- Inadequate liaison
- Inadequate consultation
- Broken promises

4.20 There is no fixed definition of injustice but it can include:

- Hurt feelings, distress, worry, or inconvenience
- Loss of right or amenity
- Not receiving a service
- Financial loss or unnecessary expense
- Time and trouble in pursuing a justified complaint

4.21 In cases of maladministration the Council should try to identify all those affected and offer a suitable remedy. There may be a few cases where identifying others who may have suffered would be such an enormous task that it would affect the Council's day-to-day operation or the Council's ability to put right a failure that was the main cause of the maladministration. In these cases it would be better to improve the service and to stop the maladministration happening again.

4.22 The Council should always consider whether maladministration or failing to meet a standard has caused worry and distress to the service user and whether this needs to be taken into account when deciding on the right remedy. The Council should also provide a remedy if the complaint has been handled in a way that is itself maladministration.

4.23 Supporting procedures will explain fully the operational matters concerning complaints from the Ombudsman.

The Regulators Code and complaints about local authority regulatory services

The new Regulators Code came into force on 6th April 2014. From this date, local authorities and fire authorities will be under a statutory duty to have regard to the Code in developing the principles and policies which guide their regulatory activities.

The Regulators' Code aims to improve the way regulation is delivered at the front line. It sets out a clear framework for transparent and accountable regulatory delivery and establishes clear principles for how local authorities should interact with those they are regulating. The Code is underpinned by the statutory principles of good regulation, which provide that regulatory activities should be carried out in a way which is transparent, accountable, proportionate and consistent and should be targeted only at cases in which action is needed.

The Better Regulation Delivery Office (BRDO) and Local Government Ombudsman are encouraging those delivering local regulatory services and managing corporate complaints to co-operate in ensuring their processes are transparent and easier for businesses.

Guidelines in the Regulators' Code state that:

- Regulators should carry out their activities in a way that supports those they regulate to comply and grow
- Regulators should provide simple and straightforward ways to engage with those they regulate and hear their views
- Regulators should base their regulatory activities on risk
- Regulators should share information about compliance and risk
- Regulators should ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply
- Regulators should ensure that their approach to their regulatory activities is transparent

Anonymous Complaints

4.24 Some customers may elect to remain anonymous when reporting complaints. For verbal complaint reporting (Frontline Resolution – Stage one) the employee dealing with the telephone call or face-to-face contact needs to explain the restrictions this may cause in trying to resolve the matter as we will be unable to provide feedback or request further information at a later date.

4.25 Anonymous complaints received in writing (Formal - Stage two) will be managed centrally by the Customer Service and Improvement Department and sent to the Departmental contact to administer.

Learning from Feedback and Training for Employees

4.26 It is important that customers and other stakeholders are aware of the compliments, comments and complaints process and how to use it. Senior management will review the information gathered from complaints regularly and consider whether our services could be improved or internal policies and procedures updated.

We will:

- Use complaints data to identify the root cause of complaints
- Take action to reduce the risk of recurrence
- Record the details of corrective action in the complaints file, and
- Review complaints performance reports to improve service delivery.

Where we have identified the need for service improvement:

- The action needed to improve services must be authorised
- An officer should be designated the 'owner' of the issue, with responsibility for ensuring the action is taken
- A target date will be set for the action to be taken
- The designated individual must follow up to ensure that the action is taken within the agreed timescale
- Performance in the service area should be monitored to ensure that the issue has been resolved
- We will ensure that staff learn from complaints.

4.27 Publicity and complaints performance information

- Poster for display in Council buildings
- Compliments, comments and complaints forms
- Council's publication

- Information on the Council's website
- Information in service booklets.

We will also report on our performance in handling complaints regularly and publish this information on the Council's website.

4.28 It is also essential that the Council knows whether the compliments, comments and complaints system, especially the complaints element, is working. The Customer Service and Improvement Department will undertake customer satisfaction surveys to establish the level of satisfaction.

It is also important that employees receive training regarding the procedure and ongoing training and development is available. Some people will need more support and employees will need to offer assistance in accordance with the Customer Service – Code of Practice and Standards.

Maintaining confidentiality is important in complaints handling. It includes maintaining the customer's confidentiality and explaining to them the importance of confidentiality generally. We must always bear in mind Data Protection legislation, as well as internal policies on confidentiality and the use of customers' information.

Habitual or Vexatious Complainants

4.29 For the purpose of this policy the following definition will be used:

The repeated and/or obsessive pursuit of

- Unreasonable complaints and/or unrealistic outcomes
- Reasonable complaints in an unreasonable manner.

Where complaints have been identified as habitual or vexatious in accordance with the criteria below, the Assistant Director of Customer Service and Improvement, following discussions with relevant Assistant Director, will take a report to the Strategic Alliance Management Team (SAMT) to seek agreement to treat the complainant as a habitual or vexatious complainant and for an appropriate course of action to be taken for an appropriate length of time, usually twelve months but this is not prescriptive, before being reviewed. Operational aspects for handling habitual or vexatious complainants will be covered in the supporting procedures.

Where individuals, or individuals acting on behalf of another individual or group, are submitting multiple or lengthy requests for information or complaints in relation to the same subject matter to the Council or across both Councils, the Assistant Director of Customer Service and Improvement or representative will have the option to take a report to SAMT using the evidence collated from all the individuals involved, in order to prevent duplicating or prolonging the evidence gathering process.

The Assistant Director of Customer Service and Improvement or representative will notify complainants, in writing, of the reasons why their complaint has been treated as habitual or vexatious and the action that will be taken.

Senior Managers will need to inform and seek advice from the Customer Service and Improvement Department regarding potential habitual or vexatious complaints, which have not progressed on to the formal stage (stage two) of the complaints process and as such fall outside the control of, and therefore knowledge of, the Customer Service and Improvement Department.

Once a complainant has been determined to be habitual or vexatious, their status will be kept under review and monitored by the Customer Service and Improvement Department with reports being taken to SAMT as required. If a complainant subsequently demonstrates a more reasonable approach then their status will be reviewed.

Our experience has shown that the behaviour of some customers considered vexatious can fluctuate greatly. Following any SAMT decision that has determined a customer as habitual or vexatious SAMT may confer delegated powers to the Assistant Director – Customer Service and Improvement in cases to amend the conditions in the interest of the service where prompt action may be required at short notice. In such cases the Assistant Director – Customer Service and Improvement will put monitoring measures in place and make a decision in line with this policy.

Criteria for Determining Habitual or Vexatious Complainants

Complainants or anyone deemed to be acting on their behalf may be considered to be vexatious or persistent if one or more of the following applies where previous or current contact with them shows that they meet two or more of the following criteria:

Where complainants are:

- Refusing to specify the grounds of a complaint, despite offers of assistance.
- Refusing to co-operate with the complaints investigation process.
- Refusing to accept that certain issues are not within the scope of a complaints procedure.
- Insisting on the complaint being dealt with in ways which are incompatible with the adopted complaints procedure or with good practice.
- Making unjustified complaints about staff who are trying to deal with the issues, and seeking to have them replaced.
- Changing the basis of the complaint as the investigation proceeds.
- Denying or changing statements made at an earlier stage.
- Introducing trivial or irrelevant new information at a late stage.
- Raising numerous, detailed but unimportant questions; insisting that they are answered.
- Acting individually or on behalf of a group, submitting numerous or lengthy requests for information or complaints in relation to the same subject or where the Council has received similar complaints or requests for information from the complainant themselves previously on the same issue.
- Covertly recording meetings and conversations.
- Submitting falsified documents from themselves or others.
- Adopting a 'scatter gun' approach, pursuing parallel complaints on the same issue with a variety of other organisations.
- Making excessive demands on the time and resources of staff with lengthy telephone calls, emails to numerous council staff, or detailed letters every few days, and expecting immediate responses.
- Submitting repeat complaints with minor additions/variations that the complainant insists make these 'new' complaints.
- Refusing to accept the decision, repeatedly arguing points with no new evidence.
- Harassing verbally or otherwise seeking to intimidate employees dealing with their complaint, including the use of foul, abusive or racist language, which will be reported to the appropriate authority.

- Threatening or using physical violence towards employees. The Employee Protection Policy (available on the Councils' Intranet) provides guidance and procedures on how to report such incidents.
- Insisting on pursuing unjustified complaints and/or unrealistic outcomes to legitimate complaints or taking actions that are out of proportion to the nature of the complaint, even when the complaints procedure has been exhausted.
- Demonstrating behaviour which has a significant and disproportionate adverse effect on the Councils resources.

The Habitual/ Vexatious complaints handling process

Options for Dealing with Habitual or Vexatious Complainants

The options below can be used singularly or in combination depending on the circumstances of the case and whether the complaint process is ongoing or completed.

1. A letter to the complainant setting out responsibilities for the parties involved if the Council is to continue processing the complaint. If terms are contravened, consideration will then be given to implementing other action as indicated below.
2. Decline contact with the complainant, either in person, by telephone, by fax, by letter, by e-mail or any combination of these, provided that one form of contact is maintained. This may also mean that only one named officer will be nominated to maintain contact (and a named deputy in their absence). The complainant will be notified of this person.
3. Notify the complainant, in writing, that the Council has responded fully to the points raised and has tried to resolve the complaint but there is nothing more to add and continuing contact on the matter will serve no useful purpose. The complainant will also be notified that the correspondence is at an end, advising the complainant that they are being treated as a habitual or vexatious complainant and as such the Council does not intend to engage in further correspondence dealing with the complaint.
4. Inform the complainant that in extreme circumstances the Council **will** seek legal advice on habitual or vexatious complaints and this may lead to legal action being taken against the complainant as the Council has a duty to protect both the Council's reputation and its' employees.
5. Temporarily suspend all contact with the complainant, in connection with the issues relating to the complaint being considered habitual and/or vexatious, while seeking advice or guidance from its solicitor or other relevant agencies, such as the Local Government Ombudsman or External Auditor.
6. In cases of threats of verbal or physical abuse, recommend the complainant is added to the Employee Protection Register.

Habitual/ Vexatious complaint	
Description	Multiple complaints or requests for information about the same* issue (s) which have previously been investigated or answered fully
Who by	A customer to any member of staff
Action	To be passed to the Customer Service and Improvement Department for administration, monitoring and reporting purposes

***Please note:** Care must be taken, however, not to disregard new issues which are significantly different from the original complaint as they need to be addressed as separate complaints.

5. Responsibility for Implementation

The Assistant Director of Customer Service and Improvement

The Assistant Director of Customer Service and Improvement will oversee the implementation of this policy on behalf of the Chief Executive Officer who has overall responsibility for the policy. The Assistant Director of Customer Service and Improvement, with support from other team members is responsible for establishing systems and procedures that support the implementation of this policy and for managing the compliments, comments and complaints system.

The Assistant Director – Customer Service and Improvement will in some cases, where it is considered by SAMT be given delegated powers to amend conditions associated with 'vexatiousness' if it is in the interest of the service and where prompt action may be required at short notice.

The Chief Executive Officer and Executive Directors/ Assistant Directors:

Responsible for reviewing Internal Review complaints, they should be satisfied that the investigation is complete and the response addresses all aspects of the complaint.

The Monitoring Officer

The Monitoring Officer has a duty to make a statutory report to Council in respect of maladministration where the Local Government Ombudsman has investigated and found maladministration and injustice on the part of the authority.

Senior Managers and Departmental Complaints Contacts:

Involved in the operational investigation and management of complaints handling. As senior officers they may be responsible for preparing and signing decision letters or submitting information to the Customer Service and Improvement Department (in complex or crosscutting cases), so they should be satisfied that the investigation is complete and their response addresses all aspects of the complaint.

Complaints Investigator:

The complaints investigator is responsible and accountable for the management of the investigation. They may work in the service delivery team or the Customer Service and Improvement Department, and will be involved in the investigation and in co-ordinating all aspects of the response to the customer. This will include preparing a comprehensive written report, including details of any procedural changes in service delivery that could result in wider opportunities for learning across the organisation.

All staff:

A compliment, comment or complaint may be made to any member of staff within the organisation. All staff must be aware of the Compliments, Comments and Complaints Policy and procedure and how to handle complaints at the frontline stage. They should also be aware of who they should refer a complaint to, in case they are not able to personally handle the matter.

The Local Government Ombudsman/ Housing Ombudsman Link Officer:

The Link Officer's role will include providing complaints information in an orderly, structured way within requested timescales, providing comments on factual accuracy on our behalf in response to investigations, and confirming and verifying that recommendations have been implemented. Please note: the responsibility for the Housing Ombudsman Link Officer role for NEDDC is with Rykneld Housing.

We speak your language

Polish

Mówimy Twoim językiem

French

Nous parlons votre langue

Spanish

Hablamos su idioma

Slovak

Rozprávame Vaším jazykom

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我们会说你的语言

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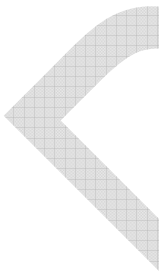
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Bolsover District Council**Executive****11th August 2014****Joint Empty Properties Officer****Report No: of Councillor Alan Tomlinson, Portfolio Holder for Regeneration****Purpose of the Report**

- To seek approval for the appointment of a Joint Empty Properties Officer for Bolsover and North East Derbyshire District Councils.
- To seek approval from members regarding the line management, location and overall cost of the post of Joint Empty Properties Officer.

1 Report Details

1.1 This report requests the approval of members to recruit a Joint Empty Properties Officer for the two Authorities whose primary function will be to :

- Identify, develop and implement measures to bring empty properties back into use to help meet the housing needs of the District's residents
- Support the development and delivery of an Empty Homes Strategy for the Councils which will contribute to the Growth Strategies in increasing the number of housing units.
- To monitor the Council's empty properties data and ensure that New Homes Bonus is maximised for both Councils.

1.2 The business case for the creation of this post is based on a number of factors.

1.3 Locally there are between 1000 and 1500 empty homes across Bolsover and North East Derbyshire at any given point in time. Both Councils use the council tax register to actively monitor empty property numbers. The table below shows the number of empty homes on the 1st October 2013 over the past 3 years.

	(1st October)	NEDDC	BDC
1.3	2010	460	939
	2011	493	919
	2012	426	915
	2013	516	647
	Average	459	924

Over the past few years bringing empty properties back into use as housing has gained increasing priority nationally with the HCA funding a number of empty property initiatives together with the introduction of the New Homes Bonus (NHB) scheme. Section 5 below highlights the importance of bringing empty properties back into use in realising the full potential of NHB to a Local authority.

- 1.4 The Council Tax Base return from October 2013 identified 1163 long term empty homes across the two districts. Apart from contributing to a shortage of housing, empty homes have a wider impact on the communities that they are in. They increase the risk of and fear of crime, vandalism, squatting, vermin infestation and structural damage to an adjoining property, and this can quickly lead to changing perceptions of an area.
- 1.5 Dealing with empty homes and coordinating work to bring them back into use has traditionally been the role of the Environmental Health Services, with Strategic Housing undertaking the enabling role. Resources, however, within Environmental Health have now been reduced along with the availability of enforcement grants which has led to the reduction in capacity to provide property owners support. This in turn is resulting in complaints from members of the public resulting in the use of enforcement powers to deal with the issues associated with empty homes, such as untidy gardens, rather than bringing them back into use.
- 1.6 The Environmental Health Team have been involved in other initiatives relating to empty properties including liaison with empty property owners using the council tax empty property list. (Environmental Health report the number of properties brought back into use and this is also a corporate plan target at BDC). BDC also had the benefit of empty property funding from the HCA Capacity Building Programme in 2010/11. The project undertaken in partnership with Meden Valley Making Places featured in the HCA report and is considered as a good practice example.

Projects such as the Meden Valley Making Places project have proved to be very effective in bringing properties back into use and offer good value of time and effort for the number of properties achieved. However, the development of such projects, completion of bids as well as their delivery, does require a significant amount of officer time and in the current situation, resources to undertake such work are limited.

The routine complaint and enforcement work and an element of engagement with empty property owners via the council tax list will continue within Environmental Health, but additional resources are required to further engage with property owners and develop and deliver further empty property initiatives to increase the number of properties brought back into use.

- 1.7 More recently, the Housing Strategy and Enabling teams have worked in partnership with Groundwork Creswell and Action Housing to deliver two projects under the HCA's Empty Homes Funding. One project provides grant funding to owners of empty homes, in return for a 5 year lease to enable the property to be let through the Councils' waiting list at an affordable rent. This project has funding to enable nine properties in each district to be brought back into use, however the

response received from members of the public has highlighted a far higher need and demand for support. The second project has funding to bring empty commercial units back into use for residential use. This will equate to a further 16 units of housing across Bolsover and North East Derbyshire.

- 1.8 The above projects require considerable officer input to secure a suitable partner, develop the project, support the development of the funding bid, and deliver. There have been a high number of enquiries from empty property owners since the scheme has been publicised and enquiries are still being made. With reduced capacity in Environmental Health and limited resources within Housing Strategy it is recommended that the Council consider approving the recruitment of a two year temporary joint Empty Homes Officer. This should then be reviewed against the success of the post in bringing empty properties back into use. It is considered that a contract for less than two years will prevent the appointed officer from dealing with the more difficult cases, which can take time due to the legal processes that must be followed.
- 1.9 It is proposed that the post could sit within North East Derbyshire's Housing Strategy and Enabling Teams' structure, recognising the strategic housing enabling role that the post will support. Colleagues within Environmental Health Services and Bolsover's Housing Services have been consulted about the post, the contents of this paper and the job description attached at appendix 1 and they are supportive of the approach. It is imperative that there is a close working relationship between Housing and Environmental Health in delivering any empty property initiatives.
- 1.10 It is now commonplace for local authorities to employ empty property officers to deliver initiatives aimed at bringing empty homes back into use. Within the North Derbyshire and Bassetlaw Housing Market Area, both Chesterfield and Bassetlaw Councils already employ an empty homes officer, with Chesterfield now looking to make their post permanent. Further afield, Erewash is the only other local authority in Derbyshire not to employ an empty homes officer.
- 1.11 A dedicated Empty Properties Officer will be able to proactively work with property owners, identify new sources of funding and initiatives and compliment current work around the private rented sector as a source of affordable housing, including current scoping with Bolsover District's Housing Services, and Rykneld Homes, around the development of a Private Sector Leasing Scheme.
- 1.12 It is also envisaged that the Joint Empty Properties Officer will support the Housing Strategy Teams at both Authorities to develop an Empty Properties Strategy for the two districts.

2 Conclusions and Reasons for Recommendation

- 2.1 To appoint a Joint Empty Properties Officer for Bolsover District Council and North East Derbyshire District Council to enable the councils to drive forward a robust Empty Properties Strategy resulting in additional housing units, additional NHB and

greater community sustainability to contribute the delivery of each Council's Growth Strategy.

3 Consultation and Equality Impact

- 3.1 Consultation regarding this proposal and the attached draft job description has taken place with colleagues within the Joint Environmental Health Service.
- 3.2 Members have been consulted at both councils through BDC's Cabinet process and NEDDC's Leadership Team.
- 3.3 Neighbouring Authorities in both The HMA and across the Sheffield City Region have been contacted to identify the best model for a new post and delivery of an empty properties programme.

4 Alternative Options and Reasons for Rejection

- 4.1 Initial discussions considered whether the post should sit within Environmental Health or Strategic Housing. .
- 4.2 It was agreed by representatives from both teams that it would be most effective within Strategic Housing due to its priority to increase the number of housing units both within their service plans and as part of the Growth Strategy.
- 4.3 Strategic Housing are also engaged with the HCA both at a district and a Sheffield City Region level. The HCA have funded a number of Empty Properties Initiatives and facilitate a SCR Empty Properties Forum.
- 4.4 Strategic Housing are currently exploring Private Rented Access schemes to take advantage of opportunities from property owners wanting assistance in renting out their properties. Some empty properties could form part of this scheme.
- 4.5 It was agreed, however, that the two services would work in partnership to bring empty properties back into use and in developing robust Empty Property Strategies for the two councils.

5 Implications

5.1 Finance and Risk Implications

The number of empty homes is an important element of the NHB calculation. The level of grant is determined according to the net number of new homes delivered. Under the scheme the net number of new homes is calculated by comparing the 'effective stock' from the current year, with that of the previous year. Effective stock is established by deducting the number of long term empty homes and the number of demolitions from the total number of dwellings on the Valuation List (data is taken from the CTB1 return). An example of the calculation is provided in the box below.

North East Derbyshire District Council NHB Data
--

2012

Total number of dwellings on the Valuation List (CTB1 2012) – 44336

Number of demolitions - 2

Number of long term empty homes (CTB1 2012) – 493

Effective stock – 43841

2013

Total number of dwellings on the Valuation List (CTB1 2013) – 44446

Number of demolitions - 4

Number of long term empty homes (CTB1 2013) – 516

Effective stock – 43926

Effective stock 2013 – Effective stock 2012 = 85 net new homes

Where the number of empty properties has increased from the previous year, as it does in the example above, it has a negative impact on the NHB, causing a deduction in the overall level of grant allocated. The increased number of empty homes is effectively deducted from any new build supply that has been delivered. Even with a relatively small increase in the number of empty homes, the effect on the income for the Council can be considerable; the above example saw a 23 unit increase in the number of empty homes, resulting in a loss of income for the district council in the region of £268,000 over six years.

Although NEDDC saw an increase in the number of empty homes in the last year, BDC has seen a considerable decline in numbers, with the number falling by 268 homes, a 29% decrease. It is uncertain why this has happened, however this fall does accord with trends over time, with data for BDC showing considerable fluctuations in the number of empty homes. It is therefore essential that the Council mitigate against a rise in the number of empties in the following year, given the low baseline figure for the year 5 calculation. Should we see numbers rise back up to levels consistent with the 4 year average of 855, the number of empty homes would have increased by 208. Based on current year figures, this would have resulted in a negative new homes bonus allocation, which would have financial implications for the Council.

Based on posts at other Derbyshire local authorities it is anticipated that the salary for this post will be in the region of £25,000 per year. For the purposes of budgeting it is recommended that it is assumed that the total cost of the post will be in the region of £35,000 to include salary and on costs, however this will need to be confirmed following job evaluation. Working on the basis of £35,000 costs per year and an average NHB grant rate of £1200 per unit, the post holder would need to bring back into use between 6 and 10 homes to cover the expected costs to the organisations. After this, any homes brought back into use through the direct action of the post holder, has the potential to generate a net financial gain for the authorities.

Estimated Per Unit Grant Rate	Lower Tier Allocation (80%)	Per unit allocation over 6 year period	Number of homes needed to be brought back into use for break even
£1200	£960	£5760	6 units

It should be noted, however, that there are certain financial risks with this assumption. Regardless of the number of units brought back into use through the direct action of the appointed officer, we have in the past seen considerable fluctuations in the number of empty properties, especially within Bolsover District. As such there is a risk that the number of homes brought back into use could be outweighed by homes becoming empty through market and other forces. If this fluctuation is substantial, this could lead to a minimal NHB receipt for the Council, irrespective of the number of units brought back into use by the appointed officer. However, it is expected that through direct and targeted action by the officer, the risk of this would be greatly reduced, and it would be unlikely that both authorities would be affected by this in any given year, meaning an overall benefit to the Alliance.

There is currently no budget to support the recruitment of this post. Given the likelihood that this post will not only pay for itself, but also has the potential to generate additional new homes bonus income, it is recommended that the cost of this post be paid for through the spend to save budget.

5.2 Legal Implications including Data Protection

The post would be required to work within legislation relating to empty properties and any required enforcement and health and safety requirements.

5.3 Human Resources Implications

The cost of funding the post will be in the region of £35,000 per year (including on costs). This is based on the cost of similar posts across the Sheffield City Region where the salary has been agreed on average at £25,000 per annum.

A draft job description has been developed and is attached as appendix 1. If the recommendations in this paper are agreed a job evaluation will commence with Human Resources to determine a suitable salary.

It is proposed that the post should sit within the Housing Strategy and Enabling structures with shared time between the two districts. It is proposed that day to day line management of the post be provided by NEDDC's Private Rented Sector and Housing Options Team Manager with overall management and work plan setting being provided jointly by the Housing Strategy and Enabling Managers within each Council.

The rationale for the Private Rented Sector and Housing Options Manager undertaking the role of line management is to enable the post to link in with the work of the Manager in developing a private Rented Access Scheme and also his lead on many cross boundary initiatives in the private rented sector. The post would therefore sit within NEDDC's establishment but with the salary and on costs being shared equally between the two councils.

6 Recommendations

- 6.1 Notes that the Chief Executive will use his delegated power to approve the establishment of a Joint Empty Properties Officer within North East Derbyshire District Council's staffing structure.
- 6.2 Notes that the recruitment for the Joint Empty Properties Officer post will be undertaken firstly through internal recruitment and then externally if the required technical and specialist skills are not available internally.
- 6.3 Notes that the Joint Empty Properties Officer post will be included within North East Derbyshire District Councils staffing establishment under the line management of the Private Rented Sector and Housing Options Manager within the Housing Strategy and Enabling Team, but with a presence at both North East Derbyshire and Bolsover District Councils.
- 6.4 Notes that the work programme for the Joint Empty Properties Post will be developed jointly by both Bolsover and North East Derbyshire District Council Housing Strategy and Enabling Managers in consultation with Environmental Health and other key partners.
- 6.5 Approves the overall cost of the Joint Empty Properties Officer post will be £35,000 (with a salary of £25,000 per annum, plus on costs) subject to job evaluation, and that the costs of the post will be split equally between Bolsover and North East Derbyshire District Councils.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	Yes
District Wards Affected	All
Links to Corporate Plan priorities or Policy Framework	Growth Agenda – delivery of additional housing units. Deliver £100,000 of New Homes Bonus per year

8 Document Information

Appendix No 1	Title Draft Job description
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Authors	Contact Number
Sarah Clow, Housing Strategy and Enabling Manager, Bolsover District Council	01246 242582

AGIN 6(a) - (CAB 0730) Joint Empty Properties Officer for NEDDC & BDC

Job Description

Directorate:	Growth	Service Area:	Economic Growth
		Team:	TBC

Post:	Joint Empty Homes Project Officer		
Grade:	TBC	Post No.:	[Enter No]
Overall Strategic Responsibility:	TBC		
Line Management	To be agreed		
Responsible For:	N/a		

(A) Primary Function of Post

- To identify, develop and implement measures to bring empty properties back into use to help meet the housing needs of the Districts' residents.
 - To support the development and delivery of a Joint Empty Homes Strategy for the Councils.
-

(B) Post Specific Tasks

- To assist in developing a new joint empty properties strategy and action plan for the Councils, and to monitor the strategy's implementation.
- To update maintain, and develop the Councils' Empty Property Database and monitor levels of empty properties, to include undertaking statistical analysis, providing quarterly update reports, and providing satisfactory data for the completion of government returns.
- To identify and survey empty homes and coordinate and take action to bring them back into use.
- To contribute to the setting of the Councils' targets for the number of empty homes brought back into use each year, and ensure that these targets are met.
- To identify and develop initiatives to help bring empty homes back into use.
- To develop and submit funding bids to deliver empty property initiatives.
- To develop procedures for tackling empty properties using the various options and solutions available, including enforcement actions such as CPO, enforced sale.
- To carry out surveys and inspections to identify poor housing conditions and other public health issues and take appropriate remedial action.

- To prepare schedules of work, drawings, and plans and take photographs as required.
- To work with sub-regional empty properties workers to benchmark, identify best practice and develop joint projects.
- To deal with complaints and enquiries about empty properties in the districts, and where necessary refer them to the appropriate officer within Environmental Health Services or external organisation.
- To be the Councils' first point of contact in relation to empty properties and to actively engage with owners of empty properties by providing advice, information and assistance.
- To participate in educational and promotional campaigns relevant to the work around empty properties, and ensure that the Councils' websites provide accurate and informative information for owners of empty properties.
- To set up and service a joint empty properties working group to develop and take forward the Councils' joint empty properties strategy and empty properties initiatives.
- To monitor planning applications and liaise with developers and their agents to determine barriers to their development. To refer issues to appropriate Officers within the two councils.

General

- Assist in the training and development of new members of staff as required.
- Attend any relevant training courses and conferences as required.
- To carry out all duties with an awareness and regard to Health and Safety issues and adhere to safe systems of work specified in the Council's Safety Policy.
- To be aware of and adhere to the Council's Policy on Equal Opportunities at all times.
- To adhere to the requirements of the Data Protection Act in respect of confidentiality and disclosure of data.
- Develop and foster positive professional relationships with colleagues and external contacts.
- Make suggestions to improve the working situation within own area of work and NEDDC and BDC as a whole.
- Adhere to Council standards of behaviour and Code of Conduct.
- To be aware of and adhere to the Council's Strategy and Policy on Data Quality at all times.
- Such other duties commensurate with the grading of the post as may be from time to time determined.
- Work closely and collaboratively with environmental health, housing options, housing services and Rykneld Homes, and council tax teams on work around empty homes.
- To liaise with relevant external agencies.
- To work flexibly within the team and across departments.
- To work across the two authorities, taking into account specific local needs and circumstances.
- Prepare any necessary reports, formal and informal letters and maintain statistical and computerised records relating to empty properties.
- Maintain an awareness of developments in relevant legislation and practices and advising on new initiatives.

- To undertake appropriate training as required and maintain a sound knowledge of current housing and empty property legislation/guidance sufficient to undertake the duties and responsibilities of the post.

Special Features of the Post

As part of the duties and responsibilities of this post you will be required to make site visits and attend meetings and must therefore have the ability to undertake visits and travel to various locations throughout and occasional beyond the districts.

As part of the duties and responsibilities of this post you will be required to carry out property inspections and must be able to climb steps and stairs and work in confined spaces, eg attics and basements. This might include occasional use of access ladders and scaffolding.

It may be necessary for the post holder to occasionally work out of normal working hours.

This Job Description is issued as guidance on the duties and responsibilities which are applicable at this time. It does not form a term within the Contract of Employment. (This paragraph does not apply to any person in post prior to 1 July 1994).

DRAFT

Person Specification

Post: Joint Empty Homes Project Officer
Directorate: Growth
Service Area / Team: Economic Growth/Housing Strategy
Base: North East Derbyshire District Council offices (Chesterfield) and
Bolsover District Council offices (Clowne)

Personal Skills/ Characteristics	Essential	Desirable	Method of Assessment (List Code Below)	Shortlisting Criteria (Tick below)
<u>1. Experience</u>				
1.1 At least two years experience of working in a related environmental health housing/empty property related field.	√		AF/R/I	
1.2 Experience in surveying and inspecting houses, identifying defects and their remedies.	√		AF/I	
1.3 Carrying out investigations of housing conditions in a broad range of situations including health hazards and public nuisances.	√		AF/I	
1.4 Experience of working with home owners and landlords to bring empty dwellings back into use.		√	AF/I	
1.5 Experience of using formal enforcement powers including service of statutory notices, gathering of evidence for legal proceedings and presentation in court.	√		AF/I	
<u>2. Qualifications and Training</u>				
2.1 Suitable qualification in housing standards and/or environmental health (e.g. BTEC in Environmental Health or HND in Housing the Built Environment)	√		AF/CQ	
2.2 Technical qualification in housing construction, maintenance or repair		√	AF/CQ	
2.3 ECDL or equivalent evidence of computer literacy	√		AF/CQ	
<u>3. Special Skills and Knowledge</u>				
3.1 Detailed knowledge of legislation relating to housing and public health and any relevant guidance.	√		AF/I	√
3.2 An understanding of the legislation	√		AF/I	√

Personal Skills/ Characteristics	Essential	Desirable	Method of Assessment (List Code Below)	Shortlisting Criteria (Tick below)
and enforcement powers relevant to bringing an empty property back into use, and the knowledge needed to apply powers appropriately.				
3.3 Excellent communication skills (both verbally and in writing) and ability to communicate effectively with senior managers, elected members, colleagues, external organisations, and members of the public.	√		AF/I	√
3.4 Effective negotiation and conflict management skills	√		AF/I	√
3.5 Ability to work on own initiative but also as part of a team	√		AF/I	√
3.6 Ability to manage own workloads and meet scheduled deadlines.	√		AF/I	√
3.7 Good computer literacy and knowledge of Microsoft Office	√		AF/I	√
3.8 Ability to develop new initiatives	√		AF/I	√
3.9 Ability to prioritise workloads and work under pressure.	√		AF/I	√
3.10 General knowledge of local government structures, procedures and practice.		√	AF/I	
3.11 Knowledge of relevant criminal legislation including PACE, CPIA and RIPA	√		AF/I	√
3.12 A basic knowledge of the planning process and barriers to development.	√		AF/I	√
4. Personal Qualities				
4.1 Commitment to equal opportunities and a good understanding of its relevance to this post.	√		AF/I	√
4.2 Commitment to customer service and an understanding of its relevance to this post.	√		AF/I	√
4.3 In the event of a declaration of a civil emergency or business continuity event you will be expected to undertake appropriate duties as directed by your line manager these	√		AF/I	√

Personal Skills/ Characteristics	Essential	Desirable	Method of Assessment (List Code Below)	Shortlisting Criteria (Tick below)
may include working outside the normal working time parameters.				
4.4 Able to represent the Council positively (e.g. in Court)	√		AF/I	√
4.5 Possess a current full UK driving license	√		AF/I	√
4.6 Has access to their own vehicle on a daily basis and is prepared to travel around Bolsover and North East Derbyshire Districts, and further afield as and when required.	√		AF/I	√
4.7 Physically able to operate within a building site environment, include climbing ladders and work from scaffolding.	√		AF/I	√
4.8 Ability to be flexible in working arrangements	√		AF/I	√

Disability Discrimination Act 1995

The ways in which a disabled person meets the criteria for a post must be assessed as they would be after any reasonable adjustments required had been made. If appropriate, disabled candidates should indicate on the application form if they have needs which should be considered at the short listing stage.

Specification completed by
Designation
Date

Key

AF = Application Form
CQ = Certificate of Qualification
I = Interview
R = References

Bolsover District Council

Executive

11 August 2014

**DERBYSHIRE ECONOMIC STRATEGY STATEMENT
(JOBS, ECONOMY AND TRANSPORT)**

Report of the Economic Development and Investment Manager

This report is public

Purpose of the Report

To seek approval to adopt the Derbyshire Economic Strategy Statement (DESS). The document forms an integral part of the strategic planning framework of the Derbyshire County Council and aligns to the D2N2 Strategic Economic Plan (SEP) and associated regeneration funding and delivery priorities.

1 Report Details

1.1 Background

The DESS has been developed through the Derbyshire Economic Partnership (DEP) with the key objective of defining what Derbyshire needs to secure economic prosperity and sets out what the County can do to promote and deliver growth.

To this end, the DESS represents a clear statement of intent for all local authorities and economic stakeholders in Derbyshire and serves a number of functions:

- Provides a key framework for all economic partners in the public, private and third sectors to work collectively.
- Sets out the economic baseline on which the need and opportunities for investment and growth are evidenced and built – including the case for further freedoms and flexibilities from Government.
- Delivers growth and prosperity through attracting investment/funding by setting out clear objectives and priorities.
- Presents a dynamic narrative of Derbyshire to support wider discussions and decisions.

Producing the DESS is one of the key objectives of the Derbyshire County Council Plan and ensures Derbyshire is well positioned to influence and secure funding from the D2N2 (Derby, Derbyshire, Nottingham and Nottinghamshire) and Sheffield City Region Local Enterprise Partnerships (LEPs). The clear objectives and priorities set out in the DESS are directly aligned to the D2N2 SEP and therefore present a convincing case for what Derbyshire has to offer the region in terms of economic growth.

In July 2013, the DEP Board endorsed a draft strategy outline, developed by partners and led by the County Council. Following DEP endorsement, Cabinet approved a budget of up to £25,000 to commission external consultancy support to develop the full strategy. Following procurement, Ekosgen Ltd was appointed in November 2013 to undertake the work.

1.2 Strategy Development and Consultation

The DESS has been developed through two distinct project phases with the objective of ensuring all economic partners and stakeholders have had the opportunity to input and shape the final strategy.

The first phase of the project focused on a comprehensive scoping and background analysis which included an assessment of all relevant strategies both local, sub-nationally and nationally, statistical analysis of the Derbyshire economy (complementing the Local Economic Assessment review), and scoping interviews with all local authorities and economic stakeholders. The outcome of the first phase was development of a draft economic framework and option appraisal.

The initial findings were presented to the DEP Board on 14 February 2014 and received positive feedback from all partners.

The second phase of the project started at the end of February 2014 and has focused on refining the proposals and priorities alongside the completion of the broader D2N2 SEP and related infrastructure/investment planning work. This phase included two stakeholder workshops, held on 6 March 2014, to test options and shape the proposed vision, priorities and objectives. Following the workshops, a final draft version of the Strategy was published for wider public consultation on 22 April 2014, including publication on the DEP website and subsequent press release to attract wider stakeholder input.

The final draft of the DESS will be subject to refinements following discussion at the D2 Joint Committee on 13 May 2014 and also following presentation/endorsement to DEP Board at its meeting on 23 May 2014.

1.3 Overview of Strategy

The DESS has been developed to guide strategic planning, joint/partnership working, investment decisions and delivery plans for all partners and economic stakeholders in Derbyshire. To this end, the document is strategically aligned, outward looking and spatially relevant.

The DESS sets out Derbyshire's 'growth deal' which forms the basis for future investment and delivery, an analysis of the County's key strengths, assets, challenges and opportunities and an economic framework for growth which sets out a vision and strategic priorities.

In summary, the objectives and priorities are around:

- Boosting investment and place-making; particularly in relation to digital connectivity and infrastructure investment, unlocking development potential, and increasing the vitality of towns.
- Fostering enterprise and business growth; particularly in relation to entrepreneurship, productivity and both the visitor and rural economy.
- Creating the workforce to support growth; particularly in relation to skills, increasing the range and connectivity of opportunities and tackling disadvantage.

The Strategy also sets out the economic analysis of key strengths and opportunities for growth across the County and the key measures which will be used to test success. The final version of the DESS is attached in Appendix 1.

2 Conclusions and Reasons for Recommendation

2.1 Next Steps

Following DEP Board endorsement, all local authority partners have been requested to approve the DESS through their individual governance arrangements.

The Strategy is not a delivery plan in its own right but outlines an approach to implementation; it is a 'living document' that sets the framework for delivery and action but is capable of being used flexibly to respond to emerging opportunities and changes in regional and national programmes and priorities, to ensure Derbyshire remains economically nimble and dynamic.

Implementation and further development of the DESS will be monitored regularly by the DEP Board, feeding into the D2N2 and Sheffield City Region LEPs through the D2 Joint Committee. As the Committee continues to develop and mature, determination of the required implementation programmes will form part of the core D2 Joint Committee agenda going forward.

If the Joint Committee is superseded by a D2 economic prosperity board a combined authority in future, the development and delivery of the DESS, or similar, would form a core part of its activity.

Initial discussions have taken place with Derby City Council and Derby Renaissance Board to consider closer alignment of the DESS with the Derby Economic Strategy 2011-16, thereby providing a complementary strategic approach across the whole of Derbyshire and through the D2 Joint Committee.

3 Consultation and Equality Impact

3.1 The second phase of the project focused on refining the proposals and priorities alongside the completion of the broader D2N2 SEP and related infrastructure/investment planning work. This phase included two stakeholder workshops, held on 6 March 2014, to test options and shape the proposed vision, priorities and objectives. Following the workshops, a final draft version of the Strategy was published for wider public consultation on 22 April 2014, including publication on the DEP website and subsequent press release to attract wider stakeholder input.

4 Alternative Options and Reasons for Rejection

Not applicable

5 Implications

Not applicable

5.1 Finance and Risk Implications

Not applicable

5.2 Legal Implications including Data Protection

Not applicable

5.3 Human Resources Implications

Not applicable

6 **Recommendations**

- 6.1 **That Executive approves and adopts the Derbyshire Economic Strategy Statement (DESS) as the Countywide economic strategy, subject to no further amendments.**

7 **Decision Information**

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	Yes
District Wards Affected	All
Links to Corporate Plan priorities or Policy Framework	Regeneration - developing healthy, prosperous and sustainable communities

8 **Document Information**

Appendix No	Title
1	DESS
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Sonia Coleman	2413

Report Reference –

DERBYSHIRE ECONOMIC STRATEGY STATEMENT (DESS).



Derbyshire
Economic Partnership

Derbyshire Economic Strategy Statement

Produced by Derbyshire Economic Partnership

June 2014
FINAL



TABLE OF CONTENTS

Contents

Foreword	3
1 Introduction.....	4
The Role of DESS	4
A Strategic Focus	4
Policy Drivers	4
Delivering for Derbyshire	5
2 Our Economic Geography.....	8
Derbyshire’s Functional Economic Zones	8
3 Distinctive Derbyshire: Our Economic Offer	13
4 Derbyshire’s Untapped Potential.....	16
Enterprise and Employment	16
Economic Competitiveness and Productivity	17
Physical Infrastructure	19
The Visitor Economy	20
People and Communities	20
5 An Economic Vision for Derbyshire.....	22
6 The Strategy.....	24
Strategic Theme: Boosting Investment and Place Making	25
Strategic Theme: Fostering Enterprise and Business Growth	30
Strategic Theme: Creating the Workforce to Support Growth	35
7 Delivering the Strategy.....	39
Measuring our Success	40
The European Dimension	41
Next Steps	41

Foreword

To be completed following endorsement

1 Introduction

The Role of DESS

1.1 The Derbyshire Economic Strategy Statement (DESS) brings together the ambitions and growth objectives of all the local authorities, private and third sector partners across Derbyshire and sets out the opportunities to drive economic growth. It presents the economic and social change we need to deliver and is the strategic framework to focus activity on agreed County-wide objectives. Sitting alongside the Derby Economic Strategy, DESS is owned and managed by all economic stakeholders and will guide our collective journey to achieve our ambitions for Derbyshire.

1.2 The Strategy is a valuable tool for all partners. It ensures we are all working towards the same goal, creating more prosperous places and resilient communities. Businesses and people are at the heart of economic development, and by working together to achieve our DESS objectives, we will create the conditions to allow them to flourish.

A Strategic Focus

1.3 By working collaboratively and strategically Derbyshire has much to offer and is an important economic player. The County contributes more than £10 billion in economic output, has higher than average employment levels and good business survival rates. It is home to major business brands such as Toyota, Thorntons, Sports Direct and Buxton Water, and has attracted significant investment in flagship developments which include Markham Vale, Castlewood and Dove Valley Park. The internationally recognised Peak District and National Forest brands and Derbyshire's industrial heritage support vibrant rural and visitor economies; and the County's strong manufacturing and engineering sectors play host to innovative and world-leading businesses which contribute to a successful cluster of manufacturing activity across the County and wider East Midlands.

1.4 The economy is not in need of major restructuring. The key to success will be making our traditional industries resilient and open to innovation, whilst attracting emerging higher value sectors that can take advantage of Derbyshire's unique offer. Indigenous businesses have survived periods of industrial decline and economic recession resulting in a strong business base across a range of sectors, almost all with significant GVA growth potential. Derbyshire values the full range of businesses and skills required to maintain and grow the economy. Micro-businesses and SME's are an important component of our local economy and we recognise the contribution all individuals can make with the appropriate support. The County has an educated workforce; can offer a good quality of life; and has quality sites and premises for growing businesses. Derbyshire has the solid foundations for strong economic growth. The DESS will build on these foundations and further reinforce the County's position as a major driver in the regional economy.

1.5 It is evident from the economic shocks experienced over recent years that the challenges facing businesses and the workforce are continually changing; and so too, therefore, will the DESS. The Strategy will differ from traditional growth strategies that quickly become outdated as economic circumstances change. As a "living document" the DESS will be a three year rolling strategy, under continual review via the Derbyshire Economic Partnership (DEP) who will review and update an Action Plan on an annual basis. This will incorporate the most up-to-date information about the Derbyshire economy based on intelligence in the Local Economic Assessment and econometric forecast data.

Policy Drivers

1.6 Over the past five years, a combination of political change and global recession has led to a series of national policy changes and directives which present a new set of challenges for those involved in economic development and accelerating economic growth. Since its election in May 2010, and initially expressed in the Local Growth White Paper in October 2010, the Government has stated its commitment to supporting economic growth. Both the White Paper and the Treasury's Plan for Growth highlight the importance of re-balancing the national economy; reducing the reliance on a small number of sectors and geographies for prosperity; and creating an environment in which private

sector businesses can drive economic and employment growth. The context for this has however been one of national austerity, requiring the prioritisation of limited resource on interventions to deliver maximum benefit.

1.7 Lord Heseltine's 2012 report, 'No Stone Unturned in the Pursuit of Growth' emphasised the importance of place in economic development, highlighting the diverse opportunities and challenges faced by different local economies across the country. The report recommended that local places are given the initiative to generate local growth, along with incentives to encourage each area to play to its natural strengths and make the greatest possible contribution to national economic growth. The Single Local Growth Fund and the role of LEPs in leading the development of the 2014-2020 European Programme highlight the enhanced responsibilities which are being devolved to local economic geographies. This presents a significant opportunity for Derbyshire to put forward our own vision for growth which builds on our considerable diversity; tapping into our strengths and assets, and ensuring everyone benefits from economic growth.

1.8 At national level, the Government's objective of achieving strong and sustainable economic growth has a strong focus on policies to promote innovation, business growth and skills; including the Industrial Strategy, Investing in Britain's Future and Skills for Sustainable Growth. The important contribution universities make to economic growth has been highlighted in the Witty Review; and it is evident that technological developments and innovation will be an important influence on the shape of future economies. This will present new market and growth opportunities which our businesses need to capitalise on. The US National Intelligence Council has suggested that: automation and advanced manufacturing technologies; resource efficiency technology; and health technologies will be amongst the technologies driving business. These complement the UK Government's Great 8 Technologies which include, amongst other, advanced materials which is estimated to have a yearly UK turnover of £197bn. The importance of these technological drivers on cross-sector skills needs has been highlighted in research commissioned by the Derbyshire Employers Coalition which indicated that future skills needs are likely to be driven by technology, ICT and the environment.

1.9 Technological drivers and the move towards a low carbon economy will have important implications for economic growth across Derbyshire. Since the 2008 Climate Change Act, the UK has been making the transition towards a low carbon economy. The UK faces a legally binding European target to source 15% of its energy from renewable sources by 2020. If the government seeks to meet this target through renewable electricity generation alone as much as 45% of all electricity will need to be sourced from renewable technologies such as wind and biomass. Investment in new technologies to create low carbon buildings and low carbon transport will be required to cut emissions. The Government expects industry to reduce their emissions through greater efficiencies in the use of energy, materials and the industrial design process; the replacement of fossil fuels with low carbon alternatives; and, from carbon capture and storage to address combustion and process emissions. With a strong manufacturing base and specialism in sectors such as cement and ceramics where emission levels are typically high, the move towards a low carbon economy will have a significant influence on our local businesses. We will need to support our businesses to adapt to new legislation; adopt new ways of working; and, capitalise on new opportunities in high technology manufacturing.

Delivering for Derbyshire

1.10 With a constantly evolving national policy context effective partnership and joint working will be vital to ensure the Derbyshire economy reaches its potential. DESS is an outward looking strategy informed by neighbouring areas strengths and the opportunities to achieve a critical mass of activity to deliver jobs and attract investment. Our economic success is closely linked to that of our neighbours; and theirs to ours. The DESS looks beyond the County's borders and gives due regard to the strategies and activities of wider partners.

1.11 The EU Growth Programme and D2N2 priorities in the Strategic Economic Plan (SEP) set the context for DESS. These include a range of thematic areas for intervention focused on innovation, business growth, infrastructure, employment and skills. The new European Programme, alongside other LEP funds, will be major sources of funding for Derbyshire and the DESS identifies how the County's unique assets and growth opportunities will contribute to the successful delivery of the EU Programme and D2N2 priorities, as well as raise the prosperity of

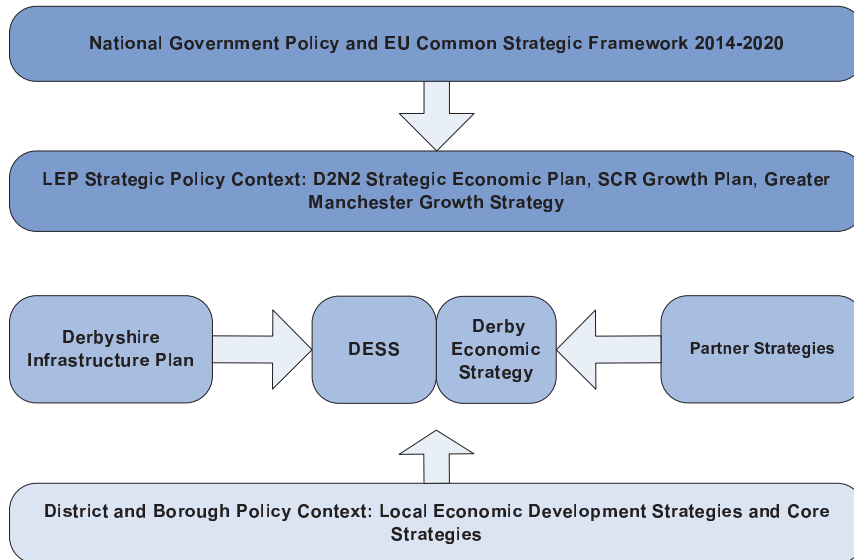
local people and businesses. The following diagram sets out the eight priority sectors of the SEP and the contribution of the Derbyshire economy to delivery.



1.12 In preparing the DESS, we have been mindful of recent developments around the Sheffield City Region and the Greater Manchester Combined Authority. With SCR planning to create an additional 70,000 new jobs and £3bn of additional output by 2023, this growth will be an important driver, particularly for North Derbyshire districts. Plans for a Sheffield City Region Growth Hub and the availability of devolved transport funding (SCRIF) for instance will support growth in Derbyshire and we need to work collaboratively with all partners to ensure we can access these opportunities. The DESS also complements other existing partner documents such as the Derby Economic Strategy and the Visit Peak District & Derbyshire Growth Strategy which set out growth and delivery priorities for key areas of the county.

1.13 The DESS has been heavily informed by partners across the County's districts and boroughs. Locally identified priorities for intervention based on robust analysis of the strengths and weaknesses of local areas, alongside a comprehensive consultation process, have provided the building blocks upon which the DESS has been developed.

1.14 The diagram overleaf provides the strategic context through which the DESS will deliver growth, linking the strategy with global, national and local priorities.



1.15 A genuine approach to joint work across all the key partners and stakeholders represented in the diagram above will be essential if we are to succeed in delivering our ambitions. We want the private sector to be a hothouse for innovation and new technology, for start ups and growth; we want our local authorities to provide the leadership, strategy development and drive for robust implementation; and we want our third sector partners to identify and deliver the opportunities for economic and social prosperity in our communities. We each have a part to play and the DESS sets our journey.

2 Our Economic Geography

2.1 Situated at the centre of the UK, Derbyshire is a large and diverse county which is home to over 750,000 people and 25,340 businesses¹. The County is geographically, economically and socially diverse incorporating heavily built-up areas as well as sparsely populated rural areas; there are contrasting levels of economic performance.

2.2 The County's economic geography is strongly influenced by its excellent location at the heart of the country and its relationship with neighbouring major urban centres and conurbations. The pull of Derby, Sheffield, Manchester, Nottingham and the West Midlands is evident in travel to work patterns and Housing Market Areas which extend beyond Derbyshire's borders.

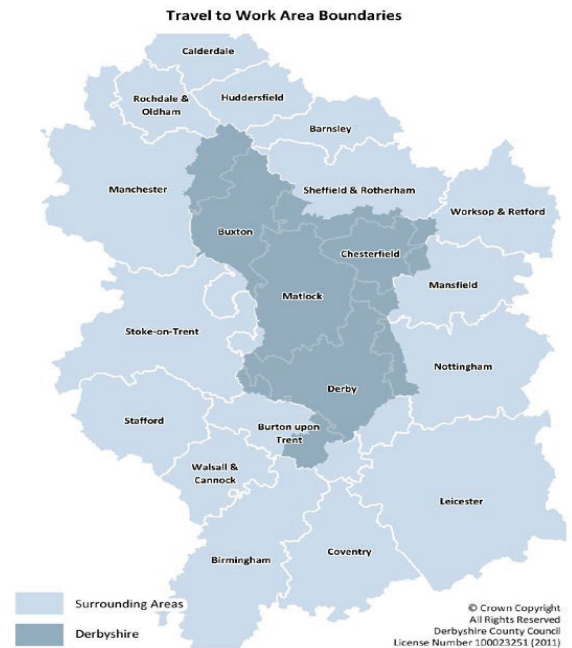
2.3 Connectivity to surrounding areas is supported by good road networks with the M1 providing a major spine through the east of the County and providing excellent north-south access. The A50 and A38 provide links into the North West and the M6 corridor in the west whilst the A61 links our largest settlement, Chesterfield, into the wider Sheffield City Region area. Erewash in the south-east has strong ties with Nottingham, comprising part of the Nottingham Core Housing Market Area. To the North West, the High Peak and Derbyshire Dales have road and rail links into Manchester, Sheffield and Stoke on Trent. This integration with surrounding areas brings considerable opportunity to link into employment and new economic growth, as well as to deepen and expand markets for local goods and services.

2.4 A high proportion of the County is rural, with the Peak District National Park covering approximately a third of the land. The County has a strong network of local service centres including important market towns and former industrial towns such as Buxton, Belper, Ilkeston, and Long Eaton whilst Chesterfield performs an important function as a sub-regional service centre.

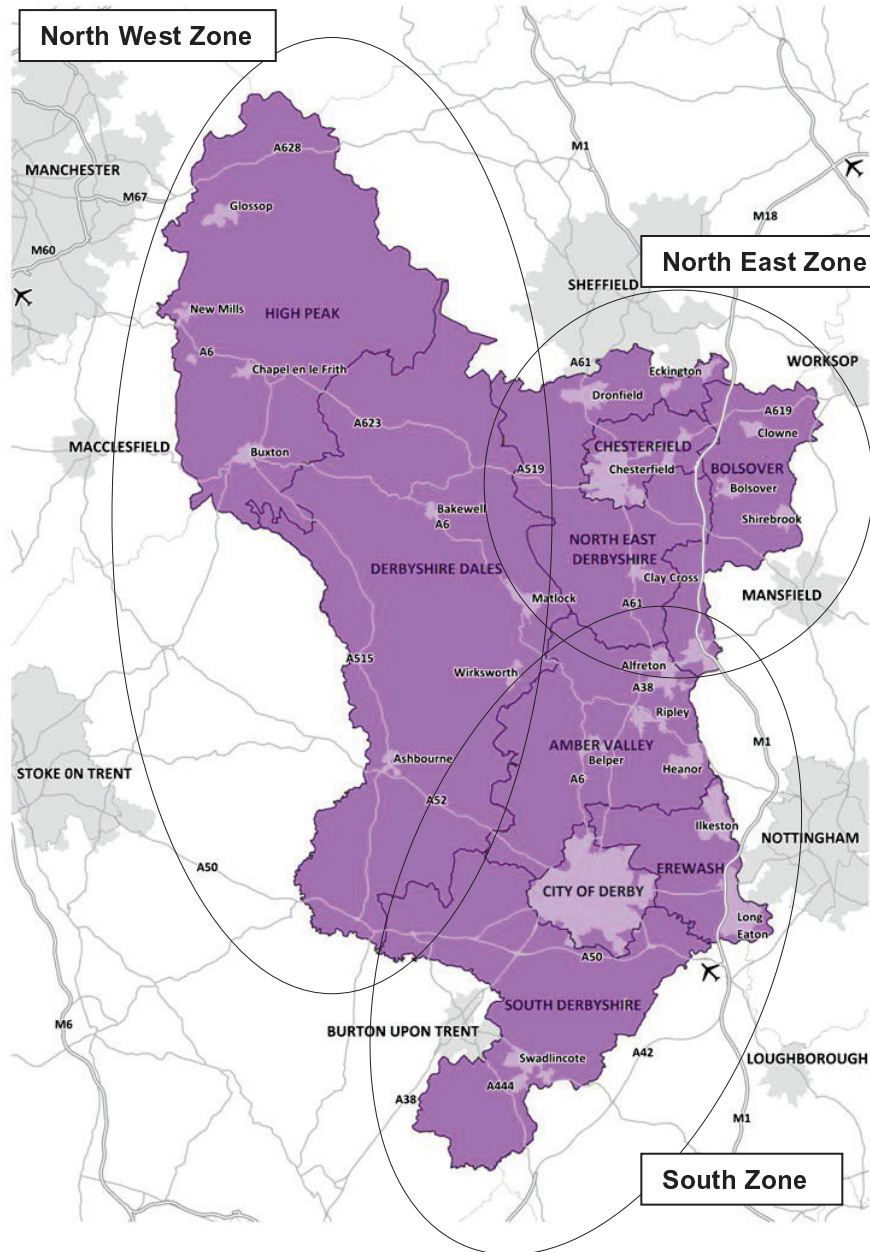
2.5 Derby City has an important economic, social and historical relationship with Derbyshire. Housing markets, labour markets, supply chains and transport routes cross County and City boundaries. The City is a significant asset and developing a strong and mutually beneficial relationship with Derby remains a priority.

Derbyshire's Functional Economic Zones

2.6 The DESS seeks to exploit opportunities in and across our economic geography. In setting out our economic zones we recognise the varying drivers and capacity for growth and are mindful of the spatial pattern of existing and future opportunities. Through the DEP, we will support collaboration and communication beyond our borders where this facilitates Derbyshire's growth and benefits our residents.



¹ VAT and/or PAYE based enterprises (2013 data)



The North East Economic Zone

2.7 The North East Economic Zone includes a significant part of “The M1 Corridor” from junction 26 (Ilkeston) to junction 30 (Barlborough). It primarily includes Bolsover and North East Derbyshire Districts and the Borough of Chesterfield. The Zone has a strong industrial heritage and its northern fringe is influenced by developments within the Sheffield City Region which attracts workers from Dronfield and surrounding communities. The geography of the area is diverse and characterised by contrasts; rural and urban; affluence and deprivation; high/poor accessibility. Securing growth whilst reducing disparities and improving prosperity within communities will therefore be a feature of development across this Zone.

2.8 The area is characterised by major employment sites and has a high business density with considerable potential for further growth. The Zone has capacity to attract significant inward investment at major employment sites

such as the Markham Vale Enterprise Zone and along the A61 Corridor. Chesterfield has a strong inward investment offer and this is being further developed through the Destination Chesterfield place marketing initiative. Significant investment opportunities include Chesterfield Waterside and Peak Resort. The Zone is likely to provide a major contribution to future GVA growth in the County given its economic diversity and critical mass of activity. The Zone will continue to diversify its local economy by moving businesses towards higher value added activities. There is potential to expand the visitor economy through the development of green and blue infrastructure² and the Zone's numerous historical, heritage and cultural attractions.

2.9 Whilst the Zone has considerable capacity for housing and business investment, low levels of demand in some areas deter speculative development. The main urban centres, which are predominantly post-industrial towns, will benefit from regeneration, public realm and place-marketing interventions to increase their viability and attractiveness to investors and housing developers; and Chesterfield will continue to strengthen its role as a sub-regional centre. This needs to be complemented with interventions to connect more people to economic opportunities within Derbyshire and the Sheffield City Region area and raise local aspirations. The Zone has a higher proportion of economic inactivity than other parts of the County, and there is a need to tackle persistent pockets of disadvantage and support hard to reach individuals and communities to improve their prospects. Raising the qualification and skills levels of the workforce will also be a priority in this Zone.

The North West Economic Zone

2.10 The North West Economic Zone primarily covers High Peak and Derbyshire Dales, extending into the rural areas of North East Derbyshire and the western fringe of Amber Valley. The North West Economic Zone is a predominantly rural area, including parts of the Derwent Valley Mills World Heritage site corridor and benefiting from a high quality landscape and the Peak District National Park - a premier and distinctive UK destination and brand. The main centres of population include Glossop, New Mills, Whaley Bridge, Chapel-en-le-Frith, Buxton, Matlock, Bakewell, Wirksworth and Ashbourne. These towns will be the focus for housing and economic growth. The urban centres have relatively buoyant economies which benefit from tourist spend and the quality of the surrounding environment which makes them attractive to businesses. Manufacturing is the largest economic sector, accounting for 16% of all employment in the wider Peak District. Wholesale/retail, and the public sector, are also significant economic sectors in the North West zone. In addition to tourism, land based industries including agriculture, mining and quarrying, are important to the local economy. The area is home to a large proportion of high earning, highly skilled residents, but many commute out of the area for work as the Zone is characterised by a predominantly low wage economy. Unemployment is below the national average and the proportion of people employed in knowledge-based sectors is above the national average. The area has a relatively high level of entrepreneurialism, and micro-businesses are an important feature of the local economy.

2.11 The North West Zone provides significant opportunities for continued diversification of the economy and transition to higher value added businesses building on the already high levels of entrepreneurship, manufacturing sector and landscape e.g. promoting the "Inspired by the Peak District" brand. The Zone has considerable potential given its skilled workforce to create new jobs in high technology and advanced manufacturing sectors, and to maximise supply chain development opportunities with Manchester. There are opportunities for further market town investment and significant heritage-led regeneration, for example, Buxton. Priorities for this zone include: creating new, highly skilled jobs through the provision of high quality sites suitable for advanced manufacturing, environmental technologies, ICT and creative industries; improving access to universities and research facilities to help business growth (building on the University of Derby at Buxton); developing the tourist offer; improving accessibility and connectivity; encouraging investment by high tech companies along the A6 corridor; supporting micro-business growth

² Green and blue infrastructure can enhance quality of life through recreation and improvements to the urban environment. It can also be used to support moves towards a low carbon economy e.g. cycle routes, and address environmental/climatic challenges e.g. floodwater management and sustainable energy production.

through access to quality business support; supporting delivery of RDPE and EU programmes; and developing employment space and housing in older mill and industrial complexes.

2.12 Much of the area's existing land supply is unable to meet the needs of modern businesses or potential growth sectors (creative and digital, food and drink, and tourism) and therefore requires investment and innovative solutions to bring buildings back into modern use whilst protecting the landscape and heritage assets. Connectivity improvements are a key priority for this Zone addressing rural accessibility, congestion pinch points and broadband not-spots/connectivity speeds. Whilst rail links to Manchester are relatively good, the area requires improvements to the Buxton Line rail service to improve connectivity. Public transport provides an essential lifeline for helping people access employment. It will be important for this Zone to support residents and workers to access affordable housing provision, affordable transport to work and/or sustainable local employment opportunities, and suitable business premises and support.

The South Zone

2.13 The South Zone includes South Derbyshire, Erewash and Amber Valley. The Zone has a relatively buoyant economy with considerable growth potential, particularly within high value added activities and supply chain development. The Zone is an area of engineering excellence in the Aerospace, Rail and Automotive sectors. The location of Derby City is an important asset and the area has a mutually beneficial relationship with the City in terms of flows of labour, goods and services. It is an attractive place to live and has a relatively affluent and highly skilled workforce, although with some pockets of disadvantage and a slightly ageing population. The Zone will be an important location for housing and employment growth.

2.14 The Zone is influenced by developments within Derby and Nottingham, and South Derbyshire in particular has benefited from the expansion of Derby and arrival of The National Forest and is one of only two districts experiencing growth in private sector employment since 2009. The South Zone is planned to accommodate much of the future expansion of the city of Derby (because of constraints in other directions) – this includes housing, employment and infrastructure. Specifically, this will include Infinity Park, where land has been identified in the South Derbyshire district for its future expansion.

2.15 A manufacturing growth corridor runs along the A38/A50/M1 and A52 in the north of the Zone, the development of which has been supported by the availability of major brownfield sites and a highly skilled workforce. A key priority is facilitating high quality growth along these key corridors at major employment sites with potential. This Zone's proximity to East Midland's airport and the Nottingham Enterprise Zone, and strong road and rail connections, provide an attractive proposition for businesses. There is further scope to develop the rural and visitor economy and revive the prospects of post-industrial and market towns. This is already underway with developments at The National Forest (a major national government exemplar project) driving the diversification of the local economy and the enhancement of environmental quality.

2.16 Preventing widening disparities is a priority as well as continued investment in the skills and qualifications' levels of the local workforce. The zone has a fast growing population meaning it will need to accelerate employment opportunities whilst accommodating new housing development. A priority is retaining these opportunities within the Zone. There is scope for further business investment and support and a need to address some of the constraints facing local employers – congestion and the availability of suitable sites and premises for instance.

Local Economic Assets and Priorities

2.17 We recognise that the capacity for growth and the nature of growth will vary across Derbyshire and although partners will face common issues and challenges, the solutions to addressing these may differ. A review of local economic priorities has highlighted the potential contribution of our districts and boroughs to growth across our economic zones. The DESS provides the strategic framework under which delivery partners can develop local approaches to growth.

High Peak: Economic assets include the Peak District National Park and a diverse rural economy; vibrant market towns; entrepreneurialism and a high proportion of micro-businesses; the University of Derby at Buxton; and, a highly educated and skilled workforce. The area has a strong manufacturing and advanced manufacturing base, and a close relationship to Greater Manchester and the North West economy.

Priorities include: investment in employment and regeneration sites including The Crescent at Buxton, Ferro Alloys and Wood Mill sites in Glossop; and developing the visitor economy.

Derbyshire Dales: Economic assets include the natural landscape and Peak District National Park supporting a strong visitor economy; skilled and educated residents; the aggregates and minerals industry; a vibrant and diverse rural economy; entrepreneurialism and micro-businesses; good employment sites; and market towns. The area has a high economic activity rate and economic ties to SCR and Derby.

Priorities include: support for micro-businesses; creating vibrant market towns; addressing broadband and rural access issues; and creating employment for young people in rural areas.

Amber Valley: Economic assets include vibrant market towns; good connectivity via the M1 corridor; the Derwent Valley World Heritage Site; a skilled workforce; a strong creative sector; a good enterprise start-up rate; a broad industrial base. The area has a close relationship with Derby City which is a major destination for out-commuting.

Priorities include: Market towns; supporting the transition towards a higher value added business base; creating higher waged employment opportunities; raising qualification levels and supporting the visitor economy.

Derby: Derby City plays an important function in the Derbyshire economy.

Priorities include: creating a culture where enterprise thrives, ensuring workforce skills match business needs and maximising quality of life.

South Derbyshire: Economic assets include strategic connectivity via the A50 and A38; a strong manufacturing base; a good supply of employment sites; key employers and supply chain opportunities e.g. Toyota, JCB, Futaba, Bison; and the National Forest as a cultural/visitor economy asset. The area has seen growth in private sector employment and has the infrastructure and workforce to attract investment and skilled workers, particularly benefiting from geographically constrained growth in Derby City.

Priorities include: Woodville Regeneration Area, including the Woodville-Swadlincote Regeneration Route; business start-up and the manufacturing sector; Linking opportunities to disadvantaged communities; and Swadlincote town centre.

Chesterfield: Economic assets include its role as a sub-regional centre; good central location and connectivity; strong inward investment offer; strategic employment sites and office space; good quality of life and tourism offer. The area has seen private sector employment growth over recent years and has a highly skilled workforce.

Priorities include: strengthening Chesterfield's sub-regional role through the development of employment, retail, education and leisure offer; delivering key regeneration sites; securing knowledge-based employment building on the success of two innovation centres; and promoting the area as a place to live, work and investment.

Bolsover: Economic assets include strategic sites along the M1 corridor; continued strength in manufacturing and engineering including technology based manufacturing; good connectivity; a large catchment population; and cultural assets. The area has strong economic links to North Nottinghamshire and South Yorkshire.

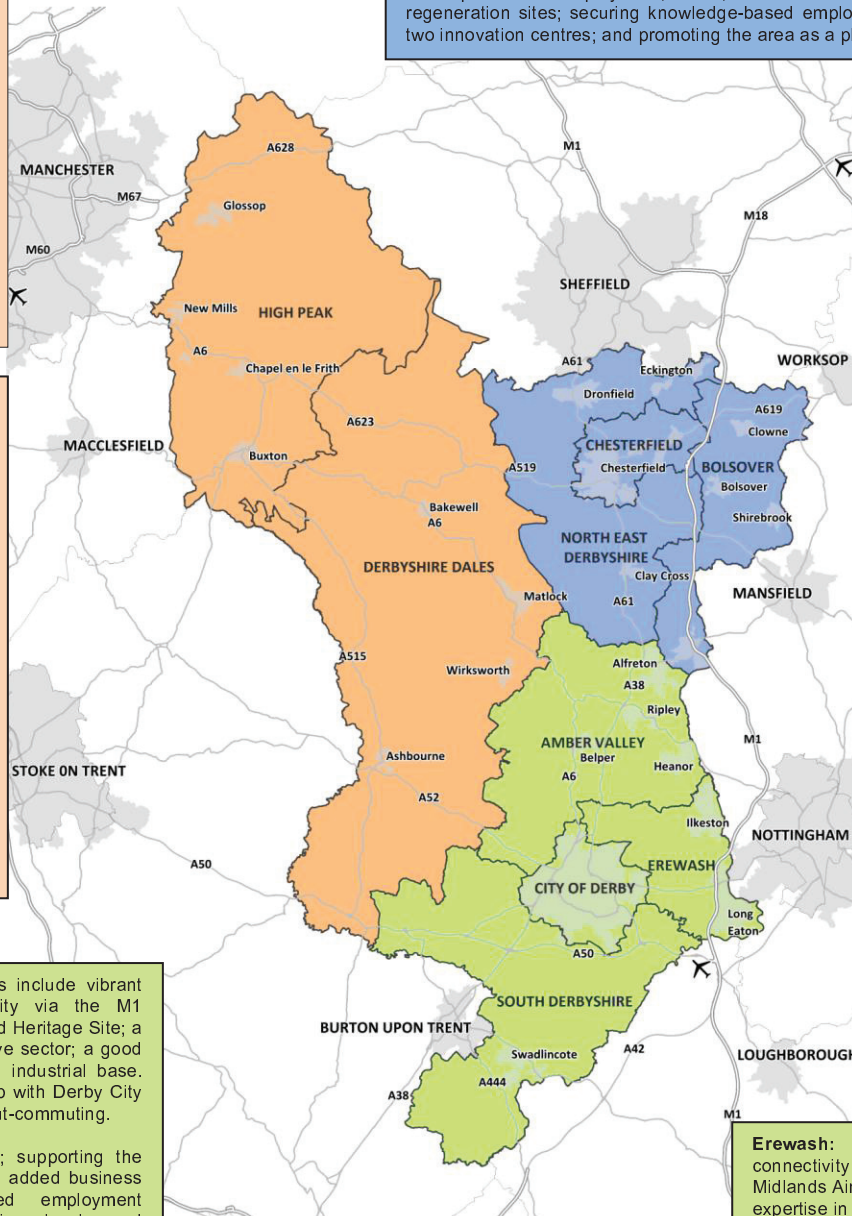
Priorities include: supporting the transition to higher value added businesses; providing business support; inward investment; opening up employment land; and raising skills levels.

North East Derbyshire: Economic assets include strategic sites along the M1 corridor; continued strengths in manufacturing, engineering and logistics; good connectivity; attractive countryside on the edge of the Peak District National Park; and high profile visitor attractions. The area has seen employment growth over recent years and has a strong connection to the South Yorkshire economy.

Priorities include: town centre regeneration; raising employment and skills levels; rural regeneration; developing the visitor economy; inward investment, business growth.

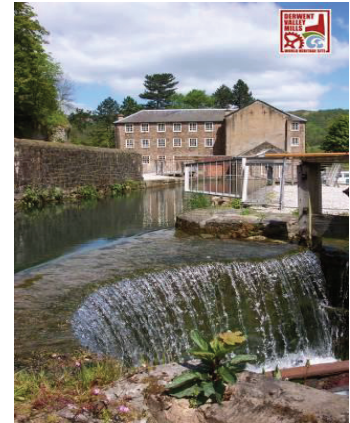
Erewash: Economic assets include good connectivity via the M1 and proximity to East Midlands Airport; a strong manufacturing base with expertise in textiles; a skilled workforce particularly in engineering and textiles. The area has a close relationship with Nottingham, and has opportunity to benefit from HS2 development

Priorities include: town centres and markets; investment in employment sites and infrastructure e.g. Stanton Employment Zone and Ilkeston Station Gateway; supporting people into training and work e.g. Ilkeston retail academy.



3 Distinctive Derbyshire: Our Economic Offer

3.1 Derbyshire has a **strong industrial heritage**. Its natural assets resulted in coal mining, quarrying and textile industries dominating the local economy over many centuries; many regard Derbyshire as the birthplace of the industrial revolution. The legacy of the County's industrial past is still visible today in the built environment and economy and has the potential to provide the foundations for a new era of economic growth. Former industrial land, particularly in the former coalfield areas of NE Derbyshire and Bolsover, provide brownfield sites for development, former railways have been transformed into a strategic network of scenic Greenways, and the South Derbyshire former coalfield area has been reclaimed for development by the National Forest which has supported growth in the woodland and visitor economy. Former mill buildings in the preserved Derwent Valley Mills World Heritage Site in the west of the County attract tourists and provide space for modern commercial and industrial uses. Despite the impact of the economic recession, the County has retained a **strong manufacturing base; developing modern engineering excellence** and an entrepreneurial rural economy which offers considerable growth potential within medium and higher value added industries.



3.2 The County has a **strong manufacturing reputation** with many international manufacturing companies located here and international business leaders that bring significant supply chains. In an era of high business mobility, the close integration of Derbyshire's indigenous manufacturing business base provides a competitive advantage.



3.3 There is significant growth potential within the manufacturing sector. Although employment has declined over recent years; GVA is expected to increase by 144% between 2013 and 2030. This compares to a 44% increase across the East Midlands and 39% nationally. The County has high concentrations of manufacturing businesses within **food and drink; automotive; metals; minerals; rubber/plastics and furniture and textiles**. Some of these have been identified as sub-regionally significant growth sectors, and Derbyshire can play a key role in delivering growth across these sectors. The County has the capacity to build on its manufacturing heritage to increase employment within medium and high technology businesses.

3.4 In addition to manufacturing, other clusters of activity which are specific to Derbyshire include:

- **The aggregates industry:** focused within the upland areas of the Peak District. This sector continues to exploit the County's wealth of natural assets through the provision of high quality building stone and minerals exported around the country. It makes an important contribution to the local economy as a predominantly high GVA and high wage sector.
- **The creative and digital industries:** particularly in the High Peak, Derbyshire Dales and Amber Valley, where the exceptional landscape, visitor economy and proximity to surrounding cities and markets has supported the growth of micro-businesses. These industries continue to provide growth opportunities for the County and support entrepreneurialism across the North West Economic Zone. The County's urban centres have also seen the growth of technology companies, and Chesterfield College are creating new incubation facilities specifically for the creative and digital industry. GVA in the ICT sector is forecast to increase by £655m between 2013-30; the second highest rate of increase behind professional, scientific and technical businesses and almost double the national forecast rate of change.

- **The visitor economy:** the visitor economy is an important sector across Derbyshire. In addition to the Peak District and The National Forest, the county has numerous heritage, cultural, historical and leisure-based attractions which offer growth and employment potential across all Districts and Boroughs. Major investments such as the Peak Resort; activities in The National Forest; the development of new markets such as the festivals economy; and investment in Green and Blue infrastructure (such as the Chesterfield Canal) will support the growth of the visitor economy across Derbyshire.
- **Retail:** The retail sector is an important employer across the County, and as we look to diversify our economic base and increase the resilience of businesses, it will be important to ensure we do not overlook those businesses which provide major employment opportunities. In 2012 retail and wholesale businesses accounted for approximately 12% of total employment across Derbyshire and approximately 13% of total GVA. Developing opportunity within the retail sector will be important to maintain and enhance the individuality, vibrancy and vitality of our towns and safeguard employment.
- **Health and social care:** In 2012 the health and social care sector was the third largest sector in employment terms across the County with just under 38,000 employees. With an ageing population the sector provides an important local service function, the demand for which is expected to increase.

3.5 The County's **business survival rate is above national averages** with over 90% of businesses surviving their first year³ and 61% surviving three years⁴. Areas of rural Derbyshire in particular have **high levels of entrepreneurialism**, and High Peak has bucked the national trend and seen an increase in its business base over the past two years. **Micro-businesses form approximately 90% of firms in rural Derbyshire** and are an important asset to the Derbyshire economy. Small businesses, home-working and self employment are key features of the rural economy, supporting diversification and increased resilience as well as providing local employment opportunities to help retain young people in local communities.

3.6 **The existing business base offers considerable growth potential for the County.** Employment within small businesses has been growing and there is increased confidence as businesses are beginning to experience greater economic stability. 73% of businesses have indicated they expect their turnover to improve over the next 12 months, whilst 63% believe their profitability will increase⁵. Derbyshire also has **strong employment rates**. The economic activity rate is above the national average and between 2009 and 2012 total employment across Derbyshire increased by 3% compared to 1% nationally resulting in an additional 9,224 jobs over the period.

Total Employment 2009-2012				
	2009	2012	Net change	% Change
Derbyshire	277,550	286,800	9,200	3%
Chesterfield	46,350	51,000	4,650	10%
South Derbyshire	27,700	30,400	2,700	10%
Bolsover	24,950	27,150	2,200	9%
Derby	117,850	119,350	1,500	1%
High Peak	30,050	30,850	750	3%
Derbyshire Dales	34,700	35,200	500	1%
North East Derbyshire	26,900	26,650	-250	-1%
Erewash	37,000	36,400	-600	-2%
Amber Valley	49,900	49,150	-800	-2%
East Midlands	1,907,000	1,894,750	-12,250	-1%
England	23,064,700	23,225,450	160,750	1%

Source: Business Register and Employment Survey

³ 2011 data

⁴ 2009 data

⁵ DNCC Quarterly Economic Review Q4 2013

3.7 Derbyshire has a **highly skilled workforce** and resident based wages are in line with the national average. 43% of the County's workforce is in high skilled occupations, which is comparable with the national average and above the regional average. Over the past five years there has been a steady increase in the proportion of upper tier occupations across Derbyshire. Workplace occupation levels and wages are however lower than resident-based levels which reflects high levels of out-commuting amongst highly skilled workers to surrounding cities.

3.8 Derbyshire has a **vibrant visitor economy**. In 2011 visitor spend in Derbyshire was £1.72bn, an increase of 20% since 2008. The County's strong tourist offer ranges from Bolsover and NE Derbyshire's historical attractions of Bolsover Castle and Hardwick Hall in the east; the rural landscape and outdoor/sporting offer in the Peak District and The National Forest (particularly our growing reputation and business development opportunities in the cycling field); and heritage attractions such as the Derwent Valley Mills World Heritage Site and Chatsworth House. The County's **high quality landscape and environment**, and central location makes it an attractive place to live, visit, work and invest. Continuing to build our green and blue infrastructure to preserve and enhance the landscape and character of the County will be a priority action; and we will continue to maximise the economic benefits from our environmental and cultural assets to support growth across the County and attract business investment.



3.9 The sector is set to benefit from approximately £850m of new investment over the next 5 years which includes the redevelopment of The Crescent in Buxton as a spa facility and hotel; the £300m Peak Resort development near Chesterfield which will generate approximately 3000 new jobs; a new train station at Ilkeston, the first phase of development of Cromford Mills and further investment in the cycling infrastructure in The National Park.

3.10 Derbyshire's **market towns** also offer considerable potential to attract and retain visitors. One of Derbyshire's unique features is its network of attractive and distinctive market towns such as Chesterfield, Swadlincote, Bakewell, Buxton and Belper which have vibrant urban centres, impressive architecture, and cultural/historical assets which draw in visitors and people seeking a quality residential environment. The County is not dominated by one major urban centre which provides an opportunity to deliver equitable and inclusive growth across all our urban centres. However, the influence of Derby is recognised especially in the south of the county and opportunities exist to further strengthen links to improve vibrancy and strengthen communities.



3.11 Derbyshire's strong connections to surrounding conurbations ensure it is ideally placed to capitalise on the research, development and knowledge transfer activities of **major HEIs** such as Derby, Sheffield, Nottingham, Manchester and Loughborough; many of which have expertise in engineering, construction and advanced manufacturing. Successful investments have already been made in Buxton and Chesterfield by the University of Derby, and Chesterfield College is seeking to open a Technical Academy by the end of 2016. The County is well placed to tap into research expertise and centres of excellence such as Sheffield University's Advanced Manufacturing Research Centre at the SCR Advanced Manufacturing Park; the Rolls Royce Global Technology Cluster; and the University of Nottingham's EPSRC⁶ National Centre for Innovative Manufacturing in Food.

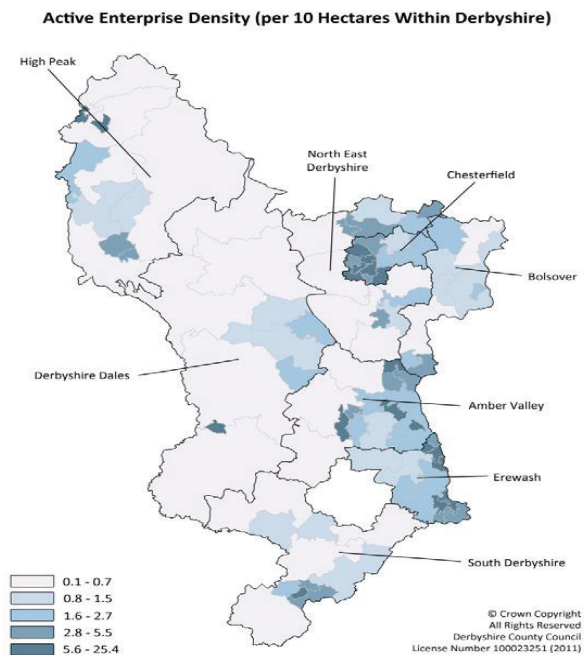
⁶ Engineering and Physical Sciences Research Council

4 Derbyshire's Untapped Potential

4.1 Derbyshire has considerable economic growth potential. Analysis of socio-economic conditions and trends suggest there are solid foundations for growth and a strong case for investment. There are however weaknesses in the economy which we need to address through targeted intervention to stimulate private sector investment and effective partnership working.

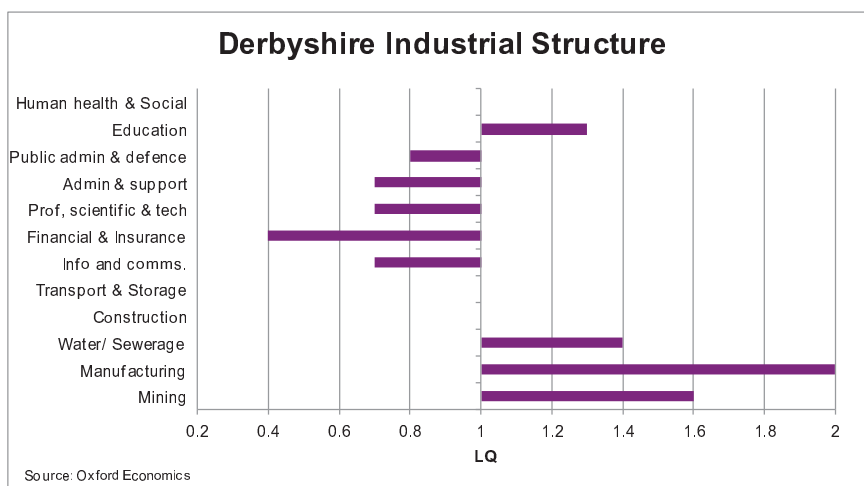
Enterprise and Employment

4.2 Derbyshire has high business concentrations in the east of the County along the M1 corridor, with further concentrations around Swadlincote, Ashbourne, Buxton and Glossop. Investment in sites and premises along the M1 corridor and developments such as Markham Vale, the Avenue and Chesterfield Waterside are now beginning to deliver on their economic potential. **Although business density is in line with regional levels, it is approximately 70% of the national average.** The County has experienced a net decrease in the business base over the last two years, with **start-up rates below the national average.** In 2012, enterprise births were 9.7% in Derbyshire (as a percentage of active enterprises) compared to 11.6% in England. Although there are encouraging signs of entrepreneurialism, with the North West Economic Zone and parts of the North East Economic Zone experiencing a net gain in businesses between 2011-12, the County needs to generate more new businesses and increase the resilience of the existing business base. All indicators suggest that once a business is established, Derbyshire provides an excellent environment for growth with strong survival rates.

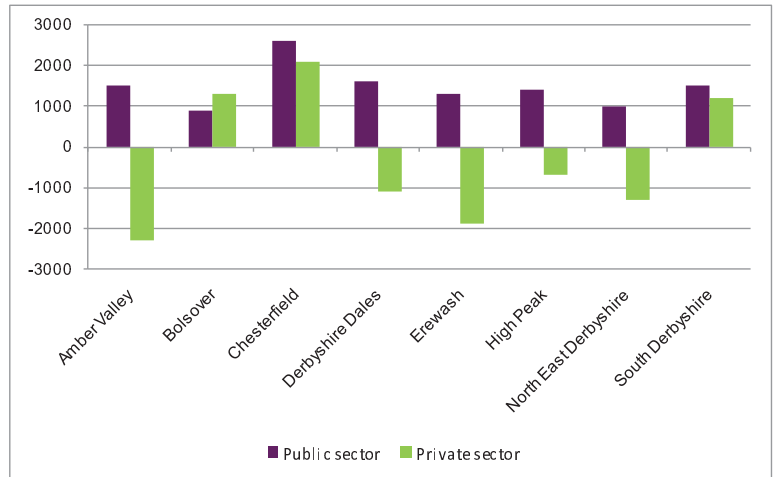


4.3 The structure of the business base reflects the County's strong manufacturing base, with higher than average proportions of businesses within construction, production and land based sectors, but **fewer businesses in sectors forecast to generate private sector employment growth** such as professional, scientific and technical; and information and communication.

4.4 This is supported by LQ data which shows comparatively low concentrations of employment in information and communication technology (ICT), and professional sectors compared to manufacturing and public sectors such as education and health/social work.



4.5 The public sector has been a ‘sustainer’ and key driver of employment growth. Although the public sector will remain an important local employer (providing approximately 32% of total employment in 2012) with the impact of future funding cuts it is unlikely this sector will provide the same level of employment growth over the coming years. Derbyshire’s economy is therefore vulnerable to further structural change. This suggests a requirement to **diversify and expand the business base** to increase resilience and create new employment opportunities in growth sectors, **reducing reliance on public sector employment.**

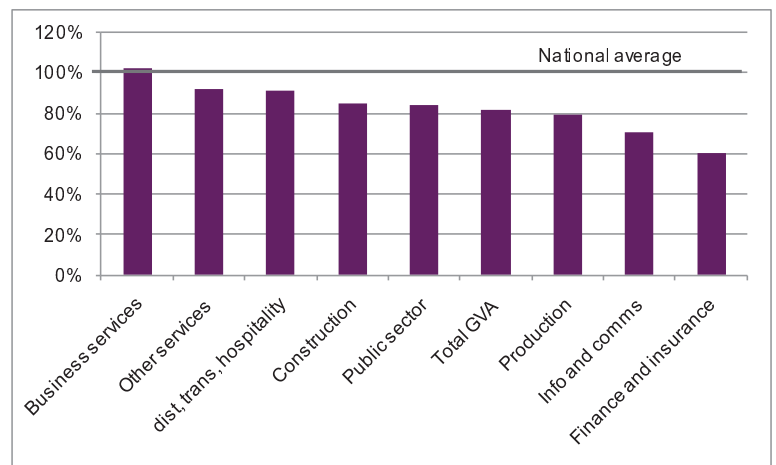


4.6 D2N2 has set an ambitious target to create an additional 55,000 jobs by 2023. Derbyshire’s share of this (based on its share of current employment in D2N2) is approximately 18,000 new jobs. With current forecasts predicting employment will grow by 9,300, this suggests a **shortfall of 8,600 jobs**. It will be important however to ensure we safeguard existing employment by raising the competitiveness of the business base, whilst **creating new employment opportunities** which will raise productivity and GVA. There are already solid foundations for growth in future employment growth sectors with parts of the South and North West Economic Zones having an above average proportion of businesses within the professional, scientific and technical sector; and Bolsover’s LQ for the professional, scientific and technical sector in line with the UK. Our challenge therefore is to build on this activity and strengthen these sectors across the County.

Economic Competitiveness and Productivity

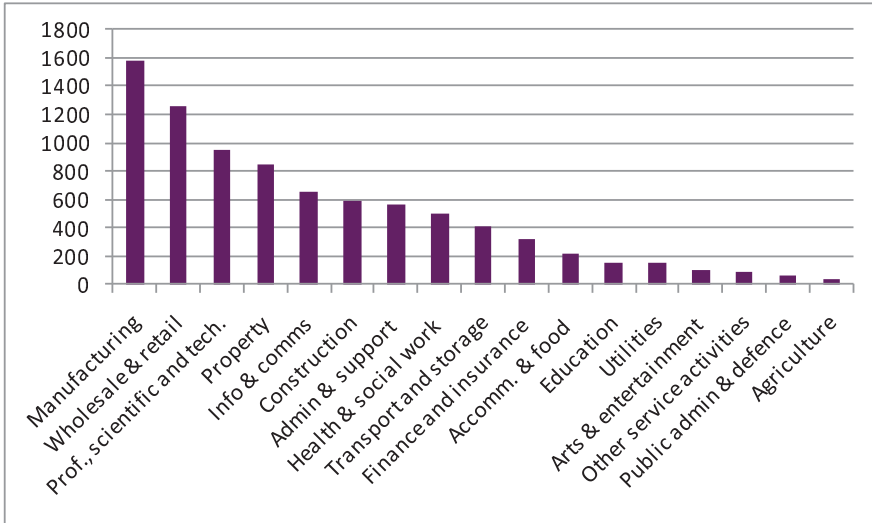
4.7 Across Derbyshire, total GVA is approximately 80% of the national average; a £2,800m shortfall. Forecast data suggests that based on current trends, between 2013 and 2030 GVA per FTE will remain below the national average. There is therefore a **need to raise GVA and business productivity.**

4.8 With such a large proportion of employment and GVA currently generated by the manufacturing sector, but with employment forecast to decline, it is vital that the sector **diversifies into higher value added activities**. The high proportion of employment within high technology manufacturing in Derby presents a significant opportunity for the County particularly where Derby’s growth is geographically constrained. **The skills level of the available workforce needs to reflect the demands and requirements of the local economy to attract new enterprise and generate growth.**



Derbyshire GVA by Sector (Regional Accounts, 2012)

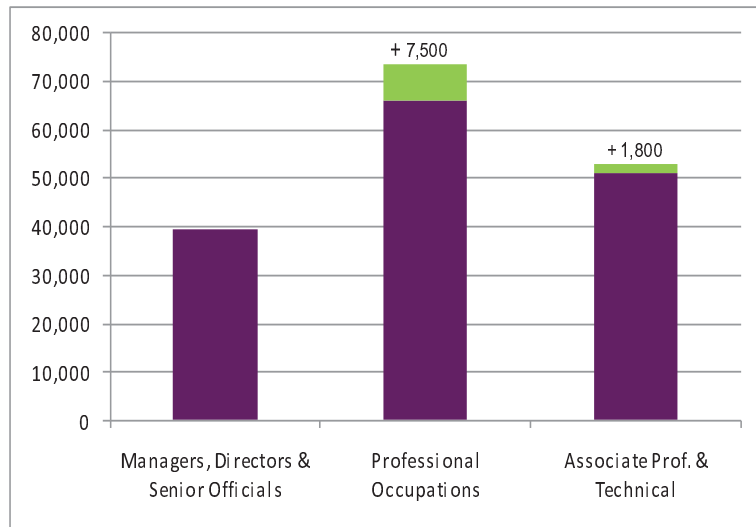
4.9 Within Derbyshire in 2012, 3.8% of total employment was within medium-technology sectors compared with only 2.7% regionally and 2.1% nationally. These sectors include the manufacture of electrical motors; wiring and electrical lighting, domestic appliances; motor vehicles; railway locomotives rolling stock; military fighting vehicles; and, transport equipment. With high technology manufacturing focused on computing, communication equipment, optical, air/spacecraft and pharmaceuticals sectors, medium technology sectors where Derbyshire already has a competitive advantage, may provide more appropriate growth opportunities, particularly over the short to medium term.



4.10 Over the long term however, the County needs to be **attracting and retaining more knowledge-based workers and industries** to raise productivity levels. The Derbyshire Local Economic Assessment 2014 suggests that at present, Derbyshire is not well placed to capitalise on knowledge-driven economic growth having a **shortfall in knowledge workers, knowledge occupations and knowledge intensive business activities**. Variable access to high speed broadband across the County also inhibits the growth of this sector.

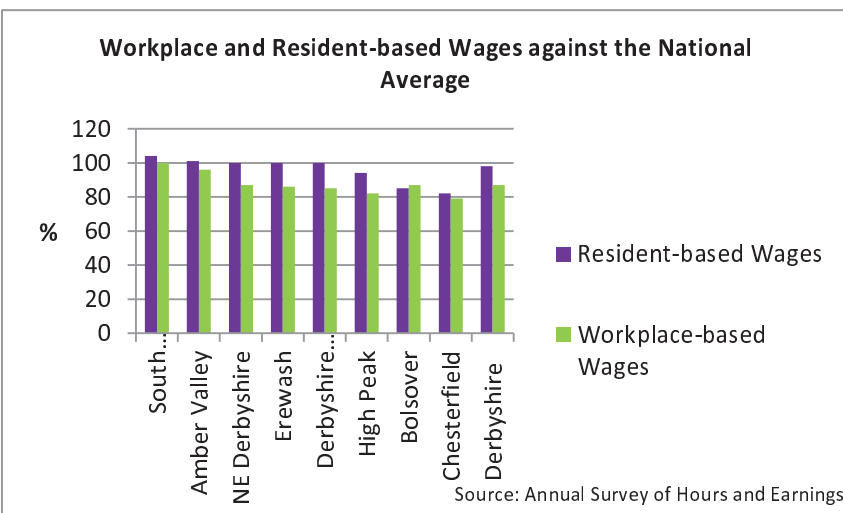
Derbyshire GVA Growth by Sector 2013-2030 (Oxford Economics, 2013)

4.11 Derbyshire has a much lower proportion of knowledge-intensive activities in its industrial structure compared with England. Analysis of residents' skills levels suggests this is a feature of our industrial structure rather than quality of the workforce. Overall, Derbyshire has a highly skilled resident workforce, but **the structure of the economy does not provide sufficient highly skilled local employment opportunities**, which has led to out-commuting - particularly to Derby and surrounding cities and conurbations. Large parts of the County have high resident-based wages and areas such as Amber Valley, South Derbyshire and the wider Peak District, have highly skilled resident populations, although the skill levels and earnings of the workforce populations are considerably lower.



Highly Skilled Occupations in Derbyshire (Source: APS)

4.12 Increasing innovation and **capitalising on Derbyshire's proximity to several Higher Education Institutes** to increase university/business links will be important if we are to increase competitiveness and productivity and move the business base towards more knowledge-based activities and occupations. This will also be important in retaining and attracting skilled workers.



4.13 Creating the **right employment opportunities within higher skilled occupations** would greatly improve the employment base and productivity. This will require expansion of the existing business base, **bringing forward sites and premises** and supporting our major local employment centres to ensure they continue to retain local employment and accommodate any increased demand for employment resulting from population growth and new housing.

Physical Infrastructure

4.14 Derbyshire has a good supply of strategic employment and housing sites but much of the land is former industrial land which requires investment in broadband, energy infrastructure, highways improvements and remediation work to bring it to the market. **Securing the investment to bring sites to market** will be important to unlock growth, particularly for housing growth which will be a major economic driver for some settlements. As the national economy stabilises and investor confidence grows, the County needs to be in a position to unlock sites and capitalise on speculative development which will generate economic opportunities and meet housing and commercial needs.



4.15 **Addressing strategic transport issues** will be a key component in providing the infrastructure for growth. Although the County is well connected and Derbyshire County Council continues to invest £20m per annum in structural maintenance and improvement schemes, local road traffic congestion is impacting on our economy. We are working closely with SCR and D2N2 to ensure local partners are supported to access devolved LTB funds - but investment in our rail infrastructure is also needed, alongside local transport schemes and development of our bus network to connect communities to economic opportunities. The proposed **High Speed Rail route (HS2)** represents both a challenge and opportunity for Derbyshire and efforts will focus on maximising the economic benefits of this major investment for the county by ensuring effective connectivity to the route and securing opportunities for employment and training such as the proposed HS2 Skills Academy and maintenance depot. We also recognise the impact HS1 will have on the North West zone in particular and will work to further improve economic links to Greater Manchester.

4.16 Across Derbyshire we need to **increase the quality of employment sites and premises**. Parts of the County such as Glossopdale in the High Peak, have an excess of industrial land but much of it is of poor quality with a high proportion of vacant and old premises. Opportunities to attract high quality new build and **bring old industrial estates (such as Bakewell Riverside), brownfield sites (such as Cawdor Quarry) and commercial properties back into use** to support new employment opportunities need to be explored, particularly within rural Derbyshire where environmental considerations often act as a constraint on new capital investments. The County benefits from many attractive former mill and industrial buildings which require innovative approaches to bring them back into modern use, this is particularly evident in the Derwent Valley Mills World Heritage Site. Areas of the County are already looking at opportunities to utilise these assets to accommodate local housing needs.

4.17 Access to the most up to date technology is crucial to the ability of our businesses to effectively compete in global markets. In a predominantly rural area it is also vital to the growth of rural businesses and to support home and more flexible working. Improvement to broadband connectivity is identified as a key priority for Derbyshire in the DCC Council Plan for 2014-2017 "A Fair Deal for Derbyshire, Building a Better Future Together". The County currently **lacks the high speed broadband and mobile communications infrastructure required by modern businesses**. This problem is particularly acute across rural Derbyshire where investment in communications technology is required to support business growth and competitiveness. The County has successfully secured over £7m from BDUK to improve broadband services via the Digital Derbyshire programme. This is being matched by funding from British Telecom, Derbyshire County Council and ERDF to provide broadband to an additional 88,000 premises and provide superfast connections to 95% of premises by 2016. The remaining premises will be provided with a minimum speed of 2Mbps. **All other opportunities and options need to be explored to connect the most remote and challenging premises to ensure every resident can take full advantage of the economic and social benefits of broadband.**

4.18 With economic policy increasingly focused on the contribution of major cities, we need to continue supporting **the role and functioning of Derbyshire's urban centres and market towns as drivers of local economic growth.**

Our towns have very different characteristics and needs; some such as Bakewell, Ashbourne, Chesterfield, Matlock and Belper are comparatively strong and healthy centres, whilst other predominantly post-industrial centres such as Clay Cross and Shirebook, have less critical mass or are transition economies requiring a different scale of intervention linked to housing growth alongside local place-making interventions. This is reflected in varying average house prices with house prices much lower in the east of the County and higher in the west and south. This diminishes the attractiveness of locations to external investors and property developers, reducing the long term viability of centres. Derbyshire's towns require continued support to ensure they provide attractive places to live, work and socialise; and can capitalise on opportunities to support growth of the visitor economy.

The Visitor Economy

4.19 With Derbyshire's quality landscape and strong historical, cultural and leisure offer, the visitor economy provides a major opportunity for economic growth. Some weaknesses need to be addressed however if the sector is to achieve its full growth potential. Between 2009-2012, employment within the sector fell by 15.1% but increased by 2.6% nationally, suggesting the sector has been particularly affected by the adverse economic conditions. 2011 data⁷ indicates that only one in ten trips to Derbyshire included an overnight stay and average visitor spend is lower than in comparable areas. In developing the visitor economy, we will be mindful of the need to create jobs of sufficiently high quality to attract local people into careers; rather than typically low wage, low skill, part time, seasonal jobs that have characterised the tourism sector in the past.

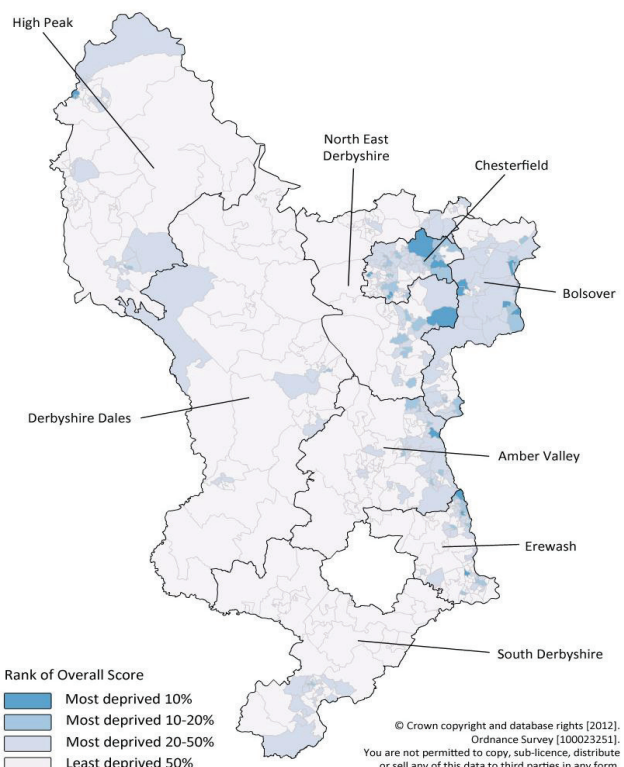
4.20 Our partners within the sector have undertaken detailed analysis of current conditions and identified opportunities to raise the quality of the tourist offer and productivity of the sector. This includes measures to improve the connectivity between key destinations and surrounding areas; capital investment to improve the quality of existing attractions, sites and assets; strengthen the County's events/festivals offer; improve marketing of the full Derbyshire offer; and support businesses within the sector to raise their competitiveness and productivity.

4.21 Whilst there is already a strong and successful focus on the visitor economy of the Peak District, we need to support development of our numerous other cultural, historical, environmental, leisure and heritage based assets and encourage **dispersal of visitors** around Derbyshire. Maximising the opportunities of new technology to create an **improved and increasingly customised visitor journey** through quality information, mapping and directions will be important. The preservation and further development of the County's cycle network, rivers and canal networks (green and blue infrastructure) to offer both sustainable travel to work routes and extend the visitor offer will also be critical in maintaining our economic advantage in this area. There is significant opportunity to increase Derbyshire's market share of regional, national and international tourists (particularly from the Far East and North America), as well as encouraging greater take-up of the tourism offer by local residents.

People and Communities

4.22 Whilst the proportion of people in Derbyshire within highly skilled occupations is relatively high, there is a threat of widening disparities across the County.

4.23 Youth unemployment remains high. Recent data (January 2014) indicates unemployment amongst the under 25's as a proportion of total unemployment is 29.6% in Derbyshire compared with 24.7% nationally. Within the County, the youth unemployment rate is generally higher in the North East Economic Zone and lower across the North West and South Zones. **We need to raise the aspirations of young people**, particularly within the most



⁷ 2014 Local economic Assessment.

disadvantaged communities and improve information, advice and guidance to **facilitate effective transitions from education into sustained employment**, increasing the accessibility and opportunities presented through apprenticeships, traineeships and vocational training – alongside formal training – to help ensure the skills profile of the County matches employers' needs. Within rural areas, the challenge lies in assisting young people into quality employment on secure contracts to prevent out-migration.

4.24 Overall, Derbyshire has a high level of economic activity⁸ (78.9% in Derbyshire compared with 77.6% nationally). However claimant count unemployment rate data highlights **high concentrations of unemployment** in the North East Economic Zone compared with the rest of the County and within pockets of isolated wards such as Gamesley and Cotmanhay. We need to ensure people within these communities are supported to benefit from future economic growth and hidden unemployment and deprivation is not over-looked. Positive interventions to address long term unemployment and get the short term unemployed back into work is key to tackling disadvantage and maximising the economic offer of all Derbyshire's workforce.

4.25 Communities with **higher levels of deprivation** (within the most deprived 10%) are concentrated primarily within the North East Economic Zone. The extent of economic restructuring within this Zone will have a bearing on levels of deprivation, but it is important to note that whilst deprivation levels are improving in the North East, they are deteriorating in the South Zone e.g. parts of Erewash and the Derbyshire Dales. We need to ensure we support people within disadvantaged and isolated communities to benefit from new economic opportunities.

4.26 Although earnings (resident and workplace-based) as a whole are lower across Derbyshire than nationally, they are much lower in parts of the North East Economic Zone. In 2013, average weekly resident earnings were £422 compared with approximately £510 nationally. Low income levels, but an increasing cost of living raises the **risk of financial exclusion** amongst the most vulnerable parts of the population. We need to create the right jobs, which provide skilled employment opportunities and support people to access these through training, employment support and removing physical barriers to accessing better employment.

4.27 **Health issues** can act as a significant barrier to employment, particularly within former industrial communities. The proportion of working age people with a limiting long term illness is higher in Derbyshire than nationally (14.6% and 12.7% respectively in 2011). Eighteen wards however have limiting long term illness levels of above 20% and these tend to be located in former industrial communities, particularly in the North East Economic Zone and parts of the South Zone.

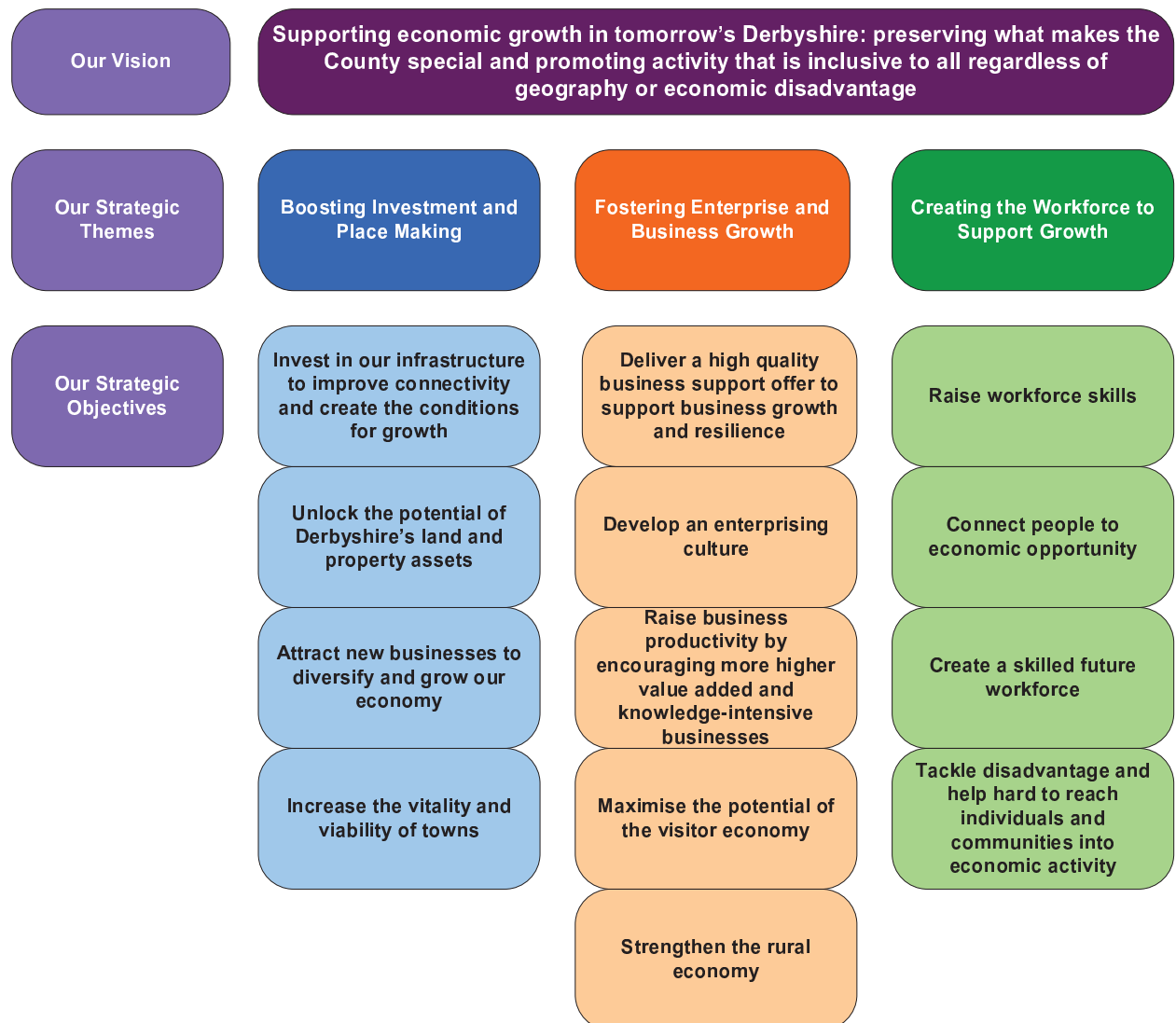
4.28 We need to ensure we **provide the workforce with the skills and knowledge-sets required by businesses**, now and in the future. It will be important to work with employers, employer representative organisations and education and training providers to understand how we can best support workforce development. There is scope for the **third sector - the voluntary, community and faith sector – to play a stronger role in supporting economic growth**, particularly in helping disadvantaged communities and individuals back into training, employment or voluntary work.

⁸ The percentage of the working age population (16-64) who are employed or looking for work

5 An Economic Vision for Derbyshire

5.1 Derbyshire’s natural, physical and human assets provide a firm foundation for growth. Businesses and people will be supported to take full advantage of new growth opportunities; inward investment will be encouraged through marketing of a strong Derbyshire brand ensuring the County becomes a ‘place of choice’; and the landscape and heritage which has previously supported our economy will be actively protected and conserved to maintain our unique identity. Derbyshire is well-placed to capitalise on the technological revolution which will drive economies of the future. We will support businesses to innovate and access new markets and create new, skilled employment opportunities. We will invest in our infrastructure to create the conditions and places which will support growth; and we will ensure we have a workforce which continues to attract business investment.

5.2 Our vision is clear, our focus is fixed and the broad work we need to undertake to achieve our ambitions for Derbyshire is set out in the remainder of this Strategy Statement. Through continued collaborative working we will develop the detailed action plans that will provide the route map to achieving our vision, alongside partners in Derby City, to ensure the whole of Derbyshire benefits from our collective efforts.



5.3 Delivery of the vision will be guided by the following principles:

- We will address immediate barriers to growth, but encourage investment which provides for tomorrow's Derbyshire and our future social and economic needs.
- We will promote sustainable growth which preserves and enhances the character of the County whilst delivering our economic needs.
- We will champion high quality, innovative and environmentally sensitive design solutions in building the infrastructure for growth; particularly where this preserves the natural landscape and brings heritage assets back into use.
- We will pursue growth for all; recognising the potential of all businesses and individuals.
- We will facilitate and encourage strong and effective partnership working.
- We will work collectively and inclusively to deliver Derbyshire's vision, drawing on the expertise of all private, public and third sector partners.

5.4 In delivering the DESS we will:

- Support businesses as the drivers of local economic growth.
- Build on our manufacturing expertise to support the Government's objective of delivering growth through innovation, exporting and supporting the transition to a high value added and knowledge-based economy.
- Recognise the importance of place and community in driving economic growth, providing flexibility to allow partners to determine and deliver local approaches and interventions
- Develop our natural assets to deliver sustainable growth.
- Support the Government's energy policy by facilitating the transition to a low carbon economy across all aspects of development.
- Develop a workforce which meets the needs of businesses and supports all individuals to reach their full potential, supporting Government's commitment to help people find and remain in employment and reduce youth unemployment.

6 The Strategy

6.1 The following pages of this Strategy Statement set out the framework through which we will deliver activity to help us achieve our vision for Derbyshire. The specific actions needed to deliver the vision and objectives of the DESS will be developed as part of the early stages of implementation, working closely with Derby City to ensure coherence and alignment with the actions of the Derby Economic Strategy. Clear measures of success will be developed, supported by targets for improvement. The Derbyshire Economic Partnership (DEP) – a key partnership of the D2N2 LEP – will be responsible for managing and ensuring delivery of the DESS and its accompanying Implementation Plan.

6.2 The work of the DESS has identified three themes which provide the mainstay of our framework:

- **Boosting Investment and Place Making**
- **Fostering Enterprise and Business Growth**
- **Creating the Workforce to Support Growth**

6.3 Each of the three themes is supported by a number of strategic objectives and the scope of further activity is set out in:

- Headline priorities for action identified through the DESS consultation process;
- The expected geographic focus of activity; and
- The broad performance indicators against which we will measure progress.

Strategic Theme: Boosting Investment and Place Making

Rationale: Continued investment in infrastructure, business and place will have a significant, positive effect on productivity and growth within the Derbyshire economy. Strategic investment in digital roll out, land and premises, transport and green and blue infrastructure will enhance connectivity and accessibility and will help create the conditions for further growth in strategic sites and locations within Derbyshire's Economic Zones.

Strategic Objective 1: Invest in our infrastructure to improve connectivity, increase accessibility and create the conditions for economic growth

Priorities

- Secure successful delivery of Digital Derbyshire in line with project targets and facilitation of community-led approaches to broadband provision in areas where market failure remains
- Develop supportive transport and planning policies to facilitate appropriate levels of development
- Develop a pipeline of transport infrastructure projects which will increase Derbyshire's capacity for growth and work with partners to bring these to market
- Further develop and safeguard green and blue infrastructure such as cycle routes, urban trails and canals to encourage sustainable transport, reduce carbon emissions and support the visitor economy
- Undertake active lobbying to secure additional investment in rail and bus services across the County
- Shape the development of the proposed HS2 to ensure maximum economic benefit for Derbyshire

Spatial Focus

Rural Derbyshire and the Peak District require broadband interventions to improve connectivity, speeds and reliability. Intervention will be focused on the Digital Derbyshire rollout areas, particularly across the North West Economic Zone, but also across other predominantly rural areas.

Investment in green and blue infrastructure will be an important mechanism to support growth in the visitor economy, particularly in extending the offer in South and North East Economic Zones, building on the strengths of the North West Zone. This will also help connect Derbyshire's network of market towns and predominantly rural areas with residential areas; investment will be focused on supporting the County's move towards a low carbon economy by supporting sustainable development and transport interventions.

Priority rail improvements (including the Midland Mainline, Buxton Line and Hope Valley Line; Ilkeston and Gamesley rail stations, Park and Ride scheme at Boulton Moor; and the rail terminal at Markham Vale) are shown on the accompanying map.

HS2: masterplanning around Toton, the maintenance depot near Staveley and potential for the HS2 Academy.

Ensure strong links to the European Infrastructure Investment Strategy and the D2N2 (and SCR/ Manchester SEP) and Growth Deals.

Key Indicators

- Uplift in GVA
- Delivery against the Digital Derbyshire Plan – specific measures around coverage, speed and connection to premises
- Increase in level of infrastructure investment

Strategic Objective 2: Unlock the potential of Derbyshire's land and property assets to attract and retain businesses and create the conditions for economic growth

Priorities

- Facilitate delivery of strategic employment and housing sites and support scoping/feasibility work
- Promote the re-use of vacant and underused commercial, industrial and heritage buildings
- Review of council-owned assets as part of a shared estate programme to identify opportunities for rationalisation and commercial development
- Support enhancement of provision of quality commercial accommodation to meet the needs of creative, hi-tech and knowledge based industries
- Maximise potential of existing vacant, under-used premises or those in need of modernisation and provide follow-on space for growth businesses
- Meet the accommodation needs of start-up businesses to support an enterprising culture and business growth
- Investment in renewable energies, green/blue infrastructure and opportunities around ecosystem services; particularly where these unlock sites

Spatial Focus

Investment will be focused on key strategic employment sites across the County with strong links to the European Infrastructure Investment Strategy, the D2N2 and SCR SEPs and Growth Deals. Major investment areas are shown on the accompanying map.

Key Indicators

- Uplift in GVA
- Increase business numbers/ new business starts
- Increase in business survival rates
- Industrial land availability/ commercial floorspace usage
- Increase in jobs created
- Reduction in unemployment

Strategic Objective 3: Attract new businesses to diversify and grow our economy

Priorities

- Continue to develop the inward investment function/ investor development service for Derbyshire to actively promote districts and boroughs and act as a comprehensive gateway for investor enquiries
- Strengthen partnership working between UKTI, D2N2, D2 local authorities, Chamber of Commerce and other key stakeholders to ensure joined up working on inward investment
- Capitalise on input of higher education institutes to support research, innovation and invention to increase competitiveness and productivity, particularly in knowledge-based industries
- Ensure skills level of workforce meets business needs (see Objective 12)
- Provide robust interventions to initiate and support business start ups
- Strengthen niche sectors such as heritage crafts/ skills to support successful diversification of the economy
- Work collaboratively to promote the unique assets of Derbyshire's districts and boroughs to capitalise on growth in adjacent cities and attract national and international inward investment
- Develop a co-ordinated approach to place making activity across D2 local authorities
- Enhance the attractiveness of the natural and built environment, market towns and urban centres to attract new private sector investment
- Establish, market and raise the national profile of the 'Derbyshire Offer' to investors and neighbouring LEPs

Spatial Focus

We will support interventions across the County to attract new business and investment. Priority will be given to those areas with immediate capacity for growth and where the effects of economic restructuring have been most acute, particularly the North East Economic Zone.

Capacity to attract and accommodate major inward investment currently lies primarily within the North East and South Economic Zones, particularly in terms of developments around Markham Vale and the expansion of Derby City; the existing availability of major employment sites in these zones provides a strong offer to potential investors.

Key Indicators

- Increase in total amount of inward investment (conversions)
- Increase in number of businesses/ new business starts
- Jobs created through FDI and re-investment
- Public/ private sector employment balance (%)
- Increase in productivity (GVA)
- Increase in visitor numbers
- Increase in skills level

Strategic Objective 4: Increase the vitality and viability of our market towns and urban centres to support their role as local service and employment centres and maximise their ability to attract private sector investment

Priorities

- Use planning measures to increase vitality within towns, including the use of Local Development Orders
- Establish town teams or other appropriate mechanisms to improve communication with the business community and develop fresh approaches to urban regeneration
- Diversify uses in town centres including office development, retail, leisure/hospitality and commercial developments
- Preserve and enhance the character and historical/ industrial assets of market towns and their surroundings to increase their contribution to the visitor economy
- Secure investment for regeneration/ public realm schemes in towns requiring physical regeneration, including support for local masterplanning

Spatial Focus

With the needs of towns varying significantly across the County, we will support proportional interventions to meet identified local needs. Planned schemes include:

- Chesterfield Town Centre Package
- Swadlincote Area Package
- Buxton Spa Town Package

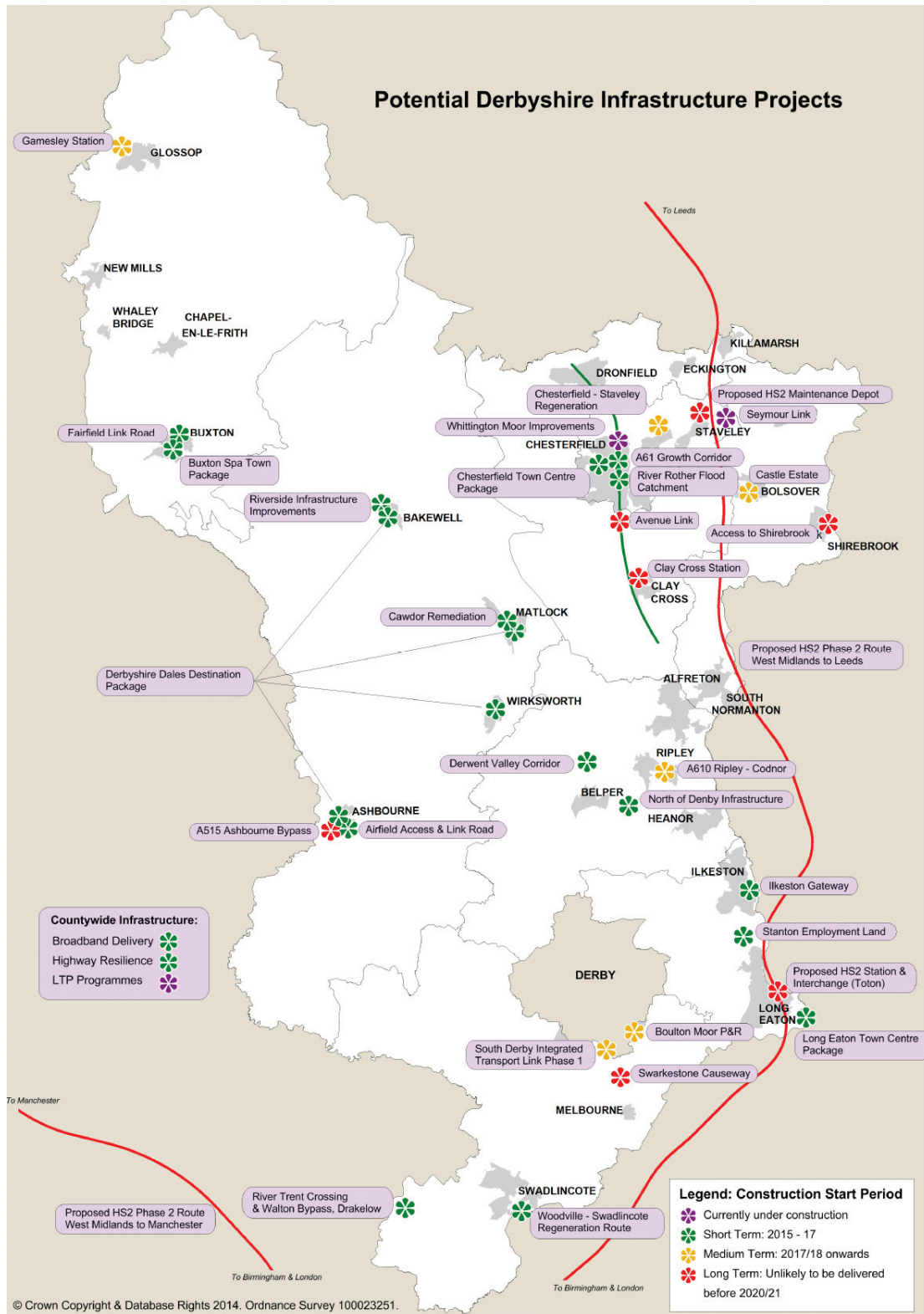
Other developments will be linked to the priorities and projects identified via the Growth Deal and infrastructure planning processes.

Local regeneration and public realm interventions will be supported particularly within post-industrial towns where the effects of economic restructuring have been most acute and intervention is required to attract new investment. These interventions are likely to be targeted primarily within the North East Economic Zone but also incorporating other post-industrial centres in the South Zone e.g. Heanor, Alfreton, Shirebrook, Bolsover, Claycross, Killamarsh, Eckington and Ilkeston.

Interventions which facilitate growth in the visitor and rural economies will also be supported. These interventions are likely to be targeted within the North West Economic Zone and west of the Amber Valley e.g. Glossop; Bakewell; Matlock; Ripley; Belper

Key Indicators

- Increased footfall
- Reduce vacancy rates
- Housing completions
- Industrial land availability/ commercial floorspace usage



Strategic Theme: Fostering Enterprise and Business Growth

Rationale: In Derbyshire, our future economy will rely heavily on new and existing business growth combined with investment in the visitor and rural economies and regionally significant sectors such as ‘world class manufacturing’. In order to narrow our productivity gap we need to ensure that we (1) offer an exceptional environment to start and grow a business (2) foster a much more diverse and high value business base and (3) build resilience in our bedrock industries.

Strategic Objective 5: Deliver a high quality business support offer to support business growth and resilience

Priorities

- Support businesses to enhance their profitability and competitiveness through the provision of a high quality, coordinated business support and mentoring, recognising the support needs of different types of businesses and at different stages in their growth. This may include the provision of:
 - o Access to quality advice and guidance and key account management support for businesses with high growth potential
 - o Access to finance and investment readiness support
 - o Access to business networking opportunities
 - o Access to finance models
 - o Access to training
- Support the proposed D2N2 and SCR Growth Hubs to ensure Derbyshire businesses have effective access to information advice and guidance
- Support supply chain development through local purchasing agreements and ensuring public procurement is open to SMEs
- Review regulatory requirements on businesses to reduce red tape where possible
- Develop programmes to support healthy workplaces, reducing absenteeism and increasing productivity
- Encourage resource efficiency and move towards a low carbon economy
- Work with business representative organisations to collate a robust evidence base of business needs and priorities; and share information across the County regarding new developments and the implications/opportunities for each District/Borough
- Explore the potential for new and emerging sectors

Spatial Focus

We will encourage new and existing business growth across Derbyshire and ensure a consistent approach to business support which exploits the opportunities created by the proposed D2N2 and SCR Growth Hubs.

With micro and small businesses comprising 88% of Derbyshire’s business base, we will encourage interventions which support this important feature of our local economy; as well as targeting those businesses with high, or locally significant, growth potential. We also wish to encourage resilience within our traditional industries, particularly to safeguard local employment.

Key Indicators

- Uplift in GVA
- Increase in business numbers/new business starts
- Increase in business survival rates
- Positive feedback from business

Strategic Objective 6: Develop an enterprising culture to increase new business starts and provide the support and infrastructure to enable new businesses to grow

Priorities

- Ensure a supply of appropriate start-up and expansion space for new and early stage starts, and maximise the use of technology to enable home-working
- Ensure pre and new start businesses are able to access appropriate business advice and support services – including financial (as proposed under Objective 5)
- Support people from disadvantaged communities to start a business or move into self-employment, including awareness raising of enterprise and social enterprise opportunities
- Develop positive interventions to embed entrepreneurialism within education and learning to develop entrepreneurship skills and promote business start-up/self employment as a career option for young people and graduates and raise aspirations

Spatial Focus

Supporting entrepreneurialism is a County-wide priority and we will seek to create a consistent offer to entrepreneurs across the County. We will also encourage activities which seek to remove barriers to business start-up and promote entrepreneurialism as a means of addressing specific weaknesses in local economies. This may include, but is not restricted to:

- Activity which builds on high levels of entrepreneurship in the North West Economic Zones and seeks to address lower start-up rates across the rest of the County
- Activity which support entrepreneurialism amongst young people and graduates as a means of addressing youth unemployment and retaining/attracting skilled graduates
- Activity which support enterprise in disadvantaged communities as a means of addressing economic disadvantage and higher levels of unemployment in these areas (particularly in the North East economic zone)

Key Indicators

- Increase in business numbers/new business starts
- Increase in business birth rate
- Increase in numbers self employed

Strategic Objective 7: Encourage more higher value added and knowledge-intensive businesses to raise business productivity and rebalance our economy

Priorities

- Encourage the traditional manufacturing sector to move towards higher value manufacturing and services
- Ensure a supply of appropriate accommodation and facilities (including high speed broadband) to meet the needs of knowledge-based industries
- Support the commercialisation of innovation and research through the provision of tailored business support/key account management and access to finance, and facilitating partnerships with HEIs and research centres
- Support initiatives to increase exporting and access to new markets, particularly amongst traditional business sectors, including supply chain development activities; innovation support measures, exploitation of global trade links; and facilitating the adoption of ICT and e-business
- Work with businesses to identify and meet high level skills gaps and provide the conditions to attract and retain graduates in the region
- Support businesses to exploit new opportunities in the low carbon economy

Spatial Focus

Raising business productivity and encouraging higher value added businesses is a County-wide priority.

We are particularly keen to ensure that activity within this strategic objective raises productivity within the traditional manufacturing sector given the importance of this sector to the local economy.

Key Indicators

- Increase in productivity (GVA)
- % change in industrial structure: including enterprises (and employment) in growth and knowledge based and medium/high technology sectors
- Increase in resident and workplace based earnings

Strategic Objective 8: Maximise the potential of the visitor economy to create new employment and raise GVA

Priorities

- Continue to develop a strategic approach to the branding and marketing of Derbyshire’s full tourist offer
Review and refine an appropriate marketing plan that recognises the potential of attract/ disperse in benefiting all the County’s offer
- Increase the use and take-up of the Derbyshire’s tourism offer by those living in the County
- Develop active and sustainable transport connectivity between key destinations/ emerging heritage clusters and gateway towns and cities to facilitate access to tourist destinations
- Raise the quality of existing visitor attractions through targeted capital investment – particularly in the heritage sector
- Raise the profile and value of distinct landscape areas in the North East and South Zones in supporting the future visitor economy
- Develop Derbyshire’s cultural tourism offer through the support and expansion of the festivals and events sector
- Facilitate and improve the visitor journey through quality information, mapping and directions and improved service delivery standards within the visitor economy and tourist information services
- Address the need for more serviced and high quality accommodation within popular tourist destinations
- Enhance and preserve green and blue infrastructure as a mechanism to attract visitors and support sustainable connectivity

Spatial Focus

Activity will build on the current strengths and contribution of the North West Economic Zone, and particularly the Peak District.

Growth of the visitor economy across the North East and South Economic Zones building on the varied cultural, heritage and leisure offers within these areas. This may include, but is not restricted to:

- The National Forest
- Green and blue infrastructure initiatives e.g. the Chesterfield Canal developments, cycle infrastructure, and the green infrastructure priority area in southern Bolsover
- Heritage clusters and historical assets across the County e.g. the Derwent Valley Mills World Heritage Site and proposed Creswell Crags World Heritage Site
- Hospitality and Leisure assets, particularly in relation to business/HEI visitors in the areas surrounding Derby
- Major developments e.g. Peak Resort
- Market towns and urban areas with unique historical, cultural or leisure assets

Key Indicators

- Increase in employment in the tourism sector
- Uplift in visitor Economy GVA
- Increase in visitor spend
- Increase in overnight visitor stays

Strategic Objective 9: Strengthen the rural economy to create new jobs and raise GVA

Priorities

- Grow the rural economy through supporting micro-business growth and productivity in rural areas, including access to finance and out-reach business support
- Increase the competitiveness of rural businesses through the use of ICT for online trading, social media/marketing and improved business management/operations. Facilitate this by reducing the gap in broadband speed between rural and urban areas of Derbyshire
- Enhance the vitality of rural market towns as employment and service centres with affordable live/ work accommodation
- Unlock smaller sites for housing and employment growth in rural areas such as the Cawdor Quarry, Bakewell Riverside and Ashbourne Airfield
- Increase high wage employment opportunities for young people in rural areas

Spatial Focus

The North West Economic Zone will be a primary driver of growth in the rural economy, but we will also encourage interventions which create growth in the rural areas of the North East and South Economic Zones.

Key Indicators

- Increased employment in rural districts
- Business start ups
- Uplift in GVA in rural districts
- Implementation of Digital Derbyshire - broadband connectivity
- Reduced youth unemployment
- Increase in affordable housing

Strategic Theme: Creating the Workforce to Support Growth

Rationale: Skills are a fundamental component of our competitiveness, yet our skill levels and earnings are holding us back and we have pockets of excluded communities. Only through concerted investment in skills, workforce training and targeted inclusion activities will local people access new economic opportunities, improve their labour market prospects and progress within their current roles.

Strategic Objective 10: Raise the scope and level of workforce skills to reduce the barriers to business growth and attract and retain jobs and wealth

Priorities

- Work with business representative organisations and training providers to understand and address business skills needs and skills shortages
- Increase the number of businesses accessing training and apprenticeships and promote the importance of training and development to business growth
- Support interventions to improve management & leaderships skills in the workforce
- Actively encourage and improve access to higher level skills/ apprenticeship training – particularly with young people

Spatial Focus

Raising the level of workforce skills is a priority across the County, and this includes addressing the high number of people without qualifications

We recognise there are geographic disparities in skill levels and that the population of the North East Economic Zone generally has lower skills levels than the rest of Derbyshire.

Activities and interventions which reduce geographical disparities will be supported.

Key Indicators

- Increase in businesses accessing training
- Improve qualification levels – Levels 3, 4 and 5
- Reduce number of people without qualifications

Strategic Objective 11: Connect people to economic opportunity to help individuals to benefit from new employment opportunities and ensure businesses have the workforce to grow

Priorities

- Engage with public transport providers and local transport authorities to strengthen public transport links to employment opportunities
- Support local interventions to help people in isolated communities access employment – particularly young people and those out of work
- Explore new interventions such as the 21st Century Guildhall, alongside local employment and skills charters, guaranteed interview schemes and similar measures to link local people to new job opportunities and skills development
- Develop interventions to raise the employability skills of young people, NEETs and the unemployed
- Develop innovative approaches to reducing vacancies including working with employers to address demand side weaknesses
- Develop redeployment initiatives to help retain and recruit high skilled, redundant workers
- Target work and support with short-term unemployed to get people back to work quickly and prevent long-term impacts

Spatial Focus

It is important that all residents are supported to access local employment. Activity will however be focused on:

- Connecting communities to jobs at key strategic sites;
- Meeting the recruitment needs of businesses;
- Raising economic inclusion within the most disadvantaged communities; primarily within the North East Economic Zone where unemployment is comparatively high; but also in isolated pockets of deprivation across the County; and
- Linking people in isolated rural communities to the labour market

Key Indicators

- Increased employment
- Reduction in job vacancies
- Apprenticeship numbers/ traineeship numbers and destinations
- Increase in productivity (GVA)

Strategic Objective 12: Create a skilled future workforce to meet business needs and support a higher value added and knowledge-based economy

Priorities

- Improve the provision of careers advice and employability skills to young people within schools both pre and post 16
- Work with HEIs to ensure higher level skills provision and offer meets the need of emerging sectors within Derbyshire
- Support better education-industry links to promote the range of local employment opportunities and engage young people in their wider communities, including site visits, work experience, mentoring schemes, volunteering, awareness raising sessions
- Increase the take-up of high quality vocational and apprenticeship opportunities, particularly to those young people not in full time education
- Work with employers and employer representative organisations to encourage business investment in skills and apprenticeship schemes such as the Trusted Employer Register
- Work with employer representative organisations and training providers to develop the evidence base relating to skills demand
- Promote enterprise education from an early age through curriculum development

Spatial Focus

Ensuring a skilled future workforce is a County-wide priority. We recognise however that the population of the North East Economic Zone generally has lower skills levels than the rest of Derbyshire and activities which reduce geographical disparities in resident skills levels will be supported, with specific targeting on:

- Activity which supports the identified skills needs of businesses; and,
- Opportunities arising from investment in key strategic sites.

Key Indicators

- Increasing apprenticeship numbers/ traineeship numbers and destinations
- Reducing the number of young people who are NEET
- Reducing youth unemployment
- Increase in higher level skills

Strategic Objective 13: Tackle disadvantage and help hard to reach individuals and communities into economic activity to ensure everyone who is able to work, is supported to do so

Priorities

- Support people, particularly those furthest from the labour market, to overcome barriers to employment
- Develop supported employment projects, integrated approaches to removing barriers and addressing the root causes of exclusion and poverty such as health and well-being and skills interventions
- Actively promote volunteering, and improve the quality and scope of work experience and work-tasters as routes into employment
- Support people in hard times, particularly those facing financial exclusion and the impacts of welfare reform; including Welfare Rights service and community-based provision
- Support the role of credit unions and other community –based interventions to accessible finance
- Utilise the expertise and knowledge of the third sector and develop Derbyshire's social infrastructure to support the needs of communities facing economic and social exclusion
- Support enterprise and social enterprise as a route to economic inclusion
- Address discrimination in the labour market and promote equal opportunities

Spatial Focus

Activity will be focused on disadvantaged communities with high levels of economic inactivity, particularly within the North East Economic Zone and isolated pockets of deprivation across the County.

Particular target communities include:

- People with health and wellbeing issues, including those with mental health issues;
- The financially excluded;
- Those excluded by reason of living in isolated rural communities;
- Children and young people (including NEETs);
- People with multiple and complex needs;
- People with caring responsibilities;
- Households with worklessness;
- People affected by redundancy;
- Adults with physical and learning disabilities; and,
- Older people.

Key Indicators

- Economic activity rates
- Increase in household income
- Reduction in personal and household debt

7 Delivering the Strategy

7.1 The DESS sets out the framework for action needed to deliver economic prosperity across Derbyshire. It is a strategic statement which provides a framework for local intervention and delivery. It ensures we are collectively moving towards our strategic goals and addressing the weaknesses in our economy in order to create a more prosperous future for all.

7.2 DESS is not a delivery plan. It does not outline specific project interventions. It is important to recognise that the projects to deliver DESS will be best defined, and possibly delivered, at a local level and tailored to specific local issues and circumstances. The DESS does however help us to define the issues and challenges where a County-wide or collective approach may add value. It also provides a clear statement of where we can add value to Government and LEP agendas thereby supporting the rationale for investment and delivering growth across the County.

7.3 With DESS in place, the DEP is able to provide a forum for the consideration of potentially contentious schemes which may be strategically important but require further debate amongst partners to agree a way forward. DESS also provides a framework within which partners can carefully consider the overall strategic, as well as local contribution of individual schemes to ensure they do not undermine DESS objectives or have adverse impacts at a wider spatial scale.

7.4 DEP will play an important role in driving delivery of DESS and, most importantly, provide a forum to bring local partners together. DEP and the local commitment to joint-working is a key asset for the County which we should support and develop. The key aims of DEP include:

- Co-ordinate and agree joint strategic priorities in the interest of Derbyshire to ensure a clarity of purpose for all partners
- Communicate a coherent voice for Derbyshire to enable positive and constructive dialogue with key players such as LEPs, the Homes and Communities Agency and the EU.
- Maximise investment and external funding into Derbyshire through targeted service delivery, aligning resources, initiating and support funding bids and providing project management resources.

7.5 The DESS is an important first step in delivering on these objectives. The Partnership has already successfully secured £3m RGF for the Global Derbyshire Small Business Support Programme which is benefiting businesses across the County, whilst “Invest in Derbyshire” has proved very successful in attracting new inward investment and support to local people to access new jobs. DESS will support future negotiations with funders and provide clarity on Derbyshire’s growth offer.

7.6 Rapid progress has been made in developing the governance structures required to attract and channel future investment and LEP funding. The D2 (Derby and Derbyshire) Joint Committee is now established and will engage with D2N2 to ensure effective delivery and governance of new funding opportunities. Momentum exists to develop the new arrangements further with the possible creation of an Economic Prosperity Board. Within this context DESS will be a valuable tool to inform our negotiations with our strategic partners in D2N2 and beyond; a document that clearly articulates Derbyshire’s offer and ambition.

7.7 In preparing the DESS, we have identified a series of 'must do' interventions which are required to kick-start growth. These are set out below and will provide the focus for initial activity and discussions regarding a Growth Deal for Derbyshire.

Boosting Investment and Place Making
<ul style="list-style-type: none"> - Deliver broadband provision - Develop and deliver a pipeline of transport infrastructure projects - Unlock smaller employment and housing sites
Fostering Enterprise and Business Growth
<ul style="list-style-type: none"> - Support business growth through high quality business support - Address high level skills gaps - Support the traditional manufacturing sector to move towards higher value added activities - Maximise growth in micro and small businesses
Creating the Workforce to Support Growth
<ul style="list-style-type: none"> - Raise the employability skills of young people - Engage with employers and providers to address skills shortages - Ensure all have access to employment and opportunity regardless of location or economic circumstances

Measuring our Success

7.8 As a high level strategy, the number of additional jobs and GVA we create will be determined by the level of funding Derbyshire secures. To deliver our ambitions, we need to ensure we access our share of both European and Government funding. European Funding will be a major source of investment for the County and the table overleaf demonstrates the strong contribution we can make to EU growth objectives.

7.9 Alongside ERDF and ESF, other funding streams will include LEADER, RGF, LGF and HCA. It will be vital to ensure we use funding effectively and efficiently to lever in additional private sector investment. In addition to securing investment, we will also expect to see continued progress against key social and economic indicators which are monitored in our Local Economic Assessment. We will monitor the general direction of travel of key indicators and work towards improving the rate of change and reducing disparities across the County.

7.10 The key indicators we will monitor are:

- Public/private sector employment balance
- Industrial structure: including enterprises (and employment) in growth and knowledge based and medium/high technology sectors
- Youth employment
- Enterprise start-up and survival rates
- Qualification levels
- Resident and workplace based earnings
- Housing completions
- Industrial land availability/commercial floorspace usage

7.11 The Local Economic Assessment will be refreshed every two years with any new and emerging trends feeding into our on-going monitoring of DESS. We will also undertake continual qualitative monitoring of our progress in delivering DESS objectives. DEP will provide the forum for on-going dialogue between partners to ensure we remain on track.

7.12 Thematic Delivery Plans will be prepared setting out the projects (local and county-wide) to deliver DESS. These will give a clear indication of where project development work needs to be undertaken, resourcing requirements and the expected economic and social impacts of current and planned interventions.

The European Dimension

7.13 The European Structural & Investment Fund programme 2014-20 will provide real opportunities for Derbyshire partners to deliver the aspirations and required interventions emerging from the DESS. The table overleaf highlights how the DESS Strategic Themes map across to the thematic objectives and priority activities set out in the D2N2 European Structural & Investment Strategy. Opportunity also exists to access EU funding being delivered by Sheffield City Region in the overlap districts. The DESS should provide the focus for promoting and commissioning projects to deliver this funding.

Next Steps

7.14 The DESS represents the starting point for co-ordinating our efforts. Effective, joined up delivery at county and local level is the key to realising the growth potential of Derbyshire. Actions plans focused on our Strategic Themes will be developed, co-ordinated and monitored by DEP on a rolling basis and will reflect evolving opportunities and challenges.

DESS Themes	EU Thematic Objectives	EU Priority Activities
Fostering Enterprise and Business Growth	Strengthening Research, Technological Development and Innovation	<ul style="list-style-type: none"> - Building collaborative research between enterprises, research institutions and public institutions - Supporting businesses including social enterprises to commercialise Research and Development - Physical infrastructure
	Enhancing access to, and use and quality of, Information and Communication Technologies	<ul style="list-style-type: none"> - Extend the roll-out and take up of high-speed communications networks where the market is failing particularly where this is proving a barrier to SME growth - Support SMEs and social enterprises in their development of ICT products
	Enhancing the Competitiveness of SMEs	<ul style="list-style-type: none"> - Build the growth capacity of SMEs - Foster a more entrepreneurial culture by reducing barriers to entrepreneurship and supporting entrepreneurs
	Supporting the shift towards a low carbon economy in all sectors	<ul style="list-style-type: none"> - Build the market in low carbon environmental technologies, goods and services - Non domestic low carbon technologies and energy efficiency - Whole place low carbon solutions - Innovation and adoption of low carbon technologies
	Protecting the environment and promoting resource efficiency	<ul style="list-style-type: none"> - Investments in Green and Blue infrastructure and actions that support the provision of ecosystem services in which businesses and communities depend to increase local natural capital and support sustainable economic growth - Investment in the uptake of innovative technologies and resource efficiency measures to increase environmental protection, resilience and performance of businesses and communities
Boosting Investment and Place Making	Promoting climate change adaption, risk prevention and management	<ul style="list-style-type: none"> - Enable economic development through investment in flood and coastal risk management
	Promoting sustainable transport and removing bottlenecks in key network infrastructures	<ul style="list-style-type: none"> - A38 Derby junction improvements - M1 J24-25 managed motorway scheme at Long Eaton and M1 J28-31 accelerated delivery pilot - The electric spine rail enhancement programme - MIRA technology park – Automotive Research Centre - Super-connected city: Derby - Rebuilding of 28 schools as part of the Priority School Building Programme
	Promoting employment and supporting labour mobility	<ul style="list-style-type: none"> - Access to employment for job-seekers and inactive people, including local employment initiatives and support for labour mobility - Sustainable integration of young people, in particular those not in employment, education or training into the labour market
Creating the Workforce to Support Growth	Promoting social inclusion and combating poverty	<ul style="list-style-type: none"> - Active inclusion in particular with a view to improving employability

Glossary

BDUK: Broadband Delivery UK

D2N2: The Local Enterprise Partnership covering Derby, Derbyshire, Nottingham and Nottinghamshire

DCC: Derbyshire County Council

DEP: Derbyshire Economic Partnership

DESS: Derbyshire Economic Strategy Statement

EPSRC: Engineering and Physical Sciences Research Council

ERDF: European Regional Development Fund

ESF: European Social Fund

EU: European Union

FTE: Full Time Equivalent Employees

GVA: Gross Value Added

HCA: Homes and Communities Agency

HEIs: Higher Education Institutes (Universities)

HS2: The proposed high speed train line to connect London to Birmingham and the north.

KAM: Key Account Manager

LEADER: A method of delivering Rural Development Programme funding at a local level.

LEP: Local Enterprise Partnership

LGF: Local Growth Fund

LQ: Location Quotient (a measure which shows the concentration of employment in a particular area in comparison to nationally. Eg A LQ of 1 = employment in line with the national average.)

LTB: Local Transport Body

NE: North East

NEETS: Young people not in education, training or employment

RDPE: Rural Development Programme for England

RGF: Regional Growth Fund

SCR: Sheffield City Region

SEP: Strategic Economic Plan

SMEs: Small and medium enterprises (employing 10-249 employees)

UKTI: UK Trade and Investment

VCFS: Voluntary Community and Faith Sector

Bolsover District Council

Executive

11 August 2014

Housing Revenue Account – Capital Projects

Report of Cllr K Reid, Portfolio Member for Housing

This report is public

Purpose of the Report

- For members to approve the contents of the HRA capital programme for 2014/15

1 Report Details

- 1.1 The authority has recently completed a stock condition survey for the Housing Stock which showed not only that the council has sufficient resources to maintain the existing stock over a period of at least 30 years, but for the first time gave detailed expenditure needs over the same period.
- 1.2 It is intended to develop a more detailed business plan to cover expenditure of the next 5 years, with projections of expenditure over longer periods.
- 1.3 This detailed 5 year plan will be presented to members later in the financial year, and if approved will, in effect, determine the capital programme for the period. However in the interim there is a need for members to agree a short term plan to identify work and expenditure over the current year.
- 1.4 Appendix 1 provides an interim proposed budget for the current year. This has been informed by the stock condition survey and provides a move towards the longer term investment needs of the stock. For example the stock condition survey has identified that there needs to be significant expenditure on reroofing over the next 30 years. It is proposed that we make a start on this work early.
- 1.5 The total value of the proposed work is almost £3.5million. This is equivalent to the major repairs reserve (which replaced the major repairs allowance under the self-financing regime). It excludes monies carried forward from previous years (which has already been approved) and new build (which will be subject to separate reporting).

2 Conclusions and Reasons for Recommendation

- 2.1 Approval of the HRA capital programme will allow officers to arrange contracts to carry our work that is needed to maintain Council housing in good condition.

2.2 Members are asked to approve the contents of the capital programme, as per Appendix 1. However these amounts are estimates only and there may be a need to vire funds between budget headings. Members are therefore asked to approve the overall amount of the programme but allow the Assistant Director – Community Safety and Head of Housing (BDC), following consultation with the Housing Stock Group, to agree virements between the detailed heading. The portfolio holders for Regeneration and Housing are both members of the Housing Stock Group.

3 Consultation and Equality Impact

3.1 None directly

4 Alternative Options and Reasons for Rejection

4.1 None considered.

5 Implications

5.1 Finance and Risk Implications

As outlined in the report this proposal involves expenditure of around £3.5m.

5.2 Legal Implications including Data Protection

The authority has a responsibility to keep properties in a reasonable condition.

5.3 Human Resources Implications

Non directly.

6 Recommendations

6.1 That the contents of the capital programme as set out in Appendix 1 be approved in principle.

6.2 That the Assistant Director – Community Safety and Head of Housing (BDC), following consultation with the Housing Stock Group, be permitted to vire funding between budgets without the need for further approval for members.

6.3 That Officers produce a longer term business plan, which will be reviewed regularly and replace the annual approval of the capital programme.

7 Decision Information

<p>Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)</p>	<p>Yes/No</p>
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District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	

8 Document Information

Appendix No	Title
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number

Report Reference –

Interim Proposed Budget for 2014/15

CODE	Element	Proposed Budget	Notes
C094	Group Dwelling Safety Work	150,000	Heating / Legionella Prevention
C293	GD Boiler Replacement\Heat Meters	150,000	New Budget
C099	Windows	5,000	
C100	Electrical Upgrade Outstanding DHS	150,000	
C107	Cavity Wall & Loft Insulation	5,000	
C113	Doors	500,000	Houses and Flats
C114	Heating Upgrades	400,000	Possibility of some external funding
C115	Environmental Works	50,000	Need consultation
C117	DHS Contracts	400,000	
C118	Kitchen Structural Alterations	400,000	
C219	HRA New Build Disturb Pymts New Houghton	50,000	New Budget
C294	New Bolsover	300,000	New Budget
C295	Re Roofing	750,000	New Budget
C183	Fees and Charges	69,320	
C217	Match Funding Sprinkler Systems	8,000	£8,000 b1fwd to match (£20k)
C098	External Wall Insulation	100,000	Net cost - framework makes allowance for grant funding
	SubTotal	3,487,320	

Bolsover District Council

Executive

11 August 2014

Use of Communal Building at Park View Barlborough

Report of Cllr K Reid, Portfolio Holder for Housing

This report is public

Purpose of the Report

To seek members views on an approach from a Parish Council asking to use space at a sheltered housing scheme for a Parish office.

1 Report Details

- 1.1 Park View at Barlborough is a sheltered housing scheme consisting of 19 bungalows. There is also a separate building that contains some communal facilities including a meeting room, kitchen and a laundry
- 1.2 The department has been approached by Barlborough Parish council who are looking for a new location for their office, and have enquired about the possibility of using part of the communal building to provide this facility.
- 1.3 In order to accommodate this request some minor building works are required, this would mean moving the laundry into a different room and other minor changes to make areas more easily accessible.
- 1.4 The enclosed plans show the proposed changes. The estimated cost for the work, including decoration of the adjacent meeting room is £7,600.
- 1.5 The Senior Valuer has been asked to provide a commercial rental valuation for the proposed office space. This report is included as appendix 2, and give a rental value of £2,500 per annum.
- 1.6 It is proposed to carry out a consultation event with the residents of the scheme. This will be a meeting for residents held on site to gauge their views.
- 1.7 It is recognised that this proposal may have some detrimental impact on the communal facilities and Park View, it is therefore proposed that 25% of the rental income (£625 per year) is donated to the Park View Residents Group to spend as they feel fit.

- 1.8 The payback period for the initial investment is 4 years (allowing for the donation to the Residents Group) and over a ten year period this will generate an additional £11,150 HRA income (again allowing for the donation).
- 1.9 The Parish Council will be responsible for the internal decoration of the office space, and minor repairs will be charged at cost. The Parish council will also be charged an additional £1000 per year for heating and electricity; this will be increased each year in line with the percentage increase charged to tenants with communal heating systems. The Parish will be responsible for all other bills.

2 Conclusions and Reasons for Recommendation

- 2.1 That subject to planning permission and the agreement of residents of Park View that Executive agree to carry out the proposed building works, and to let the newly created office space to Barlborough Parish Council at the sum of £2,500 per annum to increase each year by the same percentage as the average rent increase to tenants.

3 Consultation and Equality Impact

- 3.1 Consultation will take place with residents of Park View and report back to Executive before a final decision is made.

4 Alternative Options and Reasons for Rejection

- 4.1 None considered

5 Implications

There will be a reduction in the amount of usable space in the communal area, but this is currently underused. The tenants will have an officer on site, albeit a employee of the Parish Council.

5.1 Finance and Risk Implications

As outlined in the body of the report.

5.2 Legal Implications including Data Protection

A lease agreement will be drawn up between the Council and the Parish Council. Planning permission will be needed.

5.3 Human Resources Implications

None

6 Recommendations

- 6.1 That subject to gaining planning permission and the agreement of residents of Park View that Executive agree to carry out the proposed building works, and to let the newly created office space to Barlborough Parish Council at the initial sum of £2,500 per annum plus an additional £1000 to cover heating and lighting costs.

- 6.2 The charges to be reviewed each year. The lease charge to increase by the same percentage as the average rent increase, the heating and lighting costs to increase by the same percentage as the average heating costs to tenants.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	Barlborough
Links to Corporate Plan priorities or Policy Framework	

8 Document Information

Appendix No	Title
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
P Campbell	

Bolsover District Council

Executive

11th August 2014

Strategic Alliance Annual Report 2013/14

Report of Cllr E Watts, Leader of the Council

This report is public

Purpose of the Report

- To present the Strategic Alliance Annual Report 2013/14 for approval.

1 Report Details

- 1.1 Since the creation of the Strategic Alliance in 2011 the progress of the Alliance against its key aims and objectives has been reported on an annual basis in the form of an Annual Report.
- 1.2 The purpose of the report is to provide a published account that provides a range of performance and financial information against the targets set by the Alliance as well as highlighting achievements made over the previous twelve months. The document also takes a look at the issues to be faced over the 12 months and beyond.

2 Conclusions and Reasons for Recommendation

- 2.1 The Annual report provides a public record of the progress and achievements made through the joint and shared working arrangements. It is important that this is reported in a transparent and accurate account of how the alliance has performed on an annual basis.

3 Consultation and Equality Impact

- 3.1 There are no issues that need to be subjected to consultation or for the need to carry out an Equality Impact Assessment.

4 Alternative Options and Reasons for Rejection

- 4.1 The publication of the annual report is not a statutory requirement but is produced and published on a self-regulatory basis.

5 Implications

5.1 Finance and Risk Implications

None.

5.2 Legal Implications including Data Protection

None

5.3 Human Resources Implications

None

6 Recommendations

6.1 That Executive approves the Strategic Alliance Annual Report 2013/14 for publication.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	BDC Corporate Plan 2011/15 NEDDC Corporate Plan 2011/2016

8 Document Information

Appendix No	Title
1	Strategic Alliance Annual Report 2013/14
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Barry Pitt – Improvement Manager, Customer Service & Improvement (NEDDC)	01246 217641

Bolsover District Council

Executive

11 August 2014

Members' ICT Charter

Report of the Governance Manager

This report is public

Purpose of the Report

- To approve the attached Members' ICT Charter.

1 Report Details

- 1.1 Members are asked to consider the attached Members' ICT Charter which has been revised following changes in personnel and new technology. The purpose of the Charter is to provide an easy-to read set of principles that can be used to guide Members' use of ICT in the Council. It is separate from the recently agreed ICT Policies.
- 1.2 The main changes concern the Members IT and Training Officer who has recently transferred to the Governance Team to become the first point of contact for Member IT issues. The introduction of iPad/tablet and smart-phone technology for members is also covered.

2 Conclusions and Reasons for Recommendation

- 2.1 To provide members with a straightforward, plain English set of guidance covering ICT.

3 Consultation and Equality Impact

- 3.1 Relevant Leaders and Portfolio Holders at both councils have been consulted.

4 Alternative Options and Reasons for Rejection

- 4.1 N/A

5 Implications

None.

6 Recommendations

6.1 That the attached Members' ICT Charter be approved.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	N/A
Links to Corporate Plan priorities or Policy Framework	N/A

8 Document Information

Appendix No	Title
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
M Kane	7753

Report Reference –

Members' ICT Charter

The following are points which Members are asked to take into account to make the Council's ICT and smart-phone support streamlined and efficient. It also helps to ensure that the IT equipment provided is fit for purpose.

1. Contact and support – All ICT issues should be raised by contacting the **Members IT and Training Officer, on 7010** in the first instance and otherwise **Service Desk on 3001 (Internal) , 01246 217103 (External)** or by **email** at servicedesk@ne-derbyshire.gov.uk. (Please note members have responsibility for their own broadband arrangements where they have declined Council provided broadband).
2. All new members should undergo induction before receiving their laptop, iPad/tablet or smart-phone so they are aware of the policies and procedures that are pertinent to IT usage at the Council.
3. Specific guidance and advice is available for the use of iPads/tablets and members should familiarise themselves with this. It is available via the Members' Portal.
4. For the convenience of members, the Council has developed a structured plan of regular health checks for laptops, iPads/tablets and smart-phones. All members are requested to agree to this plan which will help keep laptops and iPads/tablets in good condition and minimise problems. Your schedule for health checks will be issued so you can see when these have been arranged. If any of the dates in your plan are inconvenient please contact the Members' IT and Training Officer to schedule a mutually convenient time.
5. Members should not install any third party software. Extra software other than standard build items should have a business requirement. This is because installation of untested software can impact on the performance of the laptop or iPad/tablet and could possibly introduce viruses on to the Council's systems. Please contact the Governance Team if you wish to have additional software installed on your laptop, iPad/tablet and smart-phone. A business case should be made with the request.
6. Laptops, iPads/tablets and smart-phones issued to members by the Council are to be used only by the members themselves. They should not be shared, transferred, loaned or used for access by anyone other than the designated member.
7. Whilst members may use laptops, iPads/tablets and smart-phones for non work web browsing, they must avoid viewing, creating, circulating, distributing, storing, downloading or printing material that might be considered offensive, illegal, pornographic or sexually explicit, that brings the Council into disrepute or that exposes it to legal action. Members should also be careful not to use Council resources for party political purposes.

8. Storage of a limited amount of personal information on the laptop, iPad/tablet and smart-phone is permitted but this is not recommended because it can affect the performance of the device and any information lost cannot be recovered.
9. Members should note that information held by a member on their electronic device is subject to the terms of the Data Protection Act 1998 and the Freedom of Information Act 2000 and therefore such devices are included within the scope of any relevant requests or internal reviews made under the terms of these Acts.
10. It is not considered appropriate for officers to be asked by members to transfer personal information between devices or to provide support for non-Council related activities.
11. The Council can take no responsibility for any information lost on a laptop, iPad/tablet or smart-phone. The loss of any equipment should be reported to the Members' IT and Training Officer and to the Data Protection Officer as soon as possible so that a breach log can be filed and an assessment made as to the risk of such a loss.
12. Members should apply the housekeeping techniques demonstrated at their induction to ensure that their mailbox is available at all times. Advice and guidance on these techniques will be given at the induction. The Members' IT and Training Officer is always available for advice and guidance.
13. Security awareness sessions will be provided by the Governance Team to ensure members can work safely and securely with Council provided ICT services and equipment. Members must make all reasonable endeavours to attend this training.
14. Members should endeavour to attend any user training sessions provided by the Governance Team or Joint ICT Service to help maintain and update their ICT knowledge and skills. These will be flexible and arranged around member needs.
15. Members who are no longer office holders should return their laptop, iPad/tablet, smart-phone and other Council provided equipment within 10 working days of leaving office.
16. Members should endeavour to keep within the 2 GB monthly connection limit when using their iPads/tablets. Usage can be monitored via the My Data Usage App.

By adhering to the above conditions it will help the Council to facilitate its paperless working concept that has been adopted.

August 2014

Bolsover District Council

Executive

11 August 2014

Budget Monitoring Report, Quarter 1 – April to June 2014

Report of the Executive Director of Operations

This report is public

Purpose of the Report

- To update the Executive Committee on the financial position of the Council following the first quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account (HRA), Capital Programme and Treasury Management activity.

1 Report Details

Background information

- 1.1 Officers have continued the integrated approach to budget monitoring in the first quarter with Performance, Risk and Finance being considered together at Directorate meetings held during July 2014. The scope of this report is therefore to report the current financial position following the 2014/15 quarter one monitoring exercise.

General Fund Revenue Account

- 1.2 The General Fund Revenue Account summary is shown as **Appendix 1**. The original budget for 2014/15 identified a savings target of £0.447m. The current budget now shows that this target is reduced to £0.233m which means that the Council has secured budget savings of £0.214m in the first quarter of the year. As the savings are identified and secured they are moved into the relevant cost centres within the main General Fund Directorates. It should be noted that officers are still working on the financial outturn review of 2013/14. Initial workings suggest the savings target of £0.030m is achievable. A list of potential reductions is currently being compiled while will be brought to a future meeting of Executive for consideration and approval. Officers are also reviewing the opportunities to reduce the salary budgets where savings have arisen in the first quarter.

- 1.3 Within the Directorates there is the following to report:

- The Growth Directorate shows a favourable variance of £0.107m. This relates mainly to:
 1. Amounts to be paid to NE for joint officer posts were not received and therefore not paid at the end of the quarter (£0.257m) – favourable.

2. Income received in advance of any expenditure (£0.027m) – favourable.
 3. Annual invoices were paid in quarter 1 which makes the profiled budget look overspent (£0.059m) – adverse.
 4. Expenditure was spent but the grant hadn't been received as it is claimed in arrears (£0.125m) – adverse.
- The Operations Directorate shows an adverse variance of £0.056m. This relates mainly to:
 1. Amounts to be paid to NE for joint officer posts and to DCC for trade waste costs were not received and therefore not paid at the end of the quarter (£0.257m) – favourable.
 2. Annual invoices were paid in quarter 1 which makes the profiled budget look overspent (£0.263m) – adverse.
 3. Expenditure was spent but the grant hadn't been received as it is claimed in arrears (£0.312m) – adverse.
 4. Under spends due to invoices not yet being due or postings not done until year end (£0.258) – favourable.
 - The Transformation Directorate has an adverse variance of £0.141m. Again, this relates mainly to:
 1. Amounts to be paid to NE for joint officer posts were not received and therefore not paid at the end of the quarter (£0.021m) – favourable.
 2. Income received in advance of any expenditure (£0.032m) – favourable.
 3. Annual invoices were paid in quarter 1 which makes the profiled budget look overspent (£0.104m) – adverse.
 4. Expenditure was spent but the grant hadn't been received as it is claimed in arrears (£0.074m) – adverse.
- 1.4 Interest rates are remaining very low which is impacting on the level of interest earned on invested balances. During July in consultation with Treasury Management advisors, officers will look to maximise our cash flow interest by moving towards fixed investments which achieve slightly better interest rates. Such investments will be undertaken in accordance with the Council's Borrowing and Investment Strategy.
- 1.5 Section 106 – In order to improve the monitoring and control of Section 106 monies received by the Council, the sums due to be utilised in a financial year are now recorded within the General Fund directorate budgets and the expenditure against these sums is recorded. The amount budgeted to be spent in 2014/15 is £0.625m. Of this £0.065 must be spent by certain dates before 31st January or the funding may be lost. Officers are working to ensure that all of this spending is undertaken in line with the S106 legal requirements.
- 1.6 The overall position at the end of quarter 1 shows that there is a favourable variance of £0.118m which is very positive and indicates that the Council is in a good position to deliver the necessary savings in order to balance its budget for 2014/15. There are no real budget pressures identified in quarter 1 but officers will continue to monitor the position during the next quarter.

Housing Revenue Account (HRA)

- 1.7 The Housing Revenue Account summary for the first quarter of 2014/15 is set out in **Appendix 2** to this report. At the end of quarter 1 the HRA is showing a net deficit of £0.362m.

Income

- 1.8 The quarter 1 income figures show an adverse variance of £0.463m. This is mainly due to the timing of the rent free weeks falling into the first quarter. The annual budget is profiled to receive 12 weeks in the first quarter when actually only 11 weeks were billed.

Expenditure

- 1.9 Expenditure within all but one of the operating areas of the HRA shows under spends in the first quarter. There are therefore no budget pressures to report at this stage of the year. It is currently anticipated that expenditure will be in line with approved budgets at the year end.
- 1.10 In light of the above and the expenditure patterns to date – as detailed in Appendix 2 – there are no significant issues to report regarding the overall position for the HRA at the end of the first quarter.

Capital Investment Programme

Capital Expenditure

- 1.11 The capital programme summary for the first quarter of 2014/15 is provided in **Appendix 3** to this report. The programme has been updated with the capital budgets – previously approved by Executive - carried forward from 2013/14.
- 1.12 In headline terms the capital programme profiled budget for quarter 1 is £2.841m and the actual spend and known commitments total £1.002m, which is £1.839m behind the planned spend position. The main areas to highlight are listed below:
1. AMP – An amount of £500,000 has been approved subject to Executive approving the detailed plans which will be developed as a result of the analysis of the outcome of the General Fund Stock Condition survey. Officers are in the process of undertaking the work necessary to develop a detailed programme for consideration by Executive. In the meantime it should, however, be noted that it may be necessary to undertake some smaller projects for either Health and Safety purposes or to protect service delivery. The cost of such smaller projects will not exceed £50,000 and any expenditure undertaken will be reported back to Executive as appropriate.
 2. Bolsover Public Realm + Infrastructure – this is a grant funded scheme which has only recently received final approval. This scheme will soon start to spend.
 3. Bolsover Mini Hub – it is anticipated that this will commence during the second quarter.

4. Vehicles and Plant – the replacement vehicles are on order in many areas and expenditure is anticipated to take place during the second and third quarter of the financial year.
5. HRA Re Roofing – as with many other HRA property related schemes, spend is delayed until the stock condition survey results are properly analysed as already mentioned.
6. HRA New Build – New Houghton – very little expenditure has been incurred during this quarter. Payments are staged based on the number of properties completed. A large payment is expected to be made to the contractor imminently.

1.13 Whilst there are no significant financial issues to report regarding capital expenditure at the end of the first quarter it must be noted that the delivery of the approved capital programme is behind the profiled position as at quarter 1. Officers will continue to closely monitor the delivery of the Programme.

Capital Resources

1.14 HRA – The Council has sufficient capital resources in place to finance the HRA actual expenditure and commitments at the end of the first quarter.
 General Fund – The financing of the General Fund part of the capital programme is in line with the approved financing arrangements.

Treasury Management

1.15 The treasury management function covers the borrowing and investment of Council money. This includes both the management of the Council's day to day cash balances and the management of its long term debt. All transactions are conducted in accordance with the Council's approved strategy and the CIPFA Code of Practice. Good treasury management plays an important role in the sound financial management of the Council's resources.

1.16 The Council approved the 2014/15 Treasury Management Strategy at its meeting in March 2014. **Appendix 4** identifies the Treasury Management activity undertaken during the first quarter of 2014/15.

2 Conclusions and Reasons for Recommendation

2.1 Financial issues and implications are covered in the relevant sections throughout this report. In summary these are:

General Fund

The savings target is now reduced to £0.233m at the end of the first quarter.

The monitoring position shows a small net favourable variance position in the first quarter of £0.150m.

HRA

The HRA is showing a net over spend/ under achievement of income in the first quarter of £0.362m.

Capital Expenditure

There are no significant areas of concern to report regarding the capital programme in the first quarter of 2014/15.

Capital Income

The Council has sufficient capital resources in place to finance the actual expenditure and commitments of the capital programme at the end of the first quarter.

Treasury Management

There are no significant areas of concern to report regarding Treasury Management activities in the first quarter of 2014/15.

3 Consultation and Equality Impact

3.1 There are no equalities issues arising directly out of this report.

4 Alternative Options and Reasons for Rejection

4.1 The Budget Monitoring report for 2014/15 is primarily a factual report which details progress against previously approved budgets. Accordingly there are no alternative options to consider.

5 Implications

5.1 Finance and Risk Implications

The issue of Financial Risks 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. While officers are of the view that these risks are being appropriately managed it needs to be recognised that there may be pressures on all of the Council's main budgets as these have been or are being reduced to minimum levels. These will need to be managed carefully during the course of this financial year if we are to protect the existing levels of financial balances.

5.2 Legal Implications including Data Protection

There are no legal issues arising directly from this report.

5.3 Human Resources Implications

There are no human resource issues arising directly out of this report

6 Recommendations

6.1 That Executive notes the monitoring position of the General Fund at the end of the first quarter as detailed on Appendix 1 (A net favourable variance of £0.118m against the profiled budget) and the key issues highlighted within this report:

- Savings identified and secured in the first quarter amount to £0.214m.
- The updated savings target for the General Fund Revenue Account at the end of the first quarter stands at £0.233m.

- On the basis that current progress is maintained it is anticipated that the Council should secure its savings target in full in respect of the current financial year.

6.2 That Executive notes the position on the Housing Revenue Account (HRA), the Capital Programme and Treasury Management at the end of the first quarter (Appendices 2, 3 and 4).

7 **Decision Information**

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	Yes/No
District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	

8 **Document Information**

Appendix No	Title
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Attached as appendices 1- 4	
Report Author	Contact Number
Chief Accountant Executive Director - Operations	2458 2431

Report Reference –

GENERAL FUND

APPENDIX 1

Description	Per Exec 3/2/14	Movement	Per FMS				
	Original	Since	Current	Qtr 1			
	Budget	Original	Budget	Budget	Actual	Variance	
	2014/15	Budget	2014/15	2014/15	Qtr 1	Qtr 1	
	£	£	£	£	£	£	
Growth Directorate	2,752,182	439,524	3,191,706	797,927	690,606	(107,321)	
Operations Directorate	6,815,649	2,278	6,817,927	1,704,482	1,760,551	56,069	
Transformation Directorate	2,791,307	(19,835)	2,771,472	692,868	833,715	140,847	
Support Recharges to HRA and Capital	(3,475,950)		(3,475,950)	(868,988)	(868,987)	1	
Provision for Pay Award	80,675		80,675	20,169		(20,169)	
<u>S106 Expenditure due in year</u>							
Growth		0	200,616	200,616	50,154	59,000	8,846
Transformation		255,238	168,891	424,129	106,032	(157,482)	(263,514)
<u>Savings Programme:</u>							
Vacancy and Other Savings	(50,000)		(50,000)	(12,500)		12,500	
Secondments and Joint working	(100,000)	97,098	(2,902)	(726)		726	
Fees + Charges Review/Income Generation	(25,000)		(25,000)	(6,250)		6,250	
NNDR Growth Target 2014/15	(50,000)		(50,000)	(12,500)	(12,500)	0	
Transformation Work	(100,000)		(100,000)	(25,000)		25,000	
Property Rationalisation Savings	(75,000)		(75,000)	(18,750)	(18,750)	0	
2013/14 financial outturn review	(30,000)		(30,000)	(7,500)		7,500	
Unidentified savings 2014/15	(17,198)	85,337	68,139	17,035		(17,035)	
Total Net Expenditure	8,771,903	973,909	9,745,812	2,436,453	2,286,153	(150,300)	
Interest Paid including Minimum Revenue Provision (MRP)	781,459		781,459	195,365	195,365	0	
Investment Interest	(82,643)		(82,643)	(20,661)	(20,081)	580	
	9,470,719	973,909	10,444,628	2,611,157	2,461,437	(149,720)	
Contributions to Reserves	217,850		217,850	54,463	54,463	0	
Contribution from Earmarked Reserves	(155,919)	(470,282)	(626,201)	(156,550)	(156,549)	0	
Contribution (from)/to Unapplied Grants/Holding Accounts	64,841	(117,718)	(52,877)	(13,219)	(13,219)	0	
Contribution from S106 Holding A/cs	(255,238)	(369,507)	(624,745)	(156,186)	(156,186)	0	
	9,342,253	16,402	9,358,655	2,339,664	2,189,946	(149,720)	
Parish Precepts	2,144,612		2,144,612	536,153	536,153	0	
Council Tax Support Grant	381,139		381,139	95,285	95,285	0	
TOTAL NET EXPENDITURE	11,868,004	16,402	11,884,406	2,971,102	2,821,384	(149,720)	
Revenue Support Grant (RSG)	(2,905,097)		(2,905,097)	(726,274)	(726,274)	0	
Council Tax Grant (13/14) incl. in RSG	(36,052)		(36,052)	(9,013)	(9,013)	0	
Business Rates Retention	(2,606,266)		(2,606,266)	(651,567)	(651,567)	0	
NNDR Growth 13/14 (estimated)	(155,079)		(155,079)	(38,770)	(38,770)	0	
New Homes Bonus Grant 11/12	(117,312)		(117,312)	(29,328)	(29,328)	0	
New Homes Bonus Grant 12/13	(193,346)		(193,346)	(48,337)	(48,337)	0	
New Homes Bonus Grant 13/14	(169,639)		(169,639)	(42,410)	(42,410)	0	
New Homes Bonus Grant 14/15	(292,058)		(292,058)	(73,015)	(73,015)	0	
COUNCIL TAX - BDC precept	(3,139,072)		(3,139,072)	(784,768)	(784,768)	0	
Council Tax Freeze Grant 14/15	(31,391)		(31,391)	(7,848)	(7,848)	0	
Council tax - Parish element from above	(2,144,612)		(2,144,612)	(536,153)	(536,153)	0	
Council Tax - New Burdens Grant	(78,080)		(78,080)	(19,520)	(19,520)	0	
General Government Grants - miscellaneous	0	(16,402)	(16,402)	(4,101)	(4,101)	0	
TOTAL FUNDING	(11,868,004)	(16,402)	(11,884,406)	(2,971,101)	(2,971,104)	0	
Transfer (to)/from General Fund Balances	0	0	0	0	(149,720)	(149,720)	

APPENDIX 3

Fund	CAPITAL PROGRAMME SUMMARY	Full Years Budget £	3 months Budget £	3 months Actuals £	3 months Variance £
General Fund Assets					
ASS	AMP - PV Lodges	4,265	1,066	4,264	3,198
ASS	AMP - Subject to Executive Approval	500,000	125,000	0	(125,000)
ASS	Bolsover Public Realm & Infrastructure	423,820	105,955	0	(105,955)
ASS	Photovoltaic System	90,000	22,500	77,525	55,025
ASS	Pleasley Vale Mills HLF	45,960	11,490	0	(11,490)
ASS	CCTV - Riverside Depot	29,322	7,331	0	(7,331)
		1,093,367	273,342	81,789	(191,553)
Project Horizon					
HOR	ICT infrastructure - Project Horizon	59,208	14,802	29,229	14,427
HOR	Bolsover Mini Hub	2,433,000	608,250	0	(608,250)
HOR	Clowne Campus - Refurbishment	75,202	18,801	963	(17,838)
HOR	Sherwood Lodge Disposal	443,496	110,874	6,394	(104,480)
		3,010,906	752,727	36,586	(716,141)
ICT Schemes					
ICT	ICT infrastructure	118,592	29,648	47,429	17,781
ICT	Idox Uniform Estates Management	16,100	4,025	16,100	12,075
ICT	Fleet Management System	11,002	2,751	10,114	7,364
		145,694	36,424	73,643	37,220
Leisure Schemes					
LEI	Clowne Leisure Centre Equipment	31,000	7,750	31,000	23,250
LEI	Clune Street Recreation Ground	6,944	1,736	0	(1,736)
LEI	P Vale Outdoor Education Centre Ph 2	47,134	11,784	0	(11,784)
		85,078	21,270	31,000	9,731
Private Sector Schemes					
PS	Disabled Facility Grants	250,000	62,500	52,470	(10,030)
PS	Pte Sector Decent Homes	18,611	4,653	0	(4,653)
PS	Verney & Crompton Street	152,517	38,129	650	(37,479)
		421,128	105,282	53,120	(52,162)
Vehicles and Plant					
VEH	Vehicles - General Fund	899,980	224,995	401,582	176,587
		899,980	224,995	401,582	176,587
Total General Fund		5,656,153	1,414,038	677,720	(736,318)

APPENDIX 3

Fund	CAPITAL PROGRAMME SUMMARY	Full Years Budget £	3 months Budget £	3 months Actuals £	3 months Variance £
Housing Revenue Account					
HRA	Group Dwellings Safety Work	150,000	37,500	0	(37,500)
HRA	Window Replacement	5,000	1,250	0	(1,250)
HRA	Electrical Rewiring Decent Homes	150,000	37,500	7,622	(29,878)
HRA	Cavity Wall + Loft Insulation	5,000	1,250	2,538	1,288
HRA	External Door Replacements	500,000	125,000	95,466	(29,534)
HRA	Heating Upgrades	400,000	100,000	798	(99,202)
HRA	Environmental Works	50,000	12,500	0	(12,500)
HRA	Decent Homes - External	500,000	125,000	133,778	8,778
HRA	Kitchen Replacements - Decent Homes	400,000	100,000	(19,166)	(119,166)
HRA	Re Roofing	750,000	187,500	0	(187,500)
HRA	Regeneration Mgmt & Admin	69,320	17,330	17,330	0
HRA	HRA New Build - New Houghton	2,025,185	506,296	2,700	(503,596)
HRA	Sprinkler Systems	16,000	4,000	0	(4,000)
HRA	New Bolsover	300,000	75,000	0	(75,000)
HRA	HRA New Build - New Houghton -Dist Payments	50,000	12,500	41,791	29,291
HRA	GD Boiler Replacement	150,000	37,500	0	(37,500)
HRA	Vehicles - HRA	188,020	47,005	41,130	(5,875)
Total HRA		5,708,525	1,427,131	323,987	(1,103,144)
TOTAL CAPITAL EXPENDITURE		11,364,678	2,841,170	1,001,707	(1,839,463)
Capital Financing					
General Fund					
	Specified Capital Grant	(250,000)	(62,500)	(52,470)	10,030
	Private Sector Contributions	(29,322)	(7,331)	0	7,331
	Prudential Borrowing	(1,663,793)	(352,761)	(453,925)	(101,164)
	Reserves	(278,312)	(132,766)	(134,739)	(1,974)
	External Grant	(423,820)	(105,955)	0	105,955
	Capital Receipts	(3,010,906)	(752,727)	(36,586)	716,141
		(5,656,153)	(1,414,038)	(677,720)	736,318
HRA					
	Major Repairs Allowance	(3,487,320)	(871,830)	(272,157)	599,673
	Direct Revenue Financing	(2,213,205)	(553,301)	(43,830)	509,471
	External Grant	(8,000)	(2,000)	(8,000)	(6,000)
		(5,708,525)	(1,427,131)	(323,987)	1,103,144
TOTAL CAPITAL FINANCING		(11,364,678)	(2,841,170)	(1,001,707)	1,839,463

Activity 2014/15**PWLB Borrowing**

The Council has not taken any new loans from the PWLB during the first quarter.

As at 1 April 2014 the Authority's total outstanding PWLB debt amounted to £105,100,000. The profile of the outstanding debt is analysed as follows: -

PWLB Borrowing	Maturity Profile
Term	30 June 2014
	£
12 Months	1,000,000
1-2 years	1,000,000
2-5 years	1,000,000
5-10 years	19,000,000
10-15 years	21,100,000
over 15 years	62,000,000
Total PWLB Debt	105,100,000

At 30 June 2014 no repayments have been made to the PWLB.

PWLB Interest

The total interest cost to the Council of the PWLB debt for 2014/15 will be £3,687,050. This cost is split between the HRA and General Fund based on the level of debt outstanding. Interest paid to the PWLB in the first quarter was £323,187.

Temporary Borrowing

Cash flow monitoring and management identifies the need for short term borrowing to cover delays in the receipt of income during the year. Interest charges of £703.69 were incurred during the first quarter which effectively arose from overdrawn bank balances. At the 30 June 2014 the only temporary borrowing undertaken by the Council is £450,526 which is the investment balances held on behalf of Parish Councils.

Temporary Investments

The following table shows the investments and interest earned to 30 June 2014:

Counterparty	Balance at 1/4/14	Deposits	Withdrawals	Interest received	Balance at 30/6/14
	£	£	£	£	£
Bank of Scotland	4,900,000	100,000	0	3,782	5,003,782
Barclays	5,000,000	0	0	2,493	5,002,493
BNP Paribas (MMF)	0	12,707,000	(9,750,000)	3,081	2,960,081
Ignis (MMF)	1,990,000	7,103,000	(4,093,000)	4,532	5,004,532
Natwest	5,000,000	0	0	6,193	5,006,193
	<u>16,890,000</u>	<u>19,910,000</u>	<u>(13,843,000)</u>	<u>20,081</u>	<u>22,977,081</u>

Interest Received

Interest received on investments at 30 June 2014 was £20,081. This level of interest is slightly below the profiled estimate for the annual investment interest of £20,661. During July in consultation with Treasury Management advisors, officers will look to place short term, fixed investments in line with cash flow forecasts and the appropriate credit ratings as detailed in the Council's Borrowing and Investment Strategy.

Compliance with Treasury Limits

During the financial year the Council continued to operate within the treasury limits set out in the Council's Borrowing and Investment Strategy.

	Actual to Date 2014/15	Approved limits 2014/15
Authorised Limit (total Council external borrowing limit)	106,077,000	114,199,000
Operational Boundary	106,077,000	109,199,000

Date : 8th August 2014

Dear Member

EXECUTIVE – MONDAY 11TH AUGUST 2014

I refer to your recently circulated agenda for the Executive meeting to be held on 11th August 2014. Please find attached the following outstanding items:

Agenda Item 11 – Appendix to Use of Communal Building at Park View, Barlborough
(pages 1 to 4)

Agenda Item 12 - Victoria House – Heating (pages 5 to 8)

Agenda Item 16 - Funding Support: Derbyshire Law Centre (pages 9 to 12)

Exempt Urgent Item – HCA Framework Procurement (urgent) (pages 13 to 16)

Yours sincerely



Chief Executive Officer

To: Chairman & Members of the Executive

Bolsover District Council

Executive

11 August 2014

Use of Communal Building at Park View Barlborough

Report of Cllr K Reid, Portfolio Holder for Housing

This report is public

Purpose of the Report

To seek members views on an approach from a Parish Council asking to use space at a sheltered housing scheme for a Parish office.

1 Report Details

- 1.1 Park View at Barlborough is a sheltered housing scheme consisting of 19 bungalows. There is also a separate building that contains some communal facilities including a meeting room, kitchen and a laundry
- 1.2 The department has been approached by Barlborough Parish council who are looking for a new location for their office, and have enquired about the possibility of using part of the communal building to provide this facility.
- 1.3 In order to accommodate this request some minor building works are required, this would mean moving the laundry into a different room and other minor changes to make areas more easily accessible.
- 1.4 The enclosed plans show the proposed changes. The estimated cost for the work, including decoration of the adjacent meeting room is £7,600.
- 1.5 The Senior Valuer has been asked to provide a commercial rental valuation for the proposed office space. This report is included as appendix 2, and give a rental value of £2,500 per annum.
- 1.6 It is proposed to carry out a consultation event with the residents of the scheme. This will be a meeting for residents held on site to gauge their views.
- 1.7 It is recognised that this proposal may have some detrimental impact on the communal facilities and Park View, it is therefore proposed that 25% of the rental income (£625 per year) is donated to the Park View Residents Group to spend as they feel fit.

- 1.8 The payback period for the initial investment is 4 years (allowing for the donation to the Residents Group) and over a ten year period this will generate an additional £11,150 HRA income (again allowing for the donation).
- 1.9 The Parish Council will be responsible for the internal decoration of the office space, and minor repairs will be charged at cost. The Parish council will also be charged an additional £1000 per year for heating and electricity; this will be increased each year in line with the percentage increase charged to tenants with communal heating systems. The Parish will be responsible for all other bills.

2 Conclusions and Reasons for Recommendation

- 2.1 That subject to planning permission and the agreement of residents of Park View that Executive agree to carry out the proposed building works, and to let the newly created office space to Barlborough Parish Council at the sum of £2,500 per annum to increase each year by the same percentage as the average rent increase to tenants.

3 Consultation and Equality Impact

- 3.1 Consultation will take place with residents of Park View and report back to Executive before a final decision is made.

4 Alternative Options and Reasons for Rejection

- 4.1 None considered

5 Implications

There will be a reduction in the amount of usable space in the communal area, but this is currently underused. The tenants will have an officer on site, albeit a employee of the Parish Council.

5.1 Finance and Risk Implications

As outlined in the body of the report.

5.2 Legal Implications including Data Protection

A lease agreement will be drawn up between the Council and the Parish Council. Planning permission will be needed.

5.3 Human Resources Implications

None

6 Recommendations

- 6.1 That subject to gaining planning permission and the agreement of residents of Park View that Executive agree to carry out the proposed building works, and to let the newly created office space to Barlborough Parish Council at the initial sum of £2,500 per annum plus an additional £1000 to cover heating and lighting costs.

- 6.2 The charges to be reviewed each year. The lease charge to increase by the same percentage as the average rent increase, the heating and lighting costs to increase by the same percentage as the average heating costs to tenants.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	Barlborough
Links to Corporate Plan priorities or Policy Framework	

8 Document Information

Appendix No	Title
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
P Campbell	

Bolsover District Council

Executive

11 August 2014

Victoria House - Heating

Report of Cllr K Reid, Portfolio Member for Housing

This report is public

Purpose of the Report

- To make members aware of an option to fit a biocoal heating system at Victoria House, and the financial implications of this.

1 Report Details

- 1.1 The current heating system at Victoria House is 20+ years old. This consists of 6 gas fired boilers. Due to the age of the system, its inefficiency, and increased unreliability the system is at the end of its useful life and is due for replacement.
- 1.2 A tender has been run for the replacement boilers. This gained only one return with a price of £72,000 against an estimate value of £30,000 (and a recent price for a comparable scheme of £23,000). This does not appear to offer value for money and it is recommended that this is not pursued.
- 1.3 Coincidentally, the Council has also been approached by an organisation called the Rapid Technology Transfer Group (RTTG) (a private company) who are promoting the use of biocoal heating. We had initial discussions about options for New Bolsover and also for heating provision in our other district heating sites .
- 1.4 The gist of these proposals is that RTTG would cover the up front capital costs of a replacement heating system, but in return would take the RHI (Renewable Heat Initiative) Funding. Moreover, they offer to fix the price of the biocoal to increase no more than inflation for the 20 years of the RHI, and a lease agreement for the same length. This is part of a Government initiative to reduce carbon.
- 1.5 Given the excessive cost of the replacement gas boilers, we also asked RTTG for a proposal for Victoria House. An outline proposal has been received this includes (see appendix for further details)
 - A fully funded and fully fuelled system with full maintenance and a performance guarantee.
 - A 190kwh system – consisting of 2 biomass boilers (one for winter and one for milder weather)

- Full heating and hot water to all flats and communal areas

For an annual cost that equates to £5.60 per unit which compares to the current charge of £17.00 per flat per week (over 52 weeks).

The proposal may also include additional measures such as solar thermal or photovoltaic panels that are coupled with the latest lithium battery technology. This could be used for scooter charging. This would allow for the PV electricity to be used over night instead of only when the sun is shining. Also included are the replacement radiators and associated pipe work at no additional costs to the Council. These will be subject to an onsite assessment, and may be postponed until after the scheme is reroofed.

- 1.6 The proposal appears to offer value for money, although there have been no formal comparisons, and importantly effectively fixes costs for the next 20 years when fuel prices are expected to increase more than inflation.
- 1.7 There has been no formal tender process for this work and the procurement position is still being considered. However, the capital costs would not be met by the Authority, but only the revenue costs.
- 1.8 There is a need to replace the boilers at Victoria House before winter and there is therefore limited time to enter into a contract to ensure that this happens before the cold weather starts. The contract would have a 2 month lead in period. It is therefore proposed to proceed with this proposal at Victoria House, subject to legal services being satisfied as to the Council's position under procurement law and the Council's Constitution as well as with the terms of the agreement with the vendors. The installer has also factored in a sensitive switchover to ensure that the vulnerable residents are NOT left without heating and hot water whilst the scheme is being installed.
- 1.9 If this scheme is successful, and if similar proposals might be agreed, it is proposed that Victoria House is regarded as a pilot scheme with the view of introducing similar heating systems to other housing with District Heating. These latter schemes would certainly have to be part of a procurement exercise, whether by tender or framework agreement.
- 1.10 For completeness. The boiler house at Victoria House has been found to contain asbestos in the ceiling. This will need to be removed before any boiler is replaced, regardless of type. The cost of this work is around £10,000.

2 Conclusions and Reasons for Recommendation

- 2.1 That a biocoal system at Victoria House provides a suitable, cheaper, greener alternative to gas systems. It is also future proofing the Council against ever increasing vulnerability over the centralised energy network. National strategy is looking to decentralise energy distribution and this is a key flagship of this within the district.

- 2.2 That a long term fix for fuel costs, at a low cost, would benefit tenants and the authority.
- 2.3 That similar systems would benefit other housing with District Heating Systems.
- 2.4 However, the procurement position still needs to be determined.

3 Consultation and Equality Impact

- 3.1 The project is specifically and proactively targeting the District's most vulnerable residents that are most at risk of fuel poverty. Included in this package will also be a full consultation process with the residents and ongoing lifestyle support from the Affordable Warmth Coordinator / RTTG. This will ensure that all residents are confident, comfortable and safe.

4 Alternative Options and Reasons for Rejection

- 4.1
 - a. Do nothing – rejected as current system requires urgent replacement
 - b. Gas Heating – rejected due to cost

5 Implications

5.1 Finance and Risk Implications

This proposal covers the capital costs of a replacement heating system with the Council paying only the ongoing maintenance and offers a long term fix for fuel process.

There is some risk of using new technology and a new supplier however this is largely mitigated by an insurance backed scheme offered by the vendor.

The proposed systems can use alternative biofuel sources.

5.2 Legal Implications including Data Protection

The procurement position and whether this can be dealt with without a tender is yet to be determined. Legal Services will consider this prior to any contract being let.

Legal services will need to be satisfied with the contractual arrangements before proceeding with this scheme

5.3 Human Resources Implications

None directly.

6 Recommendations

6.1 That delegated powers be given to the Chief Executive to determine how to proceed to resolve the problem, including but not limited to:

- a) Seeking and evaluating tenders and awarding a contract;
- b) Waiving standing orders;
- c) Agreeing the terms and conditions of the contract entered into;
- d) Using an appropriate framework.

6.2 That should a contract be awarded for a biocoal heating system at Victoria House the effectiveness of the scheme is monitored and a benefits realisation report is provided to members at a future meeting.

6.3 That officers produce a timetable and specifications for tendering heating systems at other housing schemes with District Heating.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	Yes/No
District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	

8 Document Information

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Details provided by RTTG	
Report Author	Contact Number
Peter Campbell	3038

Bolsover District Council

Executive

11 August 2014

Funding Support – Derbyshire Law Centre

Report of Cllr E Watts

This report is public.

Purpose of the Report

- To highlight past performance and update on activity to date provided by Derbyshire Law Centre (formerly Chesterfield Law Centre) for 2013/14.
- To consider support for future funding for 2014/15 and 2015/16

1 Report Details

1.1 Derbyshire Law Centre (DLC) are a specialist advice agency, employing a team of solicitors and advice workers providing free legal advice, assistance and representation services to individuals and families on low incomes.

1.2 Whilst the organisation provides services across the County, from a Bolsover District perspective up to the end of the financial year 2013/14 DLC have:

- advised 654 residents and
- assisted & represented 153 clients
- Received enquiries - top three areas:
 - 1st – 307 from Bolsover
 - 2nd – 147 from Clowne
 - 3rd – 52 from Shirebrook
- Dealt with Cases - top three areas:
 - 1st – 71 from Bolsover
 - 2nd – 18 from Shirebrook
 - 3rd – 16 from Creswell and Whitwell
- Top three issues why Bolsover residents use Law Centre's services:
 1. Preventing homelessness
 - Housing and homelessness advice, casework and representation service
 - County Court Duty Scheme

2. Housing-related debt

- Rent and mortgage arrears (prevention of homelessness)
- Mortgage Rescue work

3. Employment

- Advice on right and staying in work
- Advice on dismissals & redundancies - securing wages owed & compensation

- Example of how Advice and Representation service saves Council's resources:

Each time the Law Centre delay or prevent homelessness (rented and mortgaged properties) a saving is made for BDC of £5000.

Early intervention with employment advice (where there is no longer any legal aid) DLC keep people employed and the local economy going.

- Appendices attached providing an evidence based report on a specialist preventative legal advice example relating to Mental Health Conditions which includes Case Studies.

1.3 In the current economic climate the need for such services is at a maximum alongside others such as NEDCAB and Derbyshire Unemployed Workers who DLC work collaboratively with. A key contributor being the impact of the Coalition's Welfare Reforms and the need to provide specialist advice and support to local people suffering hardship.

1.4 In addition, to ensure our Housing and Homeless Advice Service is effective and efficient in delivering services, we make best use of the limited Homeless Prevention Grant from Communities and Local Government (CLG), by working in partnership with Chesterfield Borough and North East Derbyshire District Councils to jointly commission and support other agencies. This enables us to shape services to meet the specific needs of people within our Districts.

As part of this arrangement, we each provided £12,000 to the Chesterfield Law Centre (now Derbyshire Law Centre) in 2014/15. This was to enable them to provide support and advice to people being threatened with homelessness, specifically through the Mortgage Rescue Scheme.

The Mortgage Rescue Scheme has now ended, however, the support provided by Derbyshire Law Centre has proved invaluable and following preliminary discussions, each Council is in a position to commit funding during 2015/16 to enable them to continue providing a wider range of support for homeless people.

1.5 The Council has also received a request from DLC to offer a seat on their Management Committee alongside other Local Authority funders.

2 Conclusions and Reasons for Recommendation

2.1 DLC are a much needed source of advice and support and this is demonstrated both in the statistics provided and more importantly the Case Studies evidencing assistance to individuals residing within Bolsover District.

- 2.2 The Council have provided financial assistance previously to the service and are therefore being asked to consider resources initially for this year 2014/15 of £18,000 from the Local Authority's Reserves budget. Member's are also asked to agree in principle consideration of support for the following year for the equivalent amount of £18,000, where this will be considered as part of the Medium Term Financial Plan (MTFP) decisions for 2015/16.
- 2.3 The Council have the opportunity to be represented on the Management Committee of DLC alongside other Local Authorities across Derbyshire.

3 Consultation and Equality Impact

- 3.1 Consultation with the Leader and Deputy Leader of the Council, the Cabinet Member for Social Inclusion and a presentation to a Member Development Seminar – June 2014

4 Alternative Options and Reasons for Rejection

- 4.1 There are other agencies providing varying elements of support covering the District, however, these are complementary to the services DLC provide rather than duplicating them. The funding proposal therefore is considered to provide value for money in terms of the Council's investment and the anticipated outcomes delivered for local residents within our communities.

A Service Level Agreement (SLA) will be developed, intended outcomes agreed, performance managed and reported on a bi-annual basis alongside other grant funded agencies.

5 Implications

5.1 Finance and Risk Implications

£18,000 from Reserves budget 2014/15 with in principle support agreement for the year 2015/16 of £18,000 being subject to the MTFP process.

5.2 Legal Implications including Data Protection

None

5.3 Human Resources Implications

None

6 Recommendations

- 6.1 Members consider supporting Derbyshire Law Centre for the year 2014/15 to the amount of £18,000 and agree in principle support for a further £18,000 for the year 2015/16 subject to the MTFP process.
- 6.2 Subject to agreeing 6.1 above, Members agree that a Service Level Agreement be developed as part of the Partnership Team's Grants to Voluntary Organisations process to ensure appropriate performance management and bi-annual reporting mechanisms are adhered to.

6.3 Executive consider the request for a representative to be nominated onto the Management Committee of DLC.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	Social Inclusion Corporate Aim

8 Document Information

Appendix No	Title
	Evidence based report on the need for preventative legal advice for people with mental health conditions(MHC) – January 2014 (including case studies)
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Wes Lumley – Joint CEO Pam Brown – Chief Executive’s and Partnership Manager	Ext 2499



**An evidence-based report on the need for preventative legal advice
work for people with mental health conditions (MHC)
January 2014**

1. Executive summary

In the past 12 months, Chesterfield Law Centre has seen an explosion of unrepresented people with mental health conditions at Chesterfield County Court. This signals a lack of preventative advice and casework service that was previously funded by the Legal Aid Scheme. The Law Centre has seen people with mental health conditions lose their rented and mortgaged properties that could have been avoided had there been a preventative advice and casework service. Through the preventative advice and casework service that was funded by the Legal Aid scheme, the Law Centre achieved health and financial outcomes that are beneficial to both clients and health services. A strategy is needed from Service Providers and Advice Agencies to ensure that early prevention work is maintained to provide holistic support and intervention to help people with mental health conditions.

2. Introduction

The purpose of this report is to highlight the issues that people with mental health conditions have experienced since the Welfare and Legal Aid Reforms came into force in April 2013. This paper looks at the reasons for the need for early preventative advice and casework service for people with mental health conditions. It also makes proposals on how their tenancies and mortgages can be effectively sustained, if they receive an early preventative advice and casework service. Details on the welfare and legal aid reforms are found in the appendix.

3. How the Reforms affect people with mental health?

3.1 The Legal Aid reforms mean that preventative advice work is no longer funded by legal aid. This is the essential part of legal advice, casework and representation work that people with mental health conditions require as it forms part of their coping strategy in dealing with daily tasks. Legal Aid also does not fund advocacy services. Legal Advice and Legal Representation is now only available from the point at which Notice Seeking Possession is issued by a Landlord or a Notice to Quit is served or threatened. There is only face to face advice for mortgage repossessions in very limited circumstances.

3.2 Chesterfield Law Centre has found that, since the Legal Aid reforms, the number of people with MHC accessing its services have reduced by 36%. However, statistics from Law Centre's Chesterfield County Court Possession Duty Scheme tell a different story. The Law Centre has seen an increase in the number of unrepresented clients with mental health conditions using this service. 2013 saw a 150% increase over the previous year in unrepresented tenants or mortgagees with MHC turning up at court and accessing the court duty scheme. This 150% rise could have been stemmed had legal aid had not been stopped for those seeking early preventative advice.

3.3 In 2013, out of the clients the Law Centre represented, 17% of them received an outright order for eviction. 83% received a Suspended Possession Order, and so kept their homes, or their cases were adjourned.

Case study

A couple that has learning disabilities as well as mental health conditions came to the Law Centre after they had been evicted from their home for rent arrears. They lacked the support they needed to access advice in order to sustain their tenancy successfully. They both had very complex needs and had they obtained advice before the eviction, it is likely that the eviction would have not happened.

The Law Centre was able to assist them under the Legal Help Scheme as they sought advice from us once they had become homeless. We were able to assist them in being re-housed by the Council. This was at a cost to the local authority, health and social care services who were working with the family to secure alternative accommodation.

3.4 Of those that had mortgages, half of the clients with MHC received an outright Possession Order from the court. Experience suggests that early intervention could have saved at least half of these homes, as well as saving public authorities approximately £5000.00 for each homeless application.

Case study

The Law Centre represented a client with a mental health condition. The client acquired depression when he lost his job and that caused him to have mortgage arrears. After the Law Centre intervened at court, we were able to persuade the Judge to adjourn the case and we made arrangements through the Mortgage Rescue Scheme for the mortgage to be taken over by a Housing Association. Legal Aid no longer funds advice and representation on mortgage repossessions and so we were only able to intervene as a result of us being in court on the day of their hearing and the availability of the Mortgage Rescue Scheme – itself due to close imminently.

3.5 According to statistics collated at Chesterfield County Court, at least two thirds of rented homes that were lost could have been saved but for the fact that last minute intervention can mean that potential remedies to prevent evictions have been lost.

3.6 The Law Centre has found that some of their clients were on the waiting lists to be allocated a support worker to assist them in maintaining their mortgages or tenancies. It has also found that those that do use Housing-Related support services to assist them in maintaining their tenancies and mortgages have been successful assisted in maintaining their properties.

3.7 Unfortunately, because of the reduction of funding to local government, Derbyshire County Council has announced (21.1.2014) that Housing-Related Support services will stop from October 2014.

3.8 The Law Centre currently works with two Housing-Related Support providers – Action Housing and Framework, to train their support workers in spotting potential cases and to refer on to advice agencies.

Case study

A client had served in the army for a number of years. He suffered from depression and post-traumatic stress that made it difficult for him to stay in his new job on leaving the army. He accrued rent arrears. He was unable to get preventative advice due to the changes in legal aid. He was only able to access legal advice once court proceedings had commenced. At the court hearing, the Law Centre was able to persuade the Judge not to evict. After he had the benefit of debt and benefit advice he was able to pay the arrears and he was supported in an application to SAFFA who made a payment to help clear the arrears.

4. Health outcomes that can be achieved through advice, casework and representation

4.1 Chesterfield Law Centre now collates health outcomes from their clients. At 31.8.2013, it found that its legal services had:

- Increased confidence, self-esteem and well-being for over **half** of its clients.
- Reduced stress, anxiety and depression for 88% of its clients*.
- Helped **two-thirds** of its clients to settle/stay in their accommodation.
- Increased knowledge of their rights for nearly two-thirds of their clients.

* Figures at 31.12.2013

4.2 The Law Centre has also:

- Managed/secured over £0.75 million for their clients through housing-related debt and employment casework.
- Secured a repayment plan or had debts written off for 57% of debt clients.
- Prevented homelessness for 75.5% of clients and families who are mortgagees.
- Prevented homelessness for 72% of clients and families who are tenants.

5. Mapping of legal advice, advocacy, assistance and representation services for people with mental health conditions

5.1 Chesterfield Citizens Advice Bureau provides an Advocacy Service as well as a Benefits and Debt Advice Service to people with mental health conditions via an outreach service at the Chesterfield Royal Hospital and through direct contact. The Law Centre regularly accepts referrals from the CAB for specialist housing, housing-related debt and tackling hate and harassment advice. The CAB has reported a deluge in enquiries and benefits cases that it does not have capacity to deal with.

5.2 There are no other advice agencies within Derbyshire that provide specialist advice, assistance and representation service specifically for people with MHC. There are no local private practice solicitors in Derbyshire specialising in mental health or community care law.

5.3 There are national telephone help lines that specialise in debt and discrimination law. However they do not provide the face to face advice services that this client group desperately needs. As predicted, the take up of these telephone services has been very poor, as these were set up as an alternative to the scrapped legal aid funded services offered at the local level, through Law Centres and other advice agencies.

6. Proposals for future work

6.1 This report shows the need for early preventative advice and casework service in housing, homelessness and housing-related debt to people with MHC to prevent a crisis such as eviction, homelessness, repossession, disconnection of utility services and 'visits' from the bailiffs. This would save public sector money.

This will help them to look after their mental well-being, reduce reliance on health services and to maintain tenancies and mortgages to ensure that they have enough to live on, on a daily basis.

There is no prospect of the Government reversing its changes to Legal Aid, removing early intervention work from scope of Housing advice and representation. Other agencies and service providers should consider the cost / benefit effects of funding early intervention work and advice agencies need to consider other sources where funding might be available to fund legal advice work that has clear health and well being outcomes.

Appendix 1.

Background information about the Welfare and Legal Aid Reforms

AP.1 The recent reforms to welfare benefits and legal aid have led to some of the biggest change in people's entitlements to benefits, advice and assistance since the introduction of Welfare State in 1945 and Legal Advice and Assistance Act in 1949.

AP.2 In April 2013, The Welfare Reform Act 2012 and The Legal Aid, Sentencing and Punishment of Offenders Act 2012 came into force. This meant that individuals and families on low incomes will no longer be able to access legal aided service for:

- Damages claims for unlawful evictions
- Disrepair, unless it seriously threatens health
- Under-occupancy
- Mortgage arrears
- Employment disputes
- Immigration
- Welfare Benefits

They will also encounter a reduction in allocation of legal aid for:

- Debt (by 96%)

AP.3 The reforms mean that many people with mental health conditions will no longer get early / preventative legal-aided funded service as that sort of work has been removed from the legal aid system. Legal aid can now only be granted when a person is in imminent danger of losing their home.

Welfare Reform

AP.4 Other welfare reforms, such as the 'bedroom tax' and the new requirement for many people on low incomes to pay some council tax, mean an effective drop in their disposable income. The result is to put their tenancies or mortgages at risk and affect their ability to heat their homes or to put food on the table.

AP.5 Welfare reforms have also impacted on people with mental health conditions through not being able to pay their bills, rent, mortgages and debt payments. According to the Centre for Welfare Reform (www.centreforwelfarereform.org.uk), the current welfare reforms will mean that people with mental health will experience:

- An end to Disability Living Allowance
- A reduction in disability-related benefits
- A reduction in housing and council tax benefits
- A reduction in Access to Work packages
- Problems in not being eligible to claim Employment Support Allowance
- Intrusive work assessments tested by private contractors
- A changeover to Universal Credit
- benefits up-rating re-indexed that will increase poverty
- An end to Independent Living Fund
- Problems in accessing social care services as the threshold for eligibility for services is likely to be heightened
- An increase to social care charges and taxes.

This is in addition to under occupancy rules and reduction in Council Tax Benefit, benefit cap and new rules for claimants under 35.

Appendix 2

Issues that people with MHC experience when seeking advice.

- Law Centre clients with MHC are typically eligible of Legal Aid and so on low incomes with disposable household incomes of less than £733.00 a month. This means they cannot afford to pay for advice.
- Those that receive services from Adults Social Care are required to pay a contribution of at least £26.50 week. This is likely to increase between £31.80 - £47.70 a week.
- The Council WHICH ONE? is proposing to increase eligibility threshold from 'Higher Moderate' to 'Substantial', which will mean that more people with MHC will lose services.
- As at 30.9.2013, 60% of Law Centre's debt clients regard themselves having long term health conditions; the majority of which are indicated as relating to mental health conditions.
- People with mental health conditions find that national telephone help lines are not accessible or useful.
- People with MHCs are likely to encounter dramatic changes in the disability-related incomes as well potentially losing Disability Living Allowance when they are reassessed for Personal Independence Payments. This means that they are likely to experience unnecessary emotional and increased financial hardship.
- This client group have good and bad days. Letters and messages from landlords/mortgagors can be ignored. They struggle to motivate themselves to access advice services and therefore rely on support workers or family members. Otherwise intervention is dependant on critical incidents arising, when it can be too late to intervene successfully.
- Chesterfield Law Centre's advice and casework service has found that public transport providers can be hostile or discriminatory in their attitudes towards people with mental health conditions.
- The Law Centre recognises that people with MHC have different needs that require personalised support and advice. We keep cases open longer than mainstream services and try harder to maintain contact, or make the most use of limited contact, as this client group cannot always maintain contact with the legal adviser.
- This client group is likely to experience a lack of family and social capital network.