

## EXECUTIVE AGENDA

Monday 1 December 2014 at 1000 hours in the Council Chamber, The Arc,  
High Street, Clowne

Item No.		Page No.(s)
	<b>PART 1 – OPEN ITEMS</b>	
1	<b>Apologies for absence</b>	
2	<b>Urgent Items of Business</b>  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	<b>Declarations of Interest</b>  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	<b>Minutes</b>  To approve the minutes of a meeting of the Executive held on 3 November 2014	Previously circulated
5	<b>Recommended Items From Other Standing Committees</b>  None.	
6*	Bolsover and North East Derbyshire LEADER Approach 2014-2020: Administration Support <b><i>Recommendations on pages 7</i></b>	5 to 14
7	Partnership Funding and Performance Monitoring – April to September 2014 <b><i>Recommendation on page 16</i></b>	15 to 66

8	(Joint) Customer Service Code of Practice and Standards <b>Recommendation on page 70</b>	67 to 99
9	Corporate Plan Targets Quarter 2 Performance (July 2014 – September 2014) <b>Recommendation on page 102</b>	100 to 112
10*	Derbyshire Integrated Approach to Health and Well Being – Local Authority Contracts <b>Recommendation on page 117</b>	113 to 117
11	Development Fund Update <b>Recommendation on page 121</b>	118 to 122
12	Creation of a Business Executive Advisory Group to support Small and Medium Enterprises	To Follow
13*	Supporting People – Delivery of Assistive Technology Monitoring Services <b>Recommendation on page 127</b>	123 to 146
14	Housing Quarterly Report <b>Recommendation on page 149</b>	147 to 157
15	Budget Monitoring Report – Half Year, April to September 2014	To Follow
16	Proposed Neighbourhood Planning Protocol – including level of District Council support <b>Recommendation on pages 167/168</b>	158 to 183

## Note on Key Decisions and Exempt Items

All Key Decisions are denoted by the \* symbol.

Items 6, 10 and 13 are all Key Decisions but were not included on the latest List of Key Decisions. The items are a Key Decision because they are likely to result in expenditure over £50,000.

This was not originally known at the time of publication of the List but has come to light recently following advice from officers. The relevant Scrutiny Chairs have been informed.

## **EXECUTIVE**

Minutes of a meeting of the Executive held in the Chamber Suites, The Arc, Clowne, on Monday, 3 November 2014 at 1000 hours.

### **PRESENT:-**

Councillor E Watts in the Chair

### **Members:-**

Councillors R Bowler, D Kelly, B Murray-Carr, K Reid, A Syrett and A Tomlinson

### **Officers:-**

W Lumley (Chief Executive Officer), P Hackett (Executive Director – Transformation), S Sternberg (Assistant Director – Governance and Monitoring Officer), D Clarke (Assistant Director – Finance & Revenues and Benefits), S Brunt (Assistant Director – Streetscene), K Drury (Information and Engagement Manager), A Bedford (Customer Standards and Complaints Officer), L Cheong (Acting Scrutiny Officer), S Chambers (Communications Officer), H Barnett (Communications Officer) and M Kane (Governance Manager).

Also in attendance: Councillors H Gilmour and J Smith

### **0475. APOLOGIES FOR ABSENCE**

There were no apologies for absence given at this meeting.

### **0476. URGENT ITEMS OF BUSINESS**

There were no urgent items of business to be considered at this meeting.

### **0477. DECLARATIONS OF INTEREST**

There were no interests declared at this meeting.

### **0478. MINUTES OF EXECUTIVE HELD ON 6 OCTOBER 2014**

Moved by Councillor R Bowler and seconded by Councillor E Watts.

**RESOLVED** that the minutes of the meeting of Executive held on 6 October 2014 be approved as a correct record and signed by the Chairman.

(Governance Manager)

### **0479. RECOMMENDED ITEMS FROM OTHER STANDING COMMITTEES**

There were no items recommended from other standing committees.

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### 0480. SCRUTINY REVIEW ON THE IMPACT OF WELFARE REFORM AND WIDER ISSUES ON THE CONTACT CENTRES

Executive considered a report of Councillor H Gilmour, Chair of the Improvement Scrutiny Committee, which set out the outcome of the recent scrutiny review into the impact of welfare reform and wider issues on the contact centres.

The aims of the review were to consider the effects of delivery of customer services within the context of welfare reform and the resilience of the contact centres in response to the welfare reform changes. The objective of the review was to ensure that the District's communities were receiving the most efficient service that the Council could provide, bearing in mind the changes brought about by welfare reform.

Nine recommendations were made based on the evidence gathered during the review. These were as follows:-

- That two full time Customer Advisor posts are created and permanently placed on the establishment from April 2015.
- That the current quarterly half day closing arrangements for staff training sessions are maintained to ensure that staff remain on top of the changing landscape of welfare reforms and maintain the high levels of customer service currently delivered.
- That any additional training with new voluntary partnerships for contact centre staff are considered a priority e.g. SAFFA, CISWO, Sign Language. These needs may be identified by customer feedback, as well as by staff.
- The Committee endorses the Portfolio Holder and Customer Contact Service Manager's support for investigating the possibility of a move to automated payment methods.
- That the Authority continues to provide Contact Centres in the four current locations.
- That consideration be given to the Contact Centre at Shirebrook being relocated in new premises as a matter of urgency, bringing Shirebrook up to the standard of the other Contact Centres.
- That the potential use of a language volunteer and the demand for such a service at the Shirebrook Contact Centre be investigated.
- That the Authority considers how privacy can be improved in all four Contact Centres.
- That the Revenues Service, where possible, take account of Bank Holidays and other issues when sending mass mail outs, to avoid additional pressure on both customers and the Contact Centres.

It was recognised that the first recommendation would result in a budget extension of between £43,360 and £51,280 for the creation of two full-time Customer Advisor posts from April 2015.

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Executive supported the principle of the report but felt that, rather than creating two new full-time posts, there should be efforts to redistribute resources from those areas that had moved work to the Contact Centres. Discussion also took place on a proposal from officers to fund one post through the reduction of overtime. It was understood that a further report on transforming the Council's Contact Centres would be brought forward to a future meeting of the Executive and that it would be appropriate to consider the scrutiny review report within the context of that wider report before making any decisions in respect of staffing.

Moved by Councillor R Bowler and seconded by Councillor E Watts.

**RESOLVED** that:-

- (1) Executive endorses the scrutiny review of the impact of welfare reform and wider issues on the Contact Centres and approves the implementation of the following recommendations:-
  - That the current quarterly half day closing arrangements for staff training sessions are maintained to ensure that staff remain on top of the changing landscape of welfare reforms and maintain the high levels of customer service currently delivered.
  - That any additional training with new voluntary partnerships for contact centre staff are considered a priority e.g. SAFFA, CISWO, Sign Language. These needs may be identified by customer feedback, as well as by staff.
  - The Committee endorses the Portfolio Holder and Customer Contact Service Manager's support for investigating the possibility of a move to automated payment methods.
  - That the Authority continues to provide Contact Centres in the four current locations.
  - That consideration be given to the Contact Centre at Shirebrook being relocated in new premises as a matter of urgency, bringing Shirebrook up to the standard of the other Contact Centres.
  - That the potential use of a language volunteer and the demand for such a service at the Shirebrook Contact Centre be investigated.
  - That the Authority considers how privacy can be improved in all four Contact Centres.
  - That the Revenues Service, where possible, take account of Bank Holidays and other issues when sending mass mail outs, to avoid additional pressure on both customers and the Contact Centres.

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- (2) The first recommendation, that two full-time Customer Advisor posts are created and permanently placed on the establishment from April 2015, be deferred until the matter can be considered within the context of a wider report around transforming the Contact Centres which is to be brought to Executive in December 2014.

**REASON FOR DECISION:** To enable Executive to consider the scrutiny review report from the Improvement Scrutiny Committee.

**OTHER OPTIONS CONSIDERED:** None.  
(Scrutiny Officer)

### 0481. COMPLIMENTS, COMMENTS AND COMPLAINTS QUARTER REPORT (Q2) 2014/15

Executive considered a report of Councillor R Bowler, Portfolio Holder for Resources, which provided information on the monitoring and effective management of complaints and customer requests for the period 1 July to 30 September 2014.

Executive was advised that a total of 33 written compliments had been received in the quarter with 11 for the Housing Team and nine for Streetscene Services.

A total of 25 comments were responded to within the standard 20 working days, with five being about the lack of toilet provision within Bolsover Town Centre.

An appendix to the report set out the number of stage one complaints received within the period. 32 stage two complaints were received, with 30 being responded to within the customer service standard of 20 working days, with the remaining two within timescale. A total of seven stage three complaints were received, all of which were responded to within timescale.

In terms of the complaints to the Local Government Ombudsman, one preliminary investigation was received and decided on within the quarter. The Ombudsman decided to discontinue the investigation.

Moved by Councillor R Bowler and seconded by Councillor E Watts.

**RESOLVED** that Executive notes the overall performance in respect of Compliments, Comments and Complaints in the quarter covering 1 July to 30 September 2014.

**REASON FOR DECISION:** To inform members of volumes and trends in respect of Compliments, Comments and Complaints.

**OTHER OPTIONS CONSIDERED:** None.  
(Customer Standards and Complaints Officer)

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### 0482. INFORMATION REQUESTS – APRIL TO SEPTEMBER 2014

Executive considered a report of Councillor R Bowler, Portfolio Holder for Resources, which provided details of information requests made under the Freedom of Information Act 2000, Environmental Information Regulations 2004 and Data Protection Act 1998 for the period 1 April 2014 to 30 September 2014.

During the quarter, 276 Freedom of Information requests and 34 Environmental Information requests were received, making a total of 310 requests received for processing. All requests were responded to within 20 working days. In respect of the Data Protection Act 1998 a total of six subject access requests were received and 10 third party requests were received for personal data held. These were all responded to within the 40 calendar day timescale.

Concerns were raised that Members were not adequately informed when requests about themselves were made. Officers undertook to rectify this for the future.

Moved by Councillor E Watts and seconded by Councillor A Tomlinson.

**RESOLVED** that the report in respect of Information Requests made between April and September 2014 be received.

**REASON FOR DECISION:** To keep members informed of volumes and trends regarding information requests.

**OTHER OPTIONS CONSIDERED:** None.  
(Information and Engagement Manager)

### 0483. DERBYSHIRE AND DERBY CITY JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

Executive considered a report of Councillor D Kelly, Portfolio Holder for the Environment, which updated Members concerning the developing Derbyshire and Derby City Joint Municipal Waste Management Strategy, including the development by the District Council of an Action Plan to deliver waste reduction, increased diversion and recycling.

Executive had approved the Joint Waste and Recycling Collection Policy on 30 September 2013. Measures at the time were being included in the Council's draft Action Plan and in the Waste Management Strategy to illustrate how the Council would support the Derbyshire wide position.

A copy of the Council's Action Plan was attached as an appendix to the report which provided information about the Council's waste and recycling services. Its approach reflected the previously adopted Joint Waste and Recycling Collection Policy position. It was recommended that the Council's Waste Management Strategy Action Plan be adopted to support and deliver the County wide strategy.

Moved by Councillor D Kelly and seconded by Councillor E Watts

**RESOLVED** that Executive adopts the Action Plan, attached to the report as an appendix, for inclusion in the Derbyshire and Derby City Joint Municipal Waste Management Strategy.



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**REASON FOR DECISION:** To support waste reduction, increased diversion and recycling.

**OTHER OPTIONS CONSIDERED:** Developing the Council's Waste and Recycling Action by way of the Waste Management Strategy Action Plan negated the need to develop the Council's own Waste Strategy.  
(Assistant Director - Streetscene)

### 0484. RENEWAL OF COUNCIL INSURANCE POLICIES 2014

Executive considered a report of Councillor E Watts, Leader of the Council and Portfolio Holder for Finance, which informed Members of the outcome of the insurance tendering process which had been conducted under powers delegated to the Executive Director – Operations.

The Council's insurance contracts were previously awarded in 2011 and expired in September 2014 as part of a three year long term agreement (LTA) with an option to extend for a further two years. Following consultation with the Council's insurance broker, it was considered that it would be more appropriate to retender the contract rather than extend beyond September 2014.

The Council's insurance broker supported the insurance tendering exercise, analysing the tender responses whilst ensuring OJEU compliance and adequate tender cover.

The insurers were asked to tender for a three year LTA with an option to extend by two years, including options to reduce the excess on the majority of policies. The tender was based on 60% price and 40% technical capability and coverage. Policies were split into eight lots.

Tenders were received from Travelers, Aspen, Liberty, RSA, ACM, MAPS, RMP and Zurich Municipal, with the latter two quoting for complete packages of all policies, as well as for individual lots, with the remaining insurers quoting in isolation for policies within lots.

Option D (excluding points 5/6/8, which did not apply) with a three year LTA with two year optional extension, was chosen as the most financially advantageous for the Authority. While this option resulted in higher premiums than Option C, on the basis of the available evidence it was anticipated that the potential savings available from the lower excess of £10,000 would result in this option proving the most financially attractive to the authority.

Moved by Councillor E Watts and seconded by Councillor A Tomlinson.

**RESOLVED** that Executive notes the action of the Executive Director – Operations in continuing to secure the Council Insurance Policies within the framework established by the new long term agreement.

**REASON FOR DECISION:** Option D was considered the most advantageous tender for the Council's requirements.

**OTHER OPTIONS CONSIDERED:** As set out within the report.  
(Executive Director - Operations)

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### 0485. COMMUNITY COHESION PROJECT UPDATE

Executive considered a report of Councillor E Watts, Leader of the Council, which gave an update on the proposal for a Community Cohesion Officer at Shirebrook and the current funding plan associated with the post.

Back in April 2014 Executive had agreed to contribute up to £20,000 to a post of Community Cohesion Worker over a two year period. The post would seek to tackle some of the underlying tensions within the Shirebrook Community and be based within the Council's Community Safety Team.

Committed funding from various partners amounted to some £71,000 which would help to move the project forward over the period of two years based on the current salary projection. However, it was the view of the Bolsover Partnership Executive Board that the current salary indication was too low and that the postholder would need to be of a high calibre, able to work with key strategic agencies as well as community leaders, and ideally be multi-lingual. It was considered necessary therefore to re-visit the job description and person specification to ensure the resulting grading actively reflected the requirements of the post and attracted a sufficient calibre of candidates. The effect of this possible re-grading was a budget shortfall estimated in the region of £10,000.

Section 1.5 of the report identified a number of options to bridge that shortfall. Having considered the report, Executive felt that it was incumbent upon the Council to bridge the funding gap which would be an extra commitment of £10,000 in addition to the £20,000 already committed.

Concerns were raised by Members in respect of the time taken to take forward this particular project and there was a view that Members were not being kept informed on progress. Officers noted the comments and would feed them back to the appropriate officers.

Moved by Councillor A Tomlinson and seconded by Councillor E Watts.

**RESOLVED** that Bolsover District Council agree to bridge the anticipated funding gap to support the Community Cohesion Worker Post to the sum of £10,000 (in addition to the previous commitment of £20,000) to be taken from the Council's Transition Reserve.

**REASON FOR DECISION:** To take forward the Community Cohesion Project and address concerns within the community of Shirebrook.

**OTHER OPTIONS CONSIDERED:** A number of options were presented within the report but those rejected would have resulted in a shorter term project. The third option would require additional resources to be committed to the project to enable it to run for a minimum of two years.

(Chief Executive)

## EXECUTIVE

### **0486. THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the stated Paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act and it is not in the public interest for that to be revealed.

### **0487. EXEMPT – PARAGRAPHS 1 & 3 MEDIUM TERM FINANCIAL PLAN**

Executive considered a report of Councillor R Bowler, Portfolio Holder for Resources, which advised of the outcome of a consultation process with staff concerning a proposed restructure of the debtors section within the Revenues Team and sought approval to undertake work necessary to secure increased occupancy at The Arc, as well as to conclude agreement to enable the County Council, or other potential tenants, to occupy The Arc on the basis of a long lease.

In respect of the Sundry Debtors Team, it was proposed that the court work from the Senior Recovery Officer post would be removed and transferred to the Senior Recovery Officer within the Council Tax and NNDR Team. Given the proposed shift in duties, the Senior Recovery Officer post and Sundry Debtors would be disestablished with a post of Recovery Officer being created. The second element in the proposed restructure was a post of Billing and Recovery Assistant being replaced by a second post of Billing Officer.

A consultation process with staff had been positive, however, one member of staff who was approaching retirement, had indicated that they would take voluntary redundancy from the Council. Given the restructuring proposals involved the disestablishment of the current post of the officer concerned it would be difficult for the Council to refuse the request without withdrawing the restructuring proposals. On the basis of current information it was anticipated that agreeing to the voluntary redundancy request would incur costs of some £14,000 together with the cost for the early release of pension of £10,000.

In respect of income from letting accommodation, Executive was advised that the Council continued to pursue options for occupancy of part of the building on a long lease. Detailed discussions were taking place with the County Council and it was anticipated that both parties would be making a decision shortly. On the basis of the outline terms that had been negotiated, a long lease from the County Council would make a significant contribution to helping sustain the Council's financial position and open up the opportunity to offer local residents the benefit of more joint services.

In order to let the space officers had already cleared parts of The Arc building. It was recommended that approval be given to officers to continue this process and explore the option in the short term of securing an NNDR refund to reflect the fact that part of the office space would be under-utilised. It was envisaged that the HR Team would relocate to the depot with a limited space retained in The Arc where it was necessary to hold face-to-face meetings.

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In order to make best use of space at The Arc it would be necessary to undertake some work to the building. This may require some reconfiguration of the building, including minor building works. On the basis that a larger tenant was secured then the costs of this work would reach some £50,000 and it was recommended that funding be agreed from the Efficiency Grant in order to enable such work to proceed once any agreements had been entered into. This expenditure was likely to result in financial gains of £100,000 per annum and would contribute significantly to the financial sustainability of the Council.

Moved by Councillor R Bowler and seconded by Councillor E Watts.

**RESOLVED** that:-

- (1) Executive notes the proposals for a restructure of the Debtors Section which had been subject to a consultation process as required by Council policy.
- (2) Executive requests that the Chief Executive amend the staffing establishment to reflect the proposals as set out within the report and agrees to use the Efficiency Grant in order to meet the costs of the associated restructure, amounting to some £24,000 in 2014/15.
- (3) Executive grants delegated powers to the Executive Director – Operations following consultation with the Leader and/or Deputy Leader of the Council to agree the terms of a lease under which Derbyshire County Council or alternative potential tenants would occupy space at The Arc.
- (4) Executive approves a programme of works up to a value of £50,000 for alterations to The Arc and the depot to optimise the use of space in order to enable the Council to secure rental income from space freed up at The Arc, with these costs to be met from the Efficiency Grant.

### **REASON FOR DECISION:**

The reasons for the Sundry Debtors restructure included greater flexibility across the various debtor streams managed by the Council. The work to secure tenants for The Arc would ensure best use of Council assets and enable longer term financial sustainability for the Council.

### **OTHER OPTIONS CONSIDERED:**

In respect of the Sundry Debtors restructure, the other option was to continue with existing arrangements, and whilst these were working in a satisfactory manner, officers were of the view that further improvements could be secured by a restructure of the team which would facilitate improved collection rates. In respect of The Arc there were no alternative options set out in the report.

(Executive Director - Operations)

The meeting concluded at 1115 hours.

**Bolsover District Council**

**Executive**

**1 December 2014**

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

**Report of Cllr A Tomlinson, Deputy Leader**

This report is public

**Purpose of the Report**

- To confirm the total financial contribution request from 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/](http://www.bned-leader.co.uk/evaluation/). Greater detail regarding the operations and achievements of the programme can be found in Appendix 1.
- 1.2 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, the application for which was submitted on 5<sup>th</sup> September 2014. European Commission delays have resulted in an anticipated start date of 1<sup>st</sup> January 2015, subject to DEFRA confirmation.
- 1.3 At the Executive meeting held on Monday 11<sup>th</sup> August 2014 the Council were asked to approve an indicative financial contribution towards the administration of the BNED LEADER Approach to a maximum of £12,000 per annum up to a maximum of £72,000 for the entire programme. This was due to the likely lower programme budget, which reduced the available management and administration contribution. The calculation takes into account the in-kind contribution from NEDDC for staff time and office costs which equate to approximately £14,000 per annum, as well as utilising £10,000 of the residual monies from the past programme, the remainder of which will be retained to cover audit, accountancy and potential redundancy costs.

- 1.4 As a result of these considerations it was resolved on 11<sup>th</sup> August 2014 that:
- (1) Executive approves the 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 5 September 2014 deadline.
  - (2) The Council be advised of the confirmed level of funding required upon DEFRA's announcement of the final allocation, expected November 2014.
- 1.5 DEFRA have advised that they will confirmed the outcome of their LAG Allocations between 24<sup>th</sup> November and 5<sup>th</sup> December 2014. At the time of writing exact figures for the BNED LEADER Approach have not been received, assuming its success, and so this will be reported verbally at the meeting.
- 1.6 The confirmed amount requested from Bolsover District Council will therefore also be reported verbally at the meeting, which will be based upon the formula presented on 11<sup>th</sup> August 2014. The amount will not exceed the £12,000 per annum for six years, identified in section 1.4.

## **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 identified financial contribution would ensure a balanced administrative budget, and match the NEDDC in-kind contribution of the Strategic Partnership Co-ordinator and office costs.

## **3 Consultation and Equality Impact**

- 3.1 As detailed in Appendix 1, consultation was overseen by the BNED LEADER LAG. The issue does not necessitate the undertaking of an Equality Impact Assessment.

## **4 Alternative Options and Reasons for Rejection**

- 4.1 Alternative options are detailed in Appendix 1. It has been agreed by the LAG, in consultation with BDC, NEDDC and partners that a staffing structure based on the 2008-2013 programme should be used, having dedicated workers employed through NEDDC focused on delivering the BNED LEADER Approach. Finance dictates that this is at a reduced level, with 0.5FTE Monitoring & Support Officers

compared to 1.5FTE previously (this should be manageable when reflecting the lower programme budget).

## **5 Implications**

### **5.1 Finance and Risk Implications**

Assuming receipt from DEFRA by the end of November 2014 of the total BNED programme allocation, the Council is asked to approve a contribution of no greater than £12,000 per annum for six years. As exact figures have not yet been received this will be reported verbally at the meeting.

As DEFRA-approved accountable body for the programme, NEDBD Ltd will hold any BDC financial contribution made. To manage risk, this arrangement will again be acknowledged through formal agreement. All LEADER payments are made on an evidence-only basis, with departmental finances for the LEADER Team managed on the BDC/NEDDC Civica system and dedicated spreadsheets. These are 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. BDC is represented on the NEDBD Ltd Board by the Joint Assistant Director for Economic Growth.

### **5.2 Legal Implications including Data Protection**

There are no legal implications. The funding will be overseen by formal agreement between the Council and NEDBD Ltd.

### **5.3 Human Resources Implications**

NEDDC bears 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 notes the required financial contribution towards the administration of the Bolsover North East Derbyshire (BNED) LEADER Approach operating between January 2015 and December 2020, for the purposes of ensuring the delivery of the programme. As exact figures have not yet been received for the BNED LEADER Approach this will be reported verbally at the meeting.

## **7 Decision Information**

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	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.
<b>Links to Corporate Plan priorities or Policy Framework</b>	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
1	<b>Bolsover North East Derbyshire LEADER Approach 2014-2020: Administration Support Request</b>
<b>Background Papers</b> (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 Derbyshire District Council**

**Joint Cabinet / SAMT**

**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/](http://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 1<sup>st</sup> January 2015; the new LDS has to be submitted by 5<sup>th</sup> 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 5<sup>th</sup> 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 26<sup>th</sup> 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 31<sup>st</sup> 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 1<sup>st</sup> 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 completing the Local Development Strategy by the 5<sup>th</sup> 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

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	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.
<b>Links to Corporate Plan priorities or Policy Framework</b>	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
<b>Background Papers</b> (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)

**Bolsover District Council**

**Executive**

**1<sup>st</sup> December 2014**

**Partnership Funding and Performance Monitoring – April to September 2014**

**Report of the Chief Executive's & Partnership Manager**

This report is public

**Purpose of the Report**

The attached report titled 'Partnership Funding and Performance Monitoring – April to September 2014' provides:

- An update on key activities that the Partnership Team has been working on over the past six months
- An overview of key statistics/trends for the district in relation to three of the Partnership's thematic Action Groups – Business and Employment, Health and Well-Being, and Raising Aspirations
- An overview of the Council's Grants to Voluntary Organisations programme and the impact of the investment
- Case studies highlighting the impact of project activity to local people
- An update on progress against the Work and Skills Plan for the period ending September 2014.

**1 Report Details**

1.1 Please see attached report.

**2 Conclusions and Reasons for Recommendation**

2.1 To ensure that funding is targeted to best effect.

**3 Consultation and Equality Impact**

3.1 The Joint Chief Executive Officer, Leader and Deputy Leader of the Council – Cabinet Member for Regeneration have been consulted.

**4 Alternative Options and Reasons for Rejection**

4.1 None.

**5 Implications**

None.

## 5.1 **Finance and Risk Implications**

As detailed in the report.

## 5.2 **Legal Implications including Data Protection**

None.

## 5.3 **Human Resources Implications**

None.

## 6 **Recommendations**

6.1 That the report be received.

## 7 **Decision Information**

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	All
<b>Links to Corporate Plan priorities or Policy Framework</b>	REGENERATION – Developing healthy, prosperous and sustainable communities. The use of Partnership funding affects the wider determinants of Worklessness by commissioning activity that takes account of the effects upon the wellbeing of residents in local communities in respect of their health, wealth and secure employment; all of which contributes to building sustainable communities in the district.



8 **Document Information**

Appendix No	Title
	Partnership Funding and Performance Monitoring – April to September 2014
<b>Background Papers</b> (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
Laura Khella Partnership Programme Management Consultant	01246 242302

Report Reference –

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**Partnership Funding and Performance Monitoring  
April to September 2014**

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## Bolsover Partnership – Overview

### Our Vision

***“Our Sustainable Community Strategy has a vision of a diverse, healthy, fair and prosperous district, building on the strengths of our industrial past to become a vibrant, thriving community capable of meeting the challenges and the opportunities of the future”***

Welcome to Bolsover Partnership’s first six monthly report in 2014/15, which sees a move away from reporting mainly on activities in relation to the Working Neighbourhoods Fund, to include all funding streams/activities that are directly managed by the Chief Executives and Partnership Team (CEPT). These are:



This new reporting format aims to:

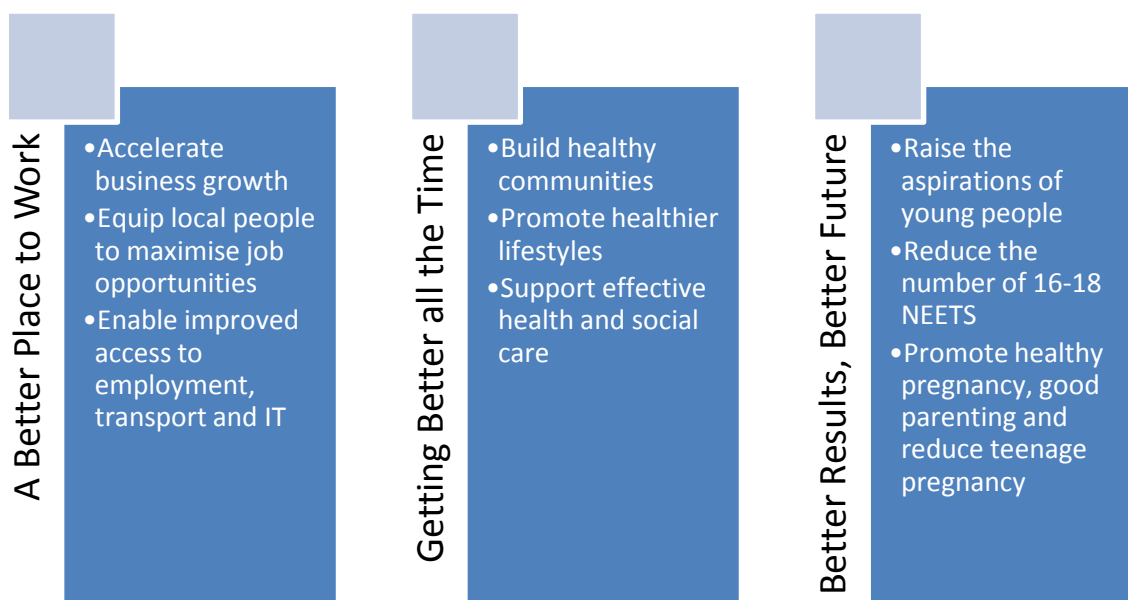
- Report on key activities that the Partnership Team has been working on over the past six months
- Highlight key statistics/trends for the district in relation to three of the Partnership’s thematic action groups – Business and Employment, Health and Well-Being, and Raising Aspirations
- Provide an overview of the Council’s Grants to Voluntary Organisations programme and the impact of the investment
- Provide case studies highlighting the impact of project activity to local people
- Provide an update on progress against the Work and Skills Plan for the period ending September 2014

## Partnership Activities

The Chief Executives and Partnership Team (CEPT) manages a suite of funding streams, including:

- Residual WNF
- Partnership Funding for Health Priorities
- Health and Well-Being funding
- BDC Partnership Funding
- Grants for Voluntary Organisations

These are overseen either by Bolsover Partnership's Executive Board or Council Executive and, alongside other initiatives that the Partnership is involved with, contribute to the following strategic aims and objectives of the Bolsover Sustainable Community Strategy:



During the period April to September 2014, the following funding streams and amounts were used to deliver the initiatives managed by the CEPT. This demonstrates how the Partnership uses a wide range of funding opportunities to achieve wide reaching and impact.

WNF	Ptnrship Funding	BDC	EU	Health and Well-Being	Lottery	Other	TOTAL
86,775	5,212	93,149	44,274	8,959	15,768	24,685	278,822

## WHAT ARE WE DOING?

Bolsover Partnership and Bolsover District Council are directly funding a number of projects that contribute to this priority:

### *Traineeship and Apprenticeship Programme*

The Council's Traineeship and Apprenticeship programme commenced in April this year. 10 Trainees were recruited to undertake a 2 day per week work placement, alongside gaining English, Maths and Employability skills training via Babington Business College for 3 days per week, over a six month period. 7 Trainees completed their work placement and were given the opportunity to apply for one of 5 Apprenticeship positions within the Council. Traineeships are at no cost to the Council, and the Apprenticeships are funded through residual Working Neighbourhoods Fund.

### **Case Study**

Seven young people have been celebrating becoming 'work ready' after completing their Traineeships with the Council. The scheme was established in January 2014 and provides young people with meaningful work experience and an insight into the world of work. It is supported by Babington College who help provide essential work preparation training covering a variety of areas including maths and English. The young people spent 6-months at the Council, with two days a week in a specific service area.



Council Leader, Councillor Eion Watts said, "We have always placed a great deal of emphasis on helping young people get ready for and back into work. Providing them with the right experience

to start with will prepare them for the working world a lot better than just throwing them into a job and expecting them to cope.”

The trainees, all aged between 16-18 years old, were also given the opportunity to apply for Apprenticeships at the Council in specific areas such as ICT, leisure, and street scene services. Councillor Watts added, “We aim to recruit around forty trainees and twenty apprentices over a four year period which will allow young people to earn while they learn a job, gain a real qualification and in turn have a real future.” Trainee, Connor McCrossan said, “Gives you a chance to gain your qualification and experience with possibly a chance of an Apprenticeship or employment with the district council”. “I think it is very good and it gives us a chance to get an Apprenticeship with the Council, to work as a team and meet new people,” said trainee Luke Chapman.

### ***Budget Buddies***

A contract has been awarded to Release, a small charity based in South Normanton providing debt advice and financial capability work, to deliver a 12 month ‘budget buddies’ pilot project in (a) Clowne, and (b) South Normanton/Pinxton. The project will recruit and develop active buddies (approximately 4-5 in each area) that will work in a voluntary capacity to support people to manage their finances more effectively either through face-to-face, telephone or email contact. The buddies will signpost to other services that are available locally, and will be quality assured through the support of a co-ordinator.

During Quarter 2, Release have been busy raising awareness of the programme and developing a quality framework ready for implementation in Quarter 3, which will see training in Clowne and South Normanton/Pinxton for frontline staff and community volunteers interested in becoming Budget Buddies.

This contract uses a combination of residual WNF and Council funding. Depending on the outcome of the pilot project and availability of funding, it is envisaged that the programme will be rolled out across the district

### ***Volunteering***

A contract has been awarded to the Volunteer Centre Chesterfield and North East Derbyshire with the aim of increasing volunteering activity within the district by providing a minimum of 2 days per week outreach support for volunteers on a 1-2-1 basis which will include signposting/matching to volunteering opportunities. The project will also identify and promote new volunteering opportunities, and provide training and 1-2-1 support to groups/VCS organisations to drive up the quality of volunteering placements within the district.

During Quarter 2, the following outputs were achieved:

- 26 engagements
- 5 new volunteers recruited
- 9 VCS groups supported
- 7 new volunteering opportunities created

This contract has been awarded over an 18-month period and uses a combination of residual WNF and Council funding. Additional funding will be sought to extend the lifetime of the project beyond 18-months.

### **Case Study**

Scarcliffe graduate David Norman has used voluntary work to develop his skills and discover a new career direction. He said, "Without work experience, you can be in a vicious cycle when employers won't take you on without it and you can't get it without a job. Volunteering can break the cycle and more."

While he was looking for work over recent months, David volunteered with the Chesterfield Volunteer Centre and Community Voluntary Partners. He said, "I didn't like being on benefits as people claiming tend to be stereotyped as lazy and just sitting at home doing nothing. I wasn't like that and lots of other people aren't either. I went out to do volunteering to get new skills and experience. It opened up doors for me and helped me get my job. Now I enjoy going to work and it's rewarding so, when I come home, I feel that I've done a good job today and earned my pay."

David explained how much he had changed: "I tended to be rather quiet when I started, asking advice and relying on others rather than using my own initiative. Now I'm much more confident, work more independently and am a better communicator whether face-to-face or by e-mail. I've found that the voluntary third sector isn't just about helping our clients but also about supporting each other."

Now he is employed at the Chesterfield head office of charity Association for Real Change - the umbrella body for organisations and businesses that support people with learning disabilities. As the assistant to the Business Manager, David is part of the team providing information and organising conferences to share best practice across the membership. He is using his marketing background and IT skills to design promotional material, create financial management records and keep in touch with members. David is already looking to take on more responsibilities handling the checks needed for those supporting children and vulnerable adults. In the longer term, he is working towards promotion into marketing management within the voluntary sector.

Explaining his motivation, David said, "When you need to earn a living, it's more rewarding doing it by helping other people and making their lives better. I had worked in the private sector in the past where people were more concerned about making money than how they treated the people working there or their customers. Now my voluntary sector colleagues are just as professional as elsewhere and even more focussed on getting the job right as we rely on funding which can be precarious if targets aren't being met."

If you want to use volunteering as a stepping stone towards paid work, contact: Carmen Yates on 01246 276777 or check out [www.helptowork.org.uk](http://www.helptowork.org.uk) .

### **Ways to Work**

Ways to Work (W2W) is a project that loans mopeds and provides financial support to remove transport barriers to employment and has been successfully managed by Rural Action Derbyshire (RAD) for many years. Bolsover Partnership and the Council have supported the project financially in recognition of the barriers faced by people in gaining employment due to the poor transport links across the district.



During April to September, the project has:

- Assisted 27 unemployed people into employment
- Assisted 5 NEETs (Not in Employment, Education or Training) into employment

### **Case Study**

Sophie Mellars lives in Clowne and approached Ways to Work Bolsover for help with transport to her work. Sophie had secured work with Generations Care Agency Ltd based in Hollingwood, Chesterfield, and was to care for the elderly within the community.

The letter sent by her new employer supported her application for the loan of a moped, as she would be travelling to elderly residents' homes to help care for them. Once the letter to prove Sophie had a job offer was received, a voucher was sent to her so that she could take her CBT (Compulsory Basic Training for motorcycles).

One of the W2W team then went to meet with Sophie at her home, and took over her safety equipment – helmet, armoured jacket, over-trousers, hi-viz vest, gloves and a chain to secure the moped. Sophie paid the project the initial 4 week loan payment for the moped and then she had a 50cc moped delivered to her home.

After one month, Sophie took her CBT Plus. This is additional safety training W2W clients are asked to do when they've had the moped a few weeks, to ensure they remembered everything they learned at the CBT and haven't picked up any bad riding habits. This additional training is funded by Derbyshire County Council who work with RAD to maintain the safety of the scheme.

Sophie was really grateful for the help she received and a couple of months later requested a 125cc as she had been offered more hours with her employer which of course meant more travelling to do. She felt a bigger and more powerful moped would be more appropriate for her and has joined 2 Shires Credit Union so that she can save with them and later get a loan to buy the moped from the project at the end of her 6 month loan period.

### ***Work for Yourself***

Work for Yourself is a business start-up programme for people with disabilities living in the district. The project has been running for a number of years and is due to finish in June 2015. During April to September 2014, the project has achieved the following outputs:

- 18 new business start-ups
- 10.5 jobs created
- 3 businesses assisted to improve performance

### **Case Study**

Recovering enough to work again has been a team effort for Bolsover's David Harding. After years of sickness and unemployment, he now has two business ventures thanks to the support of his family, the Blackwell Care Home and the Work for Yourself programme. David's DEK Gardening venture is based on his life-time hobby and, with over 25 years' experience, his Gladstone Upholstery business fits in during wet weather.

“Reading the Work for Yourself advert in the local paper was the very start of my healing process”, David said, “From a three year downward spiral of depression and overdoses, I decided that I couldn’t get any lower but had to bounce back. I wanted to be the person I used to be. Depression is an illness but it can be beaten with determination, support from friends and family and the right treatment. Now I can work and I’ve got a purpose in life. It’s good to know there’s a light at the end of the tunnel for people with depression and other conditions.”

David praised his Business Adviser saying, “I think of him as more of a friend than just a mentor. He showed me how to set up the businesses, how to talk to people and deal with problems. Most importantly, he boosted my confidence. Now my life and health are much better – just being outside makes me feel good and there’s always someone who wants to stop and chat. With the upholstery, it’s really satisfying to still be using the skills from a whole career.” David was so grateful to his family for standing by him over the difficult years that he named his gardening business to celebrate his daughters. “I’d been run over when I was 16 and my leg was smashed from top to bottom” he explained, “I’d been doing upholstery for my whole career until I took redundancy when I had to have my damaged knee replaced plus other operations on my hands and shoulders. I’m in constant pain from the silent illness, fibro-myalgia.”

David was emphatic that giving up work because of his health was the wrong decision and said, “taking ‘medical retirement’ is the worst thing you can do and the greatest mistake of my life. You just feel worthless and end up watching day-time television. My marriage went through a rocky period and I was losing friends by being so self-absorbed. I hated the life I had and couldn’t stand it any longer.”

The support of the Blackwell Care Home was also crucial to David: “They knew of me through my wife who works there – they saw someone who wasn’t doing too well and they gave me a chance. Now I have re-covered about 30 of the chairs used by their residents and I’m also their groundskeeper. I’m proud that my work in the garden and the entrance hall seating sets the tone for the whole establishment. But they have done much more: helping me with business promotion, giving me advice and helping me succeed.”

David undertakes all aspects of gardening and grounds maintenance from routine mowing and pruning to soft landscape design and he can turn his hand to most jobs around the garden. He covers the area from Matlock to South Normanton and Blackwell. As a skilled upholsterer, he will strip chairs and sofas back to their frames, replace webbing and padding before cutting, sewing and piping the covering fabric to give new life to favourite furniture. He plans to extend this in to reupholstery of caravan interiors.

## ***Help to Work***

A contract has been awarded to Disability Dynamics to drive forward the cross-cutting theme ‘Communication’ within the Work and Skills Plan, with support from the Chief Executives and Partnership Team (CEPT), by developing and implementing a Bolsover Business and Employment Partnership Communication Plan, which will align with the Council’s Growth Strategy.

This contract has been awarded over a two year period and uses a combination of residual WNF, BDC funding and Partnership Funding for Health Priorities.

Other initiatives/areas of work that the Partnership Team are involved with include:

### **Talent Match**

Bolsover District Council is the lead co-ordinator for the BIG Lottery Sheffield City Region Talent Match programme across Bolsover, Chesterfield, North East Derbyshire and Bassetlaw. The programme delivers creative ways to help young people find work or start their own enterprising business and is targeted at young people, aged 18-24, who have been unemployed for 12 months and fall into one of the following categories:

- With mild to moderate learning difficulties
- Lone parents before they sign onto Job Seekers Allowance
- Young people with mental health issues
- Homeless young people
- Care leavers

Key elements of the Talent Match programme include:

**Talent Match Coaches:** Four Coaches, employed by Derbyshire County Council, work across Bolsover, Bassetlaw, Chesterfield and North East Derbyshire and help young people through one-to-one support. The TM Coaches have access to a 'barrier busting' budget to address some of the obstacles to young people securing employment such as transport and financial exclusion. The TM Coach for Bolsover is Jenny Hallam and her number is 07812 666484.

**Peer Mentoring:** Young people across the SCR will be recruited as volunteers to act as Peer Mentors, Young Commissioners and Inspectors.

**Enterprise Creation:** 2 specialist coaches have been employed to work across the SCR and support young people to either set up a social enterprise/business or to secure work experience in a social enterprise.

**Work Fund:** A minimum of 55 new jobs will be created within the voluntary/community sector across Bolsover, Bassetlaw, Chesterfield and North East Derbyshire, with funding to provide a minimum of 6 months paid employment for TM beneficiaries.

**Current Position:** At the end of October 2014, 15 young people in Bolsover district were on programme (4 of these were 'hidden'), and two young people had secured paid employment through the Talent Match Work Fund.

### **Case Study**

D-Jay has been supported by Talent Match since July 2014. He has never completed paid work and didn't carry on with his studies after school. He enjoys practical work and being outdoors and has been volunteering at Rhubarb Farm for about 8 months which he loves. Prior to helping out at Rhubarb Farm, he got involved with the wrong crowd and was being supported by REACH. He has said that Talent Match; "has been good, given me something to do and has kept me out of trouble".

D-Jay was referred to a 4 week Construction placement by his TM Coach run by the Prince's Trust and based with Costain where he participated in daily construction tasks and activities and achieved his CSCS card.

As part of Talent Match D-Jay applied for a Gardener role at Rhubarb Farm which is covered by the Wage Fund. After applying for the role his coach referred him to a short interview skills workshop to prepare for the forthcoming interview. D-Jay was offered the Gardener post which he was over the moon with and is due to start on 13<sup>th</sup> October and he "can't wait to start paying his way".

To prepare D-Jay for the workplace his coach took him to Sports Direct and kitted him out with work boots, waterproof trousers and cold weather clothing to prepare for a cold winter working at the Farm.



### **Ambition SCR**

Ambition SCR is a new programme that will work with 18-24 year olds with the aim of moving them into sustainable work. North East Derbyshire District Council (NEDDC) is leading delivery locally across Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales and North East Derbyshire. Programme activity is planned to commence December/January for a period of two years. The Team Leader starts November and will recruit four Key Workers, and two specialist Key Workers for Debt/Advice and Mental Health.

The programme is aimed at young people who have been on Jobs Seekers Allowance (JSA) for three months and will provide intensive support including work placements over a period of between 12-18 weeks. The programme involves in work support for a further 26 weeks to secure progression opportunities and sustainable employment for participants.

### **Skills Made Easy**

The SCR Skills Made Easy programme aims to create 4,000+ *additional* apprenticeships and 2,000 *additional* opportunities for the upskilling of the existing adult workforce to Level 3 (equivalent to A level). The programme is delivered via procured intermediaries who play a key role in supporting businesses to diagnose their skills needs. Intermediaries also assist with recruiting apprentices, selecting appropriate training and providing ongoing advice and guidance throughout. Outcomes to the end of September 2014 in Bolsover are as follows:

Employers engaged	70
Training plans agreed (apprenticeships)	34
Apprentice starts	15
Training plans agreed (upskillings)	80
Upskilling starts	49

The distribution of SMEs in Bolsover as a percentage of the SCR is 4%. The actual percentage of businesses engaged in the programme is only 3%. However the number of training plans agreed and number of starts represents 5% across the SCR. This means that we have a smaller number of companies engaged but they are upskilling a greater number of staff and taking on more apprentices. In Bolsover, the conversion rate from businesses engaged and training plans agreed is the highest across the SCR.

### ***Economic Development and Housing Assessment***

Following the Council's agreement to develop a Joint Economic Development and Housing Strategy, the partnership team has been involved in developing the economic and housing assessment, identifying areas of focus and supporting the consultation process both internally and with wider partners.

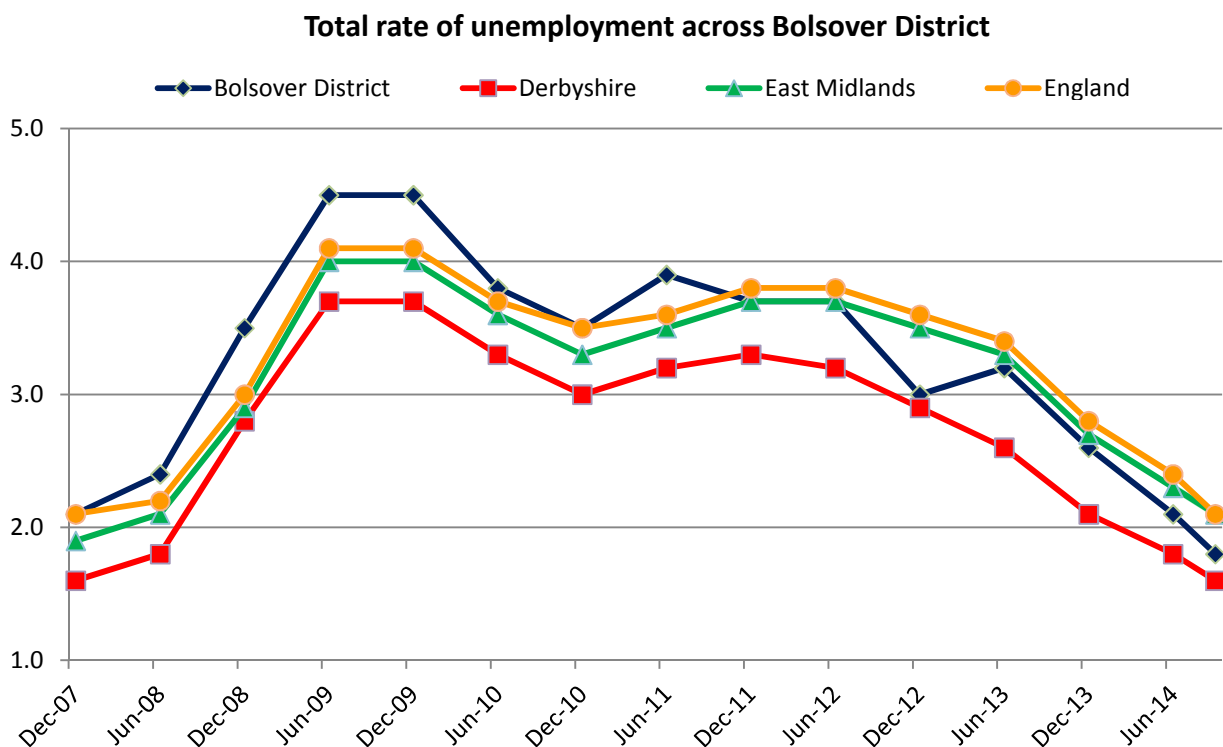
Bolsover Partnership will be hosting a series of consultation sessions throughout November and December to capture input into the strategy's development.

## HOW ARE WE DOING?

### Job Seekers Allowance

#### Total Rate of Unemployment

Job Seekers Allowance (JSA) claimant data is published monthly by government and provides an overview of the current unemployment rate. The chart below shows how the unemployment rate for Bolsover District compares with Derbyshire, the East Midlands and England from December 2007 to September 2014. District level unemployment rose during January, February and March 2013 (largely due to seasonal fluctuations), however from June 2013 the unemployment rate has steadily declined. At 1.8% (880 claimants), the Bolsover total rate of unemployment remains lower than East Midlands and England, and is at the same rate pre-recession.

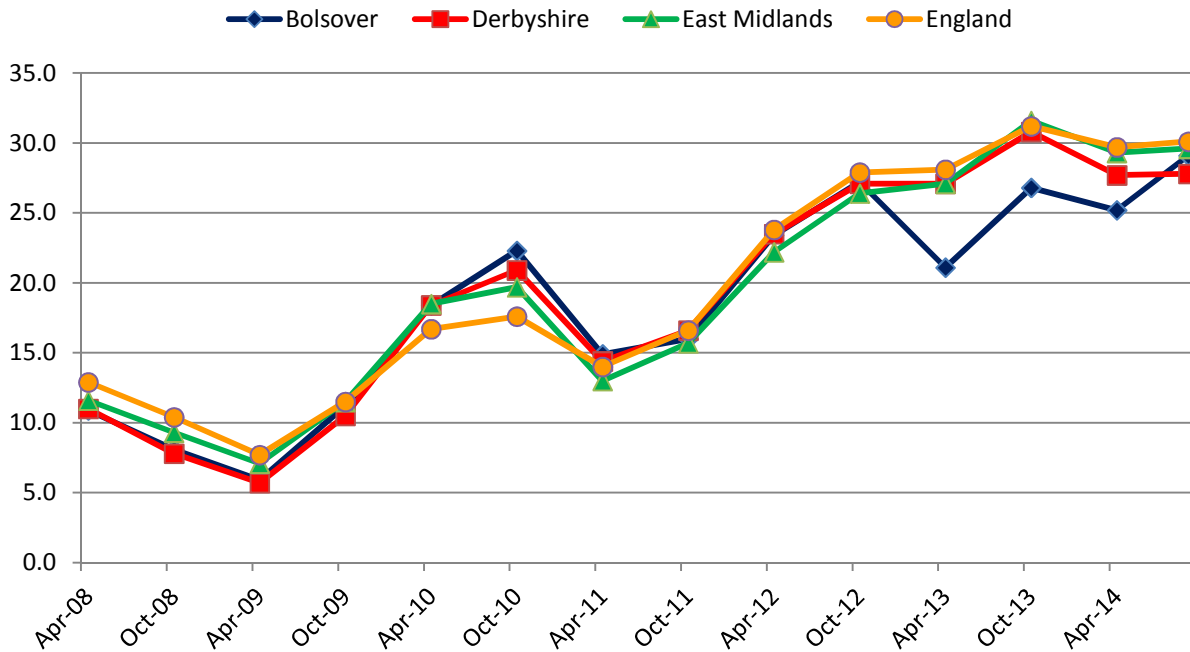


#### Long Term Unemployment

The chart below shows long term unemployment rates from April 2008 to September 2014 in Bolsover District, Derbyshire, the East Midlands and England. The chart shows that Bolsover had a significantly lower long term unemployment rate from April 2013 to April 2014, however the gap with county, regional and national averages has closed during the last six months.

However, despite the increasing long term unemployment rate, the number of people unemployed for 12 months+ at the end of September 2014 was 255 compared with 300 in April 2014. What this tells us that that the number of people who are unemployed for 12 months or more as a percentage of the total number of people that are unemployed is increasing – this means that there are a greater number of people finding employment more quickly and those that are furthest from the labour market are more likely to remain long term unemployed.

### Long Term Unemployed (over 12 months)

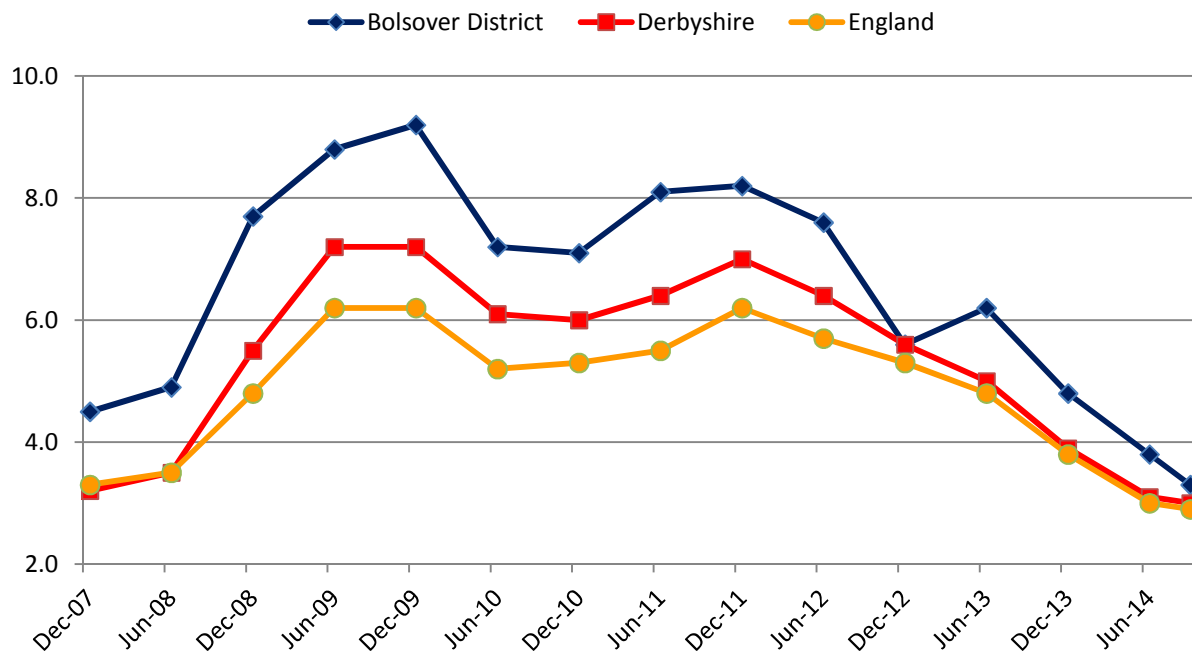


### Youth Unemployment

The graph below shows the proportion of young people (aged under 25 years) who are claiming unemployment related benefits. Since December 2007 Bolsover District has consistently experienced higher youth unemployment rates than County and National averages, however over the past 6 months that gap has closed significantly and Bolsover now remains only slightly higher.

At the end of September 2014 the number of unemployed young people (aged <25) was 275, compared with 355 in April 2014. Two new programmes aimed at moving 18-24 year olds into work, Talent Match and Ambition (details provided on pages 10-11) should further impact on the reducing levels of youth unemployment within the district.

### Unemployment Rate of Young People <25 Years



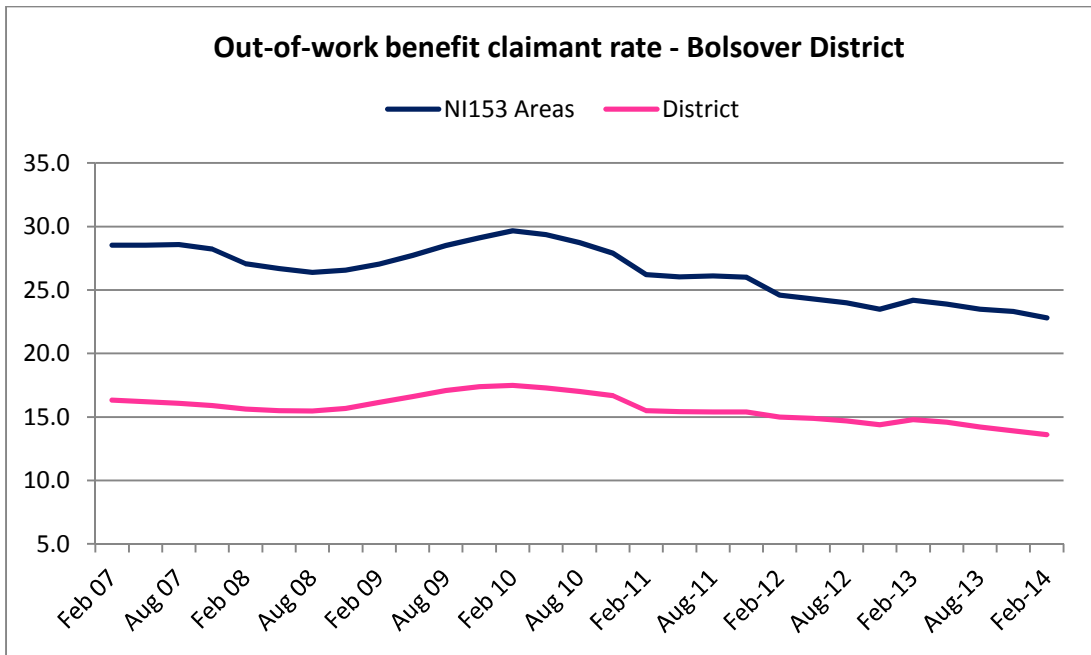
### Number of People Claiming Out of Work Benefits

The number of people claiming out of work benefits gives a truer picture of the rate of unemployment within the district, as it counts all out of work benefits, not just JSA. There is a significant time lag with this data set and it is only released twice a year.

The charts below tracks the out-of-work benefit claimant rates for Bolsover District between February 2007 and February 2014. These figures have been consistently tracked since the award of Working Neighbourhoods Fund. The average of out-of-work benefit claimant rate across the whole of the Bolsover District was 13.6% in February 2014. This is a 3.9 percentage points reduction since February 2010.

There are some significant differences in claimant rates across the district, ranging from 5.5 in Barlborough and South Normanton West, to 27.0 in Bolsover West. Whilst Barlborough and South Normanton West have the lowest levels of unemployment they are, interestingly, two of only three LSOAs in the district that have a higher out of work benefits claimant rate in February 2014 than in 2007. There are three areas with persistently high out of work benefit rates; these are Shirebrook North West, Whitwell and Bolsover West.





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

LSOA	LSOA/Ward	Feb 07	Feb 08	Feb 09	Feb 10	Feb 11	Feb 12	Feb 13 *	Feb 14	Variance Feb 2007 – Feb 2014	
001A	Barlborough	4.5	4.0	5.1	6.2	5.8	5.8	4.8	5.5	1.0	↓
001B	Barlborough	8.4	8.5	8.5	9.1	8.0	8.5	8.6	7.1	-1.3	↑
001C	Barlborough	14.5	13.4	15.0	15.7	15.3	15.4	15.1	14.2	-0.3	↑
001D	Clowne South	7.8	6.7	7.7	8.8	6.2	6.5	7.1	7.2	-0.6	↑
001E	Bolsover North West	12.0	12.8	13.2	13.2	12.2	12.7	13.0	11.8	-0.2	↑
002A	Clowne North	21.2	20.5	19.8	19.4	17.0	17.3	16.9	16.2	-5.0	↑
002B	Elmton and Creswell	19.5	18.6	18.8	19.1	15.9	16.0	16.1	14.9	-4.6	↑
002C	Whitwell	8.1	8.5	8.4	9.3	8.2	9.5	10.8	9.3	1.2	↓
002D	Whitwell	16.0	14.5	14.9	16.5	14.7	13.6	13.4	12.0	-4.0	↑
003A	Elmton and Creswell	23.1	20.9	18.8	20.2	18.7	17.1	16.5	14.8	-8.3	↑
003B	Elmton and Creswell	20.3	19.3	21.2	21.2	18.8	19.8	20.4	19.1	-1.2	↑
003C	Elmton and Creswell	27.3	23.7	24.0	27.4	23.9	20.6	21.4	19.6	-7.7	↑
003D	Whitwell	27.5	29.3	27.7	30.2	26.3	26.8	25.9	26.0	-1.5	↑
004A	Bolsover North West	25.5	23.9	25.3	26.7	24.3	21.9	20.7	20.8	-4.7	↑
004B	Bolsover North West	16.4	17.0	18.1	18.2	14.8	15.1	16.4	14.9	-1.5	↑
004C	Bolsover South	15.6	14.3	15.8	18.6	14.2	12.9	14.0	14.6	-1.0	↑
004D	Bolsover West	29.1	26.7	27.7	30.8	28.4	28.8	29.9	27.0	-2.1	↑
005A	Bolsover South	7.3	5.5	6.6	7.5	6.2	6.7	6.3	6.3	-1.0	↑
005B	Bolsover South	18.7	17.8	17.6	18.7	17.4	18.5	19.3	17.4	-1.3	↑
005C	Bolsover West	12.0	10.6	11.0	12.6	10.3	11.0	12.8	11.8	-0.2	↑
005D	Bolsover West	12.6	11.9	12.5	13.7	10.9	10.6	11.6	10.9	-1.7	↑
005E	Pleasley	12.1	12.5	13.2	15.4	12.4	11.9	11.9	11.6	-0.5	↑
005F	Scarcliffe	16.6	15.1	15.5	17.4	14.8	15.3	15.1	14.0	-2.6	↑
006A	Shirebrook Langwith	22.1	20.2	21.9	23.5	21.1	20.2	19.8	18.1	-4.0	↑

006B	Shirebrook North West	34.8	33.8	30.4	33.4	29.1	28.1	27.5	26.4	-8.4	↑
006C	Shirebrook North West	23.5	22.5	22.5	23.8	22.4	22.9	22.8	20.5	-3.0	↑
006D	Shirebrook South West	16.9	16.4	15.8	16.3	15.2	14.2	12.6	11.0	-5.9	↑
007A	Pleasley	18.0	17.1	18.4	19.3	17.2	15.6	15.9	15.1	-2.9	↑
007B	Scarcliffe	22.1	22.6	22.7	23.7	21.9	22.0	22.0	20.6	-1.5	↑
007C	Scarcliffe	18.8	17.7	17.9	19.0	16.9	15.2	15.3	14.1	-4.7	↑
007D	Shirebrook East	29.8	29.1	29.1	31.7	27.0	24.9	23.1	20.7	-9.1	↑
007E	Shirebrook South East	23.7	21.8	22.6	24.1	21.3	18.0	17.2	14.8	-8.9	↑
008A	Blackwell	11.6	11.6	11.1	11.6	11.4	10.4	8.8	8.0	-3.6	↑
008B	Blackwell	12.4	11.7	11.7	13.2	12.1	11.7	11.3	9.8	-2.6	↑
008C	Tibshelf	15.5	14.4	13.4	14.9	13.3	12.1	10.5	9.0	-6.5	↑
008D	Tibshelf	8.0	7.4	8.5	9.1	8.0	9.4	8.9	7.7	-0.3	↑
008E	Tibshelf	17.4	17.6	17.7	20.0	18.2	16.9	14.6	13.5	-3.9	↑
009A	Blackwell	14.2	14.2	15.8	16.8	13.9	13.4	14.4	12.8	-1.4	↑
009B	South Normanton East	11.6	12.6	12.0	14.6	12.5	11.8	11.6	9.7	-1.9	↑
009C	South Normanton East	18.3	16.4	19.0	20.8	19.7	18.2	17.1	16.4	-1.9	↑
009D	South Normanton West	15.0	13.8	14.6	17.4	16.0	14.2	13.2	11.6	-3.4	↑
009E	South Normanton West	14.8	13.7	15.5	17.8	14.9	13.8	13.1	12.0	-2.8	↑
010A	Pinxton	14.2	13.5	13.2	15.4	13.2	12.3	12.9	9.7	-4.5	↑
010B	Pinxton	20.6	20.5	20.5	22.8	21.0	20.4	20.3	17.6	-3.0	↑
010C	Pinxton	12.1	11.3	12.5	13.1	11.9	11.9	10.7	10.1	-2.0	↑
010D	South Normanton East	8.0	5.9	6.0	6.9	6.9	6.4	6.6	6.0	-2.0	↑
010E	South Normanton West	8.6	8.7	9.6	9.7	8.5	8.2	7.9	6.5	-2.1	↑
010F	South Normanton West	4.7	4.3	6.1	6.3	5.8	5.2	5.1	5.5	0.8	↓
	<b>NI 153 Average</b>	<b>28.5</b>	<b>27.1</b>	<b>27.0</b>	<b>29.7</b>	<b>26.2</b>	<b>24.6</b>	<b>24.2</b>	<b>22.8</b>		
	<b>Bolsover District Average</b>				<b>17.5</b>	<b>15.5</b>	<b>15.0</b>	<b>14.8</b>	<b>13.6</b>		

\* February 2013 data amended based on 2012 Lower Super Output Area Population Estimates

Compiled by CEPT. Data Source Nomis

## Employment Change

The tables below show the employment changes that have taken place within Bolsover district over the period 1998 – 2012. These tables highlight the district’s huge employment growth compared to county, regional and national averages over the past 14 years, whilst also showing that there is good private sector growth within Bolsover. Education, retail trade and wholesale sectors account for 29% of total employment.

Total Employment 1998-2008				
	1998	2012	Net Change	% Change
Bolsover	17,182	27,149	9,967	58%
Derbyshire	272,859	286,780	13,921	5%
East Midlands	1,752,392	1,894,744	142,352	8%
England	21,155,003	23,225,433	2,070,430	10%

Source: Annual Business Inquiry (1998 – 2008) and Business Register and Employment Survey (2009 – 2012)

Private Sector Employment 1998-2008				
	1998	2012	Net change	% change
Bolsover	13,452	21,608	8,156	60%
Derbyshire	213,809	215,145	1,336	1%
East Midlands	1,346,604	1,531,668	185,064	14%
England	16,266,487	18,748,799	2,482,312	15%

Source: Annual Business Inquiry (1998 – 2008) and Business Register and Employment Survey (2009 – 2012)

## GVA Growth

Increases in GVA growth have also been significant at 68% compared with 9% across Derbyshire for the period 2002-12, with a further 62% growth forecasted between 2013-30.

GVA 2002-2012 (£m)				
	2002	2012	Net Change	% Change
Bolsover	625	1049	424	68%
Derbyshire	10247	11210	963	9%
East Midlands	70502	79600	9098	13%
UK	1105086	1284351	179265	16%

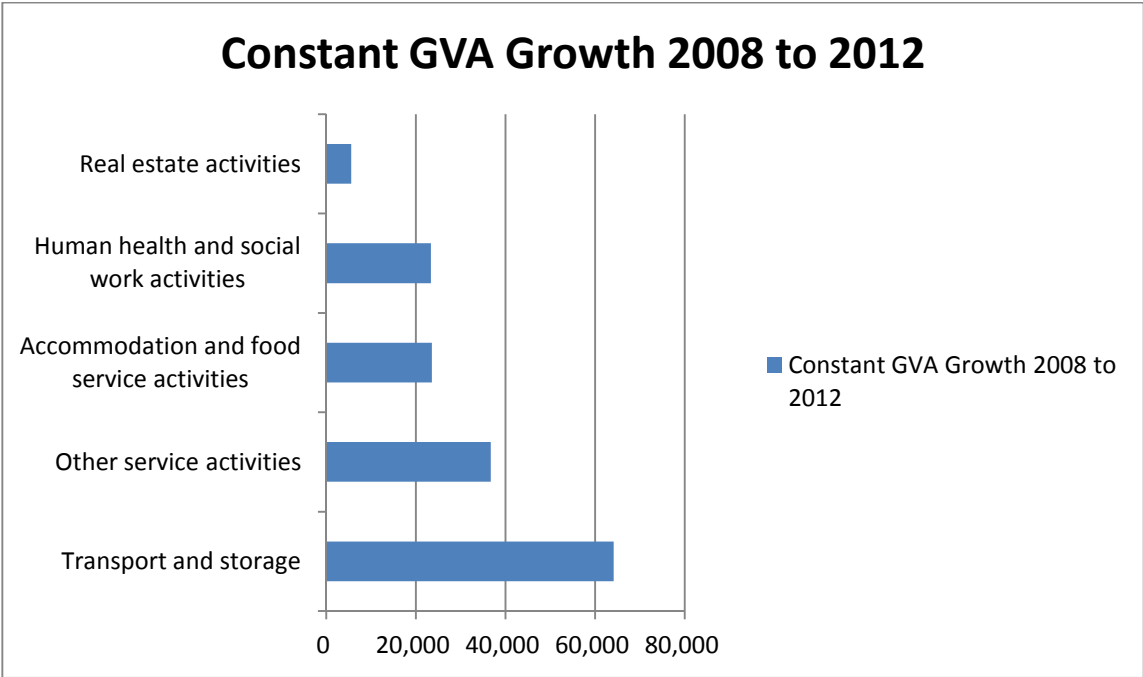
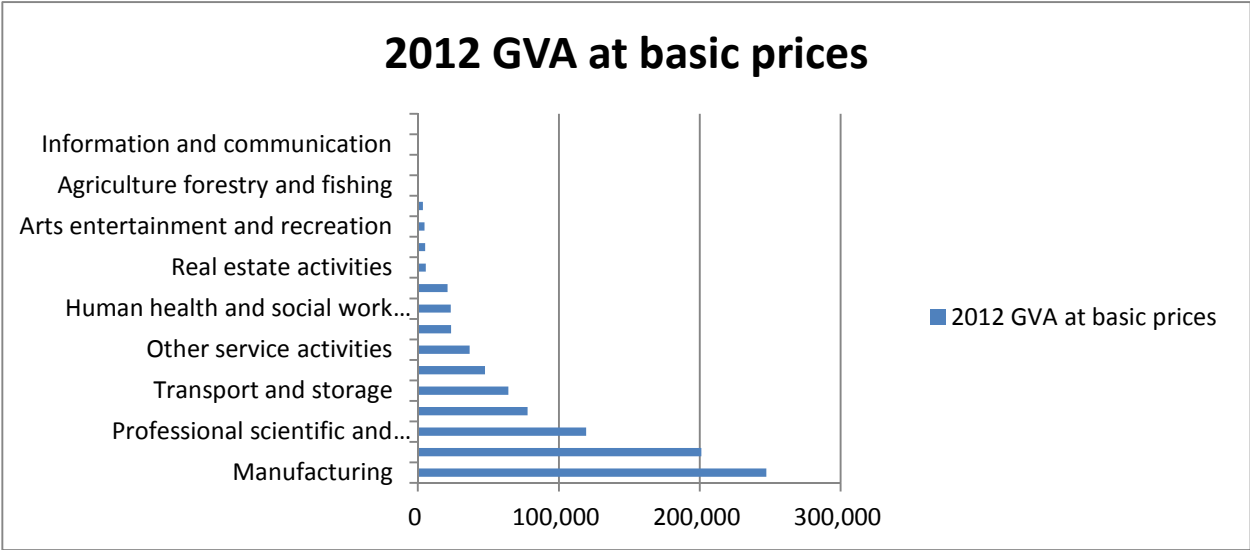
Source: Oxford Economics

GVA Projections 2013-2030 (£m)									
	2013	2018	2030	Change 2013-2018		Change 2018-2030		Change 2013-2030	
				Net	%	Net	%	Net	%
Bolsover	1060	1236	1713	177	17%	476	39%	653	62%
Derbyshire	11266	12687	16597	1421	13%	3910	31%	5331	47%
East Midlands	80317	91870	124847	11552	14%	32978	36%	44530	55%
UK	1298685	1494799	2035315	196114	15%	540516	36%	736630	57%

Source: Oxford Economics

The graphs below show that whilst Manufacturing is the largest sector within the district, the top three sectors showing consistent growth are:

- Transport and storage
- Other service activities
- Accommodation and food activities
- Human health and social work activities



## WHAT ARE WE DOING?

### *Community Health Checks*

A contract has been awarded to Derbyshire Community Health Services (DCHS) to develop a pilot Health Check Programme for Bolsover and North East Derbyshire in a community or workplace setting, to extend and add value to the current programme offered through primary care. This project only commenced in September this year and is funded through Health and Well-Being; more details to be provided in the next update report.

### *Healthy Weight Project*

A contract has been awarded to Derbyshire Community Health Services (DCHS) to develop a collaborative and consistent approach to promote healthy weight amongst 11-17 year olds in Bolsover. Pilot projects are being implemented that will involve developing toolkits for professionals, identifying a range of interventions for both young people and their families to address the issue of healthy weight and creating suitable pathways for target groups to access the most appropriate pathways for their needs.

This project is being funded through Health and Well-Being and started in Quarter 2. Further details and a progress update will be provided in the next report.

### *Clinical Commissioning Groups (CCGs)*

North Derbyshire and Hardwick CCG became the responsible bodies in 2013/14 for commissioning certain specified health services including emergency care, elective hospital care, maternity services, and community and mental health services across the Bolsover district. Bolsover District Council developed a joint CCG Liaison Group to include North East Derbyshire District Council in 2013 to begin a closer working relationship with both CCGs. Consequently two task and finish groups have been established to look at two emerging issues: reducing hospital admissions for the over 65's, and issues facing our Armed Forces Community, with a particular focus on Mental Health.

### *Slips, Trips and Falls*

Following a successful workshop session in February 2014, a number of partners, agencies and front line services are now developing a clearer understanding of the services each deliver and are continuing to explore how they can work closer together to support reducing hospital admissions for the over 65's. A further event is scheduled in the New Year (23 January 2015).

### *Armed Forces*

The purpose of the Armed Forces Task and Finish Group is to champion support for current and veteran armed forces personnel in the Bolsover and North East Derbyshire District areas by identifying where more could be done to better co-ordinate and promote the services available in the area.

Subsequently the group developed and worked to an Action Plan which identifies a number of actions that broadly cover the following areas:

- Communication and promotion of available services and support
- Capturing data to identify the armed forces population and to better inform services
- Encourage closer working within internal departments and with partner agencies

## HOW ARE WE DOING?

Bolsover Health Profile gives a picture of peoples' health in Bolsover and assists in understanding the community's needs in order to improve peoples' health and reduce health inequalities.

A summary of the Health Profile 2014 shows Bolsover is significantly worst on 14 of the indicators across five domains. This highlights that the health of Bolsover's residents vary when compared with the England average. Deprivation is higher than average and 23.2% (3,200) children live in poverty. Life expectancy for both men and women is lower than the England average.

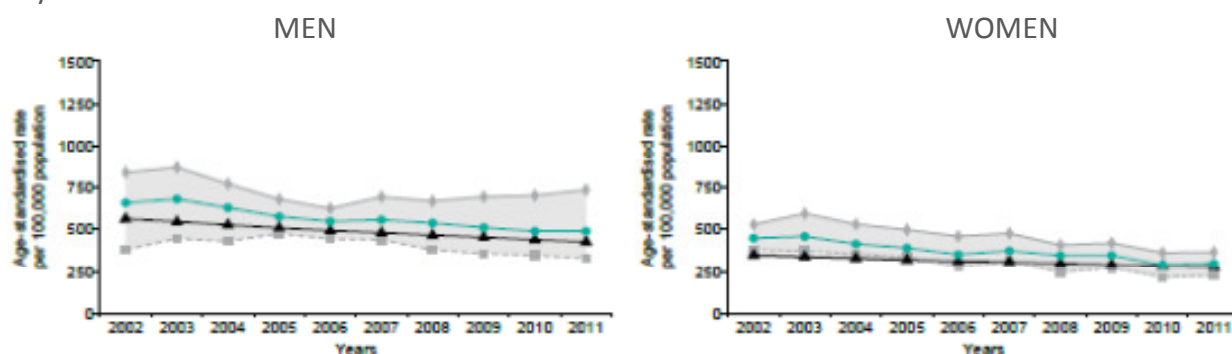
Having compared Health Profiles from 2013 to 2014 it is evident that the health of Bolsover's residents is improving. The table below provides a summary of the indicators that have shown an improvement during this period, where the gap is beginning to narrow against England averages, where the gap is beginning to widen against England's averages and where an indicator had worsened from 2013.

Improved	Narrowed the Gap	Widened the Gap	Worsened
Long-term unemployment	Teenage pregnancy	Smoking in pregnancy	GCSE Achieved
Alcohol specific hospital stays	Adults smoking		Hip fractures in 65s and over
Hospital stays for self harm	Incidents of malignant melanoma		Obese adults
Hospital stays for alcohol related harm	Early Deaths: heart disease and stroke		

## Health Changes over time

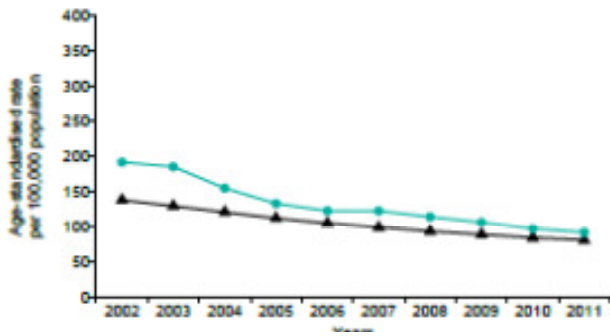
The charts below provide a comparison of the changes in early death rates (in people under 75) between this area and all of England. Early deaths from all causes also show the difference between the most and least deprived quintile in this area. (Data points are the midpoints of 3 year averages of annual rates, for example 2005 represents the period 2004 to 2006).

Early deaths from all causes

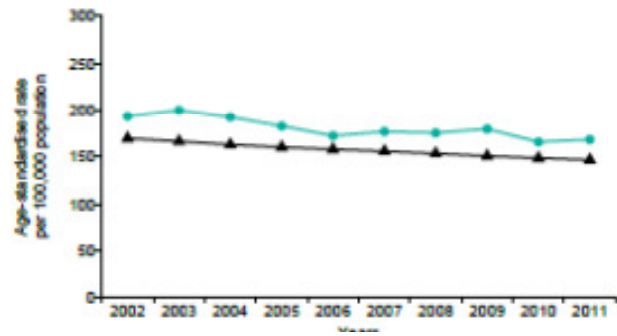




### Early deaths from heart disease and stroke



### Early deaths from cancer



### Disability

The Office of National Statistics 2013 assessment of Local Authority Variations in Activity Limitations (disability) for males and females shows Bolsover ranked 4<sup>th</sup> out of the top 10 local authorities of age standardised activity limitation in the male category. The value of this rating equates to 25.4 of the male population in Bolsover being classified as living with an activity limiting condition.

## **WHAT ARE WE DOING?**

### *Raising Aspirations*

Raising Aspirations (for young people) has been Bolsover Partnership's flagship project. Commissioned in 2009, the project has had huge successes in turning around the lives of young people. During April to September 2014, the project achieved the following:

- 6 NEETS (not in employment, education or training) going into EET
- 366 young people supported
- 69 children participating with attendance issues
- 169 participants identifying a change in their future goals

Although the project in terms of its funding through residual WNF ceases at the end of October 2014, a legacy report has been produced which outlines how the project will continue beyond the lifetime of direct funding. Much of this will be through the schools continuing to self fund certain initiatives. Plans are also underway to consider how the Namibia Expedition initiative 2016 proceeds, together with further Raising Aspirations work with schools in the district. The approach of one to one direct support for young people and the model successfully developed through Raising Aspirations has also been replicated for the Talent Match programme.

#### **Case Study**

For some time Stephen had been unsure what skills he had to offer but felt certain that he was not good at talking to people. However when the Raising Aspirations Manager met with him, he committed to being involved in the development of the Sheffield City Region Talent Match Programme and not only became a key member of the Local Advisory Group (LAG), but trained as a Young Commissioner with Sheffield Futures and started to realise he had lots to offer; his knowledge and experience of what it takes to successfully support young adults such as himself.

Stephen challenged himself further by agreeing to play a central role in the selection and recruitment for the much anticipated Talent Match Coaches and found himself a panel member alongside another LAG representative Samantha Doyle, Dan White Information Advice and Guidance (IAG) Manager for Derbyshire County Council and Clare Talati, Raising Aspirations Manager. Stephen attended training for his role and fully committed to the challenge set.

Nerves were evident on the interview day and he expressed his fear at getting the questions wrong and making the interviewees anxious, rather than being able to put them at ease. He faced the fear, however, and performed his role with professionalism and soon relaxed; the nerves went and he started to enjoy the experience.

The selection process, including the panel interview and a task, was scored and Stephen proved to be a tough panel member, making candidates work hard for their achievements. The final selection of appointments was made and Stephen was able then to recognise his fundamental role in getting the project to this point.

He is now a Talent Match beneficiary and is being supported by Talent Match Coach for North East Derbyshire, Jaime-Lee Hosie who when asked about Stephen explained:

‘Stephen’s willingness to talk about his experiences and to challenge himself, demonstrates how he can move forward and will continue to do so with the support of Talent Match; after all he supported me to get this role and now it is my turn to support him!’

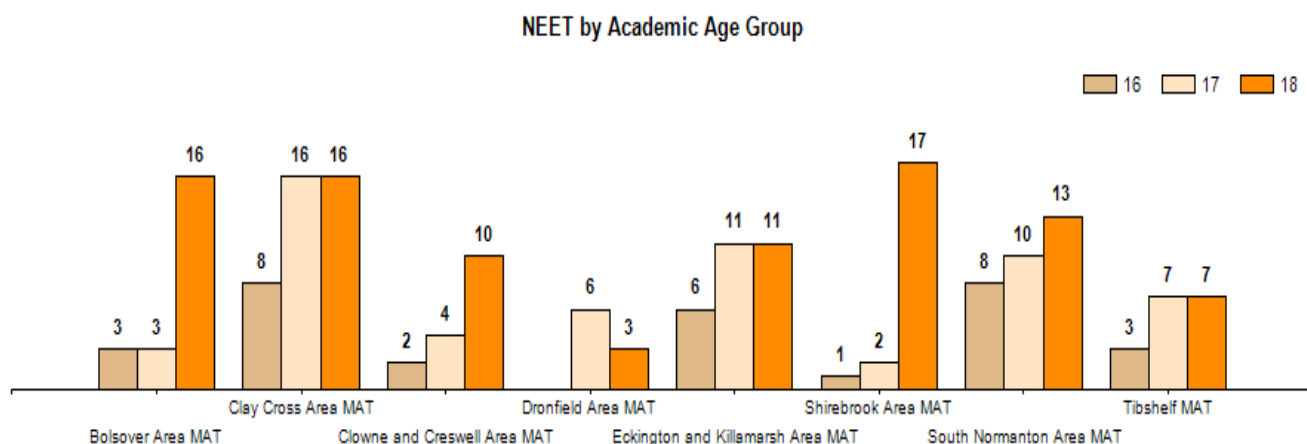
## HOW ARE WE DOING?

### Not in Employment, Education or Training (NEET)

The table below shows the number of 16-18 year olds that are NEET by MAT (multi agency team) area, and identifies that Shirebrook and South Normanton MAT areas have the highest rate of young people that are NEET in Bolsover district.

	<b>Bolsover and NED Locality</b>	<b>Bolsover Area MAT</b>	<b>Clay Cross Area MAT</b>	<b>Clowne and Creswell Area MAT</b>	<b>Dronfield Area MAT</b>	<b>Eckington and Killamarsh Area MAT</b>	<b>Shirebrook Area MAT</b>	<b>South Normanton Area MAT</b>	<b>Tibshelf MAT</b>
Total 16-18 Cohort	5456	621	1095	675	788	732	494	537	505
Adjusted NEET Total	209	23	42	18	10	29	21	33	20
Dfe Adjusted NEET Calculation	4.60%	4.64%	4.34%	3.11%	1.49%	4.30%	7.05%	8.07%	4.64%
Percentage in Learning	73.41%	71.18%	79.73%	76.89%	80.08%	81.42%	50.81%	61.27%	72.28%

The chart below identifies the ages of young people that are NEET by MAT area. As the graph shows, there are a higher proportion of 18 year olds that are NEET. These young people are being targeted via the Talent Match programme as many will be eligible for support.



## GRANTS TO VOLUNTARY ORGANISATIONS PROGRAMME

Bolsover District Council has awarded grants to third sector/voluntary organisations over a number of years, each receiving an agreed amount annually to support the objectives of that organisation.

Since April 2014, the CEPT has implemented a new system of managing the grants awarded; each organisation has a Service Level Agreement which outlines the purpose and intent of the grant, together with an appropriate monitoring framework.

The table below identifies the annual financial contribution agreed by the Council.

Organisation	Total Grant 2014-15
Community Voluntary Partners (CVP)	£23,000
Groundwork Creswell	£13,600
Derbyshire Law Centre (DLC)	£18,000
Derbyshire Unemployed Workers Centre (DUWC)	£19,900
Junction Arts	£16,000
North East Derbyshire Citizens Advice Bureau (NEDCAB)	£19,000
Rural Action Derbyshire (RAD)	£2,265
Trade Union Safety Team (TRUST)	£3,650
<b>TOTAL</b>	<b>£115,415</b>

With the exception of RAD and TRUST each organisation is required to undertake bi-annual monitoring of expenditure, outputs and milestones. RAD and TRUST report annually due to the lower levels of funding they receive.

### Impact Assessment Value

In 2013, an impact assessment of the 'Grants to Voluntary Organisations' programme was completed by the CEPT. This review aimed to value outcomes to show how projects that do not generate income to the Exchequer, can still produce outcomes of quantifiable value. This review helped to identify how effectively those organisations funded through the programme were using funding to create further value for the benefit of the district. The method used to assess impact and place a monetary value on the work undertaken and the outputs/outcomes achieved, is by no means an exact science, and it is only possible to value outcomes where robust data exists. This is not always available, either because organisations have not recorded certain outcomes systematically or because a 'proxy' value does not exist. This can result in estimated values understating the 'true' underlying economic impact of services.

As part of the new performance monitoring framework that has been implemented in 2014/15, outputs and outcomes are recorded and reported on a bi-annual basis. These are then used to assess wider impact by using estimated calculations for deadweight (discounting activities that would have happened anyway).

The table below summarises the impact of outputs/outcomes achieved during the first six months of 2014/14. It should be noted that the value of these outcomes are not achieved solely through the investment made by the Council; they are the value of outcomes achieved by each organisation within the district which includes funding from other sources too.

<b>ORGANISATION</b>	<b>Total Grant Apr –Sept 2014</b>	<b>Value of Outcomes Apr – Sep 2014</b>
DLC	£9,000	£434,911
DUWC	£9,950	£253,449
Groundwork Creswell	£6,800	£183,000
Junction Arts	£8,000	£67,874
NEDCAB	£9,500	£593,544
<b>TOTAL</b>	<b>£43,250</b>	<b>£1,532,778</b>

It is difficult to determine an impact assessment value for the work that CVP does because, unlike all other funded organisations, CVP is an infrastructure organisation and therefore does not work directly with end beneficiaries. However, a recent Independent Evaluation of CVP completed by “Ideas to Impact” presented to Council, found that the supporting work that CVP undertakes with local volunteers and voluntary and community groups ultimately leads to four wider social outcomes. These were:

- Improvements in health and well-being
- Supporting young people towards employment
- Improved support for people in poverty
- Improvements to local neighbourhoods

The evaluation also involved Social Return on Investment analysis of representative pieces of work and it was concluded that BDC gets out more than in puts in as a result of its investment in CVP.

### **Community Voluntary Partners (CVP)**

CVP is the umbrella organisation for the voluntary/community sector in Bolsover district. During April to September 2014:

- 9 Bolsover Partnership meetings attended
- 2 Voluntary Sector Forum meetings planned & facilitated
- 16 email bulletins distributed
- 10 signposting/support services provided
- 1 policy/strategy consultation and feed-in

### **Case Study**

CVP have been the Local Trusted Organisation for Elmton and Creswell Big Local since January 2014 and has been involved in the Big Local Action Group meetings since 2013. They supported the first step in the pathway, the getting started budget and in May 2014 produced the Community Profile, the second step in the Pathway to accessing one million pounds.

In Spring 2014 the Big Local Action Group decided that they needed a paid worker to take forward their action plan. In May 2014 the group requested support regarding options to recruit a worker. CVP

produced a detailed paper describing the options available to recruit a worker and options around employers.

Tina Glover, Acting Chair of the Group met with CVPs Development Worker, to discuss the role that CVP had had in supporting the group and to find out what difference CVP had made by being involved in the Action Group and acting as the Locally Trusted Organisation. Her review concluded:

- CVP is a credible, well respected, efficient delivery organisation, a knowledgeable organisation with great connections.
- Big Local Action group can be confident in the ability that CVP is the key organisation that the group can refer back to and use for information advice and guidance.
- As the Big Local Action Group have had limited contact with other Big Local areas it's particularly important to have a representative organisation who have knowledge concerning wider issues that are facing the community and the voluntary sector at grassroots and at a strategic level.
- Having support from an Infrastructure Organisation is a marker point to show what's happening regionally and nationally.
- Whilst the Big Local Action Group has been in its early stages – it's been important to have support from the Big Local representative and an external organisation in writing the profile.

### **Derbyshire Law Centre (DLC)**

DLC offers free, confidential help, advice and representation to residents of Derbyshire in social welfare matters. During April to September 2014:

- 331 enquiries were received from residents in the district
- 71 cases have been initiated by the DLC supporting residents from the district

### **Case Study**

“Tim State, a Bolsover resident, came to Derbyshire Law Centre as he and his wife was due to be evicted from their mortgaged property in less than 2 week time. The balance outstanding on their loan was £18,000. The pressure of facing eviction was having an effect on Mr State's mental health. In 2011 the family had mortgage arrears and Blemain quickly took the family to court to seek possession of the property. The court granted a suspended possession order upon payment of current monthly instalment plus £100. The family tried to maintain the mortgage, but due to missed payments Blemain had now sought a date for eviction which was on 8 May 2014.

On meeting with Mr State DLC's legal adviser realised that Mr State had been in the military services and made a referral to SAFFA and the Royal British Legion. An application to the court was made that suspended the warrant for eviction to enable DLC to work with the family to obtain funds to maintain their mortgage. Following the referral to SAFFA and British Legion they both were able to provide some finances to assist in maintaining payments and paying off the mortgage arrears. A Payment Protection Claim was also made against Blemain and a lump sum of £11,600 was received.

Now, with the help of the Law Centre having attended court 3 times to prevent the eviction, Mr and Mrs State have, with the benefit of payments from Royal British Legion, SAFFA and the PPI lump sum, cleared their mortgage in full. They now have a home that is mortgage free and are now working.”

## **Derbyshire Unemployed Workers Centre (DUWC)**

DUWC provide free and independent welfare rights advice and representation, as well as campaigning for the rights of those who are unemployed, on a low income or sick, injured or disabled by their work.

From April to September 2014:

- £266,387 has been recovered for Bolsover residents undergoing appeal tribunals
- A total of £181,424 additional welfare benefits have been claimed
- 520 volunteer hours have been delivered

### **Case Study**

DUWC helped a Shirebrook lady earlier this year who was claiming Disability Living Allowance (DLA). The lady had received a renewal claim form and help was provided to complete it. A letter was received from the DLA Unit stating that her claim was being treated as a new Personal Independence Payment (PIP) claim. She waited for the PIP questionnaire to be sent out and in April 2014 her provisional DLA award ended. DLA requested that her DLA payments be extended (as directed in legislation) but without success; a while later the lady was informed that she should not have been invited to claim PIP and that her claim would be again treated as a DLA renewal. In May 2014 the lady was informed that her DLA claim was with a Decision Maker as an urgent case for determination.

Time went by without any communication from DWP, or payments of DLA, despite numerous phone calls being made. Finally, contact was made with the lady's local MP, who made representations to DWP. In August 2014, after months of stress and financial hardship, she received a written apology from a senior DWP official. Her DLA payments would be backdated to April and extended to October 2015. Her claim would now be treated as a new PIP and assistance was provided to help her complete the PIP2 questionnaire. A special compensatory payment for departmental maladministration, causing unnecessary stress on the woman and her family, has been requested.

### **Groundwork**

Groundwork works and supports local people to help restore and safeguard local natural environments for future generations.

From April to September 2014:

- 1 open space for recreation in the district has been developed
- 11 young people from the district who are excluded from school have engaged with Groundwork's programmes to re-engage back into education
- 27 young people aged 16-18 who are NEET and have 1 or less GCSE's at A-C have received mentor support
- 3 accredited qualifications have been delivered to pupils who are on the verge of exclusion
- 6 empty homes in private sector have been brought back to use in the district with a minimum of one homeless person benefitting from this
- 360,000 sqm of land at Brook Park has been maintained

### **Case Study**

Towards the end of 2011 Bolsover District Council was successful in securing funding to finance the wages of 9 Apprentices who resided in the district of Bolsover. Groundwork Creswell, Ashfield & Mansfield were selected as the employer and the provider to deliver the Accredited Training to the 9



Apprentices. One of the candidates selected was Josh Hope. Josh attended Groundwork Creswell's Training Centre one full day a week to underpin his knowledge and work through his portfolio of evidence. The other 4 days a week Josh worked with Crestra Ltd on site (part of Groundwork Creswell).

For the first year Bolsover District Council paid the Apprentices wages; when the funding ended in March 2013, Groundwork funded the Apprentices for a further 12 months so they could complete their full Apprenticeship framework.

Josh showed excellent skills in all the practical tasks he was taught and quickly proved himself a valuable member of the Crestra Ltd team. Josh will admit that the theory side was sometimes a challenge, but he asked for support when he needed it and due to his determination managed to keep on track with the other Apprentices. Josh quickly showed himself to be a hard working, enthusiastic and willing learner; his attendance and time keeping were excellent and he went on to fully achieve his full Apprenticeship Framework in March 2014.

Due to his new found skills, commitment, attendance record and his high quality workmanship, Josh has now secured full time employment with Crestra Ltd.

### **Junction Arts**

Junction Arts provides rurally based participatory arts work that aims to change peoples' lives, build confidence and skills, increase communication and support community and personal empowerment.

From April to September 2014:

- 645 residents in the district have participated in arts and cultural activity
- 15,853 people have attended events and exhibitions in the district
- £122,500 of additional funding has been levered into the district
- 70 volunteer hours have been delivered

### **Case Study**

'Make It Mend It' is part of the Limestone Journeys Rural Programme and aims to support community groups to develop traditional environmental craft and heritage skills whilst encouraging them to skill-share sustainably. In 2014 Junction Arts supported Pleasley Vale Resident's Association and worked with members from Shirebrook Christian Centre to create a large mosaic sign for the Coffeebrook Café garden space. The mosaic installation is part of the Centre's renovation to create a peaceful space for the community to enjoy.

Junction Arts contracted Derbyshire artist Lesley Robinson to work on the project including delivering community consultation, design, workshops and installation of the mosaic. The project started with a family taster session on Saturday 3<sup>rd</sup> May at the Christian Centre's Open Day, where Lesley worked with visitors to make mosaic coasters for them to take away. Participants were invited to contribute ideas for the mosaic, which Lesley later developed into a colourful design with an environmental focus. On 15<sup>th</sup> & 16<sup>th</sup> July, mosaic workshops were held for members to see the results and get underway.

"There was total enthusiasm, commitment and interest in mosaic work from the participants and the desire to create and complete a mosaic for the centre; and make it look good. It was very encouraging for me to work with these people as they were very positive and wanted it to succeed. People learnt new skills and understood the needs for successful mosaic making and design. It was a good

opportunity for social bonding and interaction; as people learnt what to do, they in turn taught and helped others in the group.” Lesley Robinson, Artist.

“It was relaxing and I learnt a new skill. I want to take it further and do some more as I’ve always liked doing anything creative, but I don’t get the chance much normally. It’s nice to do things with your friends. It’s therapeutic, as you can focus on something positive and put your problems to the back of your mind.” Anita Street, Shirebrook: Make It Mend It attendee

As well as raising skill level and interest in the development of the garden space, the project inspired confidence and aspiration to hold art activities to sustain the Christian Centre. “Some of the participants would like to continue with a mosaic group to make things to support the food bank. It was great to achieve the garden mosaic, but an added bonus to form a small craft group out of it.” Amanda Pell, Shirebrook Christian Centre Manager

### **North East Derbyshire Citizens Advice Bureau (NEDCAB)**

NEDCAB provides free, confidential, impartial and independent advice and information on a wider range of subjects including benefits, housing and employment problems, consumer and tax issues.

From April to September 2014:

- 2,266 debt/benefits enquiries have been received from residents in the district
- 199 housing specific (including homelessness) enquiries have been received
- 208 volunteer hours has been achieved

### **Case Study**

Adele has learning difficulties, is long term unemployed and in receipt of Job Seekers Allowance (£71.70). This is her only income and she had two deductions for a social fund loan and a fine for non-payment of a TV licence leaving her with only £58.05 per week. Her husband died two years ago and she has been struggling to manage since. She lives in a three bedroomed local authority property. She has rent arrears due to a previous issue with benefits and there was a court order in place to pay £3.65 per week towards the arrears. She also had an overpayment in housing benefit and so received a deduction from her on-going housing benefit entitlement of £10.50 per week meaning that she had to pay rent of £41.15 per week from her £58.05 JSA as well as other essential bills and buy foods etc. She lived alone after her adult children left the property.

In April 2013 the introduction of the under occupation reduction (‘bedroom tax’) resulting in Adele losing an additional 25% of her housing benefit leaving her with another £21.25 per week rent to pay from her £43.90 disposable income. This left her with only £26.90 to pay for council tax, gas/electricity, water, food, travel, clothes etc. which is an impossible amount to live on. As she already had suspended possession in place due to rent arrears the Local Authority threatened to apply for eviction.

CAB we were able to obtain a discretionary payment from the local authority of £20 per week to help her pay the shortfall in her rent. They also negotiated a lowered deduction for the overpayment of housing benefit and the social fund loan she had, giving her an extra £13.20 per week in money to pay her bills. We assisted her with the support of her GP to claim Employment and Support Allowance instead of JSA. This gives her an extra £28.45 per week in income. Adele is currently managing to stay in the property without accruing further debt due to CAB intervention however it is unlikely that the Local Authority will agree to pay the Discretionary Payment on a permanent basis and so are currently

working with Adele in an attempt to find a solution to her problem; this could be finding a lodger to take one of her spare rooms or finding alternative affordable accommodation to live in.

As part of NEDCAB's social policy work, they recorded evidence from this case to submit to their National body to assist with social policy influence in respect of the Bedroom Tax on a large scale.

*Outcome: £61.65 per week benefit gained. Eviction avoided.*

### **Rural Action Derbyshire (RAD)**

RAD supports people in rural communities, villages and market towns on community, green and access issues. Please see page 8 for a case study from the Ways to Work project.

### **Trade Union Safety Team (TRUST)**

TRUST offers advice and advocacy on a range of workplace health and safety issues.

### **Case Study**

Mr M has been diagnosed with terminal cancer Mesothelioma caused by exposure to asbestos. Mr M worked as a pipefitter at various local firms including Coalite. Mr M was visited at home and helped to apply for Industrial Injuries Disablement Benefit, Workers' Compensation Scheme (which is a lump sum from the Government due to the fact that he has been diagnosed with an Industrial Disease). Mr M was very poorly at the time of visit and so both Attendance Allowance and Constant Attendance Allowance were applied for. Although Mr M could not receive both benefits, Constant Attendance Allowance can be paid at a higher rate. Mr M was paid the highest rate of Constant Attendance Allowance. In one quarter (April – June) Mr M received £5080 in benefits. He also received a lump sum from the Government of £13,295. Mr M has used some of his money to buy a comfortable chair which reclines. As Mr M was very poorly and needed help and support getting to hospital appointments a Blue Badge was applied for, which can be used in his son's car. He has said this has been very useful as trying to park near to the hospital or the bank had been causing him great difficulties. A Carer's Allowance form for Mr M's Son was also completed as he had to give up work to care for his Dad, as well as his Mum who has Alzheimer's. Mr M was a member of a Trade Union during his working life and therefore, we advised him to make a claim through his Trade Union Solicitors. The Union have taken Mr M back into membership and the union are currently pursuing a claim for Mr M.

# BOLSOVER WORK AND SKILLS PLAN 2014-17

## Introduction

This Work and Skills Plan for 2014-17 sets out the priorities and actions for accelerating sustainable business growth and equipping local people with the right skills and experience to maximise job opportunities.

Latest unemployment figures show that, over the past few years, good progress has been made in reducing levels of unemployment, despite the national economic downturn. Cross-cutting targets for the Work and Skills Plan covering the period 2011-14 have all been exceeded, however, activity needs to be sustained in order to continue moving in the right direction and further reduce unemployment levels within the district.

Partnership working is critical to achieving greater improvements in the employment and skills potential for people living in the district. Working together to identify priorities which are aligned with each other's strategies and plans is key for ownership of the Plan. The priorities and actions contained within this plan have been developed following workshops with partners of the Bolsover Business and Employment Partnership and represent a working document with a number of areas requiring further development for the duration of the Plan.

The Plan draws on a number of current and emerging funding opportunities and will continue to be developed as wider initiatives and plans, particularly through the Local Enterprise Partnerships (LEPs) are expanded. In addition, the Bolsover Business and Employment Partnership is expected to capitalise on a number of local funding streams to lever in additional resources and achieve added value including residual Working Neighbourhoods Fund together with Council and Partnership funding.

Partnership working is not confined to delivery within the district and engagement and delivery with partners from across the Sheffield City Region and D2N2 is expected to grow over the next few years. This aspiration is in line with the Council's Growth Strategy which is based on the principles of aligning with the growth plans of the LEPs and ensuring strategies take advantage of current/future funding.

## Cross –Cutting Targets

Central to the delivery of the Work and Skills priorities are the following cross-cutting targets:

- To reduce the worklessness rate in the NI 153 areas (Bolsover North West, Bolsover West, Elmtown-with-Creswell, Shirebrook East, Shirebrook North West, Whitwell) **from 23.5% (August 2013) to 18.8% by August 2016**
- To reduce the worklessness rate across the Bolsover district **from 14.2% (August 2013) to 11.9% by August 2016**
- To reduce the gap between district and Derbyshire JSA (Job Seekers Allowance) claimant rates **from 0.5 percentage points (January 2014) to 0.4 percentage points by January 2017** (baseline January 2014: Bolsover 2.8%; Derbyshire 2.3%)
- For Bolsover district JSA claimant rates to **remain lower** than national averages (baseline January 2014: Bolsover 2.8%; England 2.9%)
- To reflect equality objectives and underpinning data within the Work and Skills Plan

## Priorities

The Plan is divided into three main priorities with an over-arching theme around communication.

### Cross Cutting Theme: Communication

A key theme cutting across all priorities is Communication. We need to get better at promoting activities, sharing successes and joining together services. A Bolsover Employment and Enterprise Partnership Communication Plan will be developed with the aim of bringing all this together and changing the hearts and minds of local people by:

- ⇒ Highlighting provision to relevant client groups
- ⇒ Busting myths
- ⇒ Promoting the benefits of employment and opportunities
- ⇒ Promoting funding opportunities
- ⇒ Exploring social media benefits and opportunities
- ⇒ Ensuring front line staff are kept informed of services
- ⇒ Raising awareness amongst partners e.g. speed dating event
- ⇒ Maintaining the Help to Work directory
- ⇒ Members of the Partnership working more closely together

### Priority 1: Business Growth

Accelerating sustainable business growth is seen as critical to the future prosperity of the district. We will contribute to this wide agenda by:

- ⇒ Increasing the number of business start-ups
- ⇒ Supporting existing businesses to grow
- ⇒ Assisting with business requirements for sites and premises
- ⇒ Leveraging opportunities through procurement activity
- ⇒ Promoting the district positively

### Priority 2: Employment and Skills

This priority focuses on equipping local people with the right skills and experience to maximise job opportunities. We will do this by:

- ⇒ Increasing the number of apprenticeship and work experience opportunities
- ⇒ Promoting local employment opportunities
- ⇒ Gaining a better understanding of the labour market
- ⇒ Working in partnership to remove barriers to employment
- ⇒ Reducing unemployment amongst young people
- ⇒ Identifying opportunities to help those furthest from the labour market

### Priority 3: Access

- ⇒ Enable improved access to employment, transport and computers

## COMMUNICATION

Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
Promotion of employment support to residents, particularly disabled people	Disability Dynamics  Penny Melville-Brown Tel: 01329 841814	Update HTW directory. Promote to residents. Increase partners' disability awareness and collaboration	<b>2014/15</b>  3 press releases  10k leaflets issued  14 partner updates  3 disability workshops  1 speed dating event	<b>2015/16</b>  4 press releases  6k leaflets issued  21 partner updates  4 disability workshops  1 speed dating event	<b>2016/17</b>  1 press release  1k leaflets issued  5 partner updates  1 disability workshops	<u>April – October 2014:</u> Project started June 2014 and on track. 1 press release issued 11,000 leaflets and 500 posters distributed 13 partner updates 1 case study produced (WNF, Partnership funding and BDC funded)	Ongoing to May 2016

**PRIORITY 1: GROWTH**

Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
1.1 Business start-up support for people with disabilities	Disability Dynamics  Penny Melville-Brown Tel: 01329 841814	Intensive marketing to increase referrals  Secure funding to continue programme beyond June 2015	<b>2014/15</b>  28 business start ups  14 new jobs created	<b>2015/16</b>  2 business start ups  2 new jobs created	<b>2016/17</b>	<u>April – September 14:</u> 18 business start-ups 10.5 jobs created (ERDF and WNF funded)	Ongoing to June 2015
1.2 Transform business through IT developments	DNCC  Diane Simpson Tel: 01246 207207		<b>2014/15</b>  24 businesses supported	<b>2015/16</b>  6 businesses supported	<b>2016/17</b>	<u>April to September 14:</u> 38 businesses supported	Ongoing to June 2015
1.3 Support business start up's amongst 18-30 year olds	Prince's Trust  Linny Beaumont Tel: 0116 255 0400		<b>2014/15</b>  10 business start-ups	<b>2015/16</b>	<b>2016/17</b>	<u>April – September 14:</u> 2 business start –ups (ERDF funded)	Ongoing to December 2015
1.4 Support for business start-ups and existing businesses	NBV  Joanna Clarke Tel: 0115 970 5550		<b>2014/15</b>  35 people assisted to start a business	<b>2015/16</b>  20 people assisted to start a business	<b>2016/17</b>	<u>April – September 14</u> 7 people assisted to start a business 9 new businesses created 12 businesses assisted 13 jobs created	Ongoing to December 2015

Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
			20 new businesses created 15 businesses assisted 30 jobs created 15 businesses improving performance 12 businesses surviving 12 months	10 new businesses created 8 businesses assisted 15 jobs created 8 businesses improving performance 12 businesses surviving 12 months		7 grants totalling £24,370 (ERDF funded)	
1.5 Influencing the shape of business support provision and promoting collaborative working	BDC  Laura Khella Tel: 01246 242302	Keeping abreast of existing and new provision i.e. Global Derbyshire, Growth Vouchers, Growth hubs and LEP priorities (enterprise co-ordination)  Task and finish group for micro-	<b>2014/15</b>  2 Enterprise Co-ordination meetings	<b>2015/16</b>	<b>2016/17</b>	<u>April to September 14:</u> 2 enterprise co-ordination meetings held with business support providers. Ongoing need for collaboration identified	Ongoing to March 2017



Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
		grants					
1.6 Ensure opportunities to access funding for business support/growth are maximised	BDC  Helen Jenkins Tel: 01246 242334	Ensure funding database is updated regularly. Funding updates/news is promoted on LSP bulletins, Business Bolsover and DNCC Business Advice Service website	<b>2014/15</b>  4 Business Bolsover bulletins per annum	<b>2015/16</b>  4 Business Bolsover bulletins per annum	<b>2016/17</b>  4 Business Bolsover bulletins per annum	<u>April to September 14:</u> 3 BB bulletins issued BB website was hacked during summer. New pages can be found at <a href="http://www.bolsover.gov.uk/business-licensing/business-advice">www.bolsover.gov.uk/business-licensing/business-advice</a> Tractivity will be the new means of sending e-shots to businesses	Ongoing to March 2017
1.7 Improve two-way communication with the LEPS	Groundwork  Trevor Witts Tel: 01246 570977	Deputy Leader conduit between LEPS and BEEP to improve information share	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>		
1.8 Undertake positive changes to Bolsover Town through infrastructure improvements, marketing and promotion	BDC  Therasa Garrod Tel: 01246 242324		<b>2014/15</b>  5 new businesses created 3 businesses expand in the town 15 new jobs	<b>2015/16</b>	<b>2016/17</b>	<u>April to September 14:</u> 1 new business created (ERDF funded)	
1.9 Maximise opportunities through procurement activity	BDC  Laura Khella/	Procurement workplan	<b>2014/15</b>  Establish new	<b>2015/16</b>	<b>2016/17</b>		

Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
	Richard Henderson	Social value Act opportunities  Liaise with DCC procurement	working arrangement with Chesterfield Royal Hospital Feedback to BBEP				
1.10 Identify business skills shortages and develop programmes to meet employer needs	BDC  Laura Khella/ Richard Henderson	Support the implementation of the Skills Made Easy programme and ESF Skills for the Workforce	<b>2014/15</b>  47 apprentice starts  24 Upskill starts	<b>2015/16</b>  47 apprentice starts  24 Upskill starts	<b>2016/17</b>	<u>April – September 14:</u> 15 apprentice starts 49 upskilling starts	
1.11 Work with existing businesses and attract new major employers to the district	BDC  New member of Economic Development being recruited and will lead on this area of work	Develop a USP – partnerships?  Develop a welcome to the district promotional pack  To include infrastructure, housing, local labour clauses and S106,	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>		Ongoing to March 2017

Objectives	Lead	Actions	Targets/Outcomes			Progress	Status
		<p>partnership activities e.g. sector based work academies, recruitment, transport etc</p> <p>Planning representation on BEEP</p>					

## PRIORITY THEME 2: EMPLOYMENT AND SKILLS

Objectives	Lead	Actions	Targets			Progress	Status
2.1 Increase the number of apprenticeships	BDC  Laura Khella Tel: 01246 242242	<p>Develop a BDC Traineeship and Apprenticeship programme to commence 2014</p> <p>Identify sector(s) and explore funding opportunities to develop a district wide apprenticeship programme – link to LEP priorities</p>	<p><b>2014/15</b></p> <p>8 trainees 5 apprentices</p>	<p><b>2015/16</b></p> <p>8 trainees 5 apprentices</p> <p>Increase market share of Skills Made Easy Programme to 2%</p>	<p><b>2016/17</b></p> <p>8 trainees 5 apprentices</p> <p>Increase market share of Skills Made Easy Programme by 3%</p>	<p><u>April to September 14:</u> 9 Trainees commenced 6 Trainees completed 5 Apprenticeship starts</p>	Ongoing to March 2017

Objectives	Lead	Actions	Targets			Progress	Status
2.2 Gain a better understanding of the labour market	JCP  Bev Weston Tel: 07855 319131	Share labour market intelligence and customer insight. Identify gaps and develop provision to address  Understand what skills employers require  Map LEPs key growth sectors against the district and prepare people through training to take up those jobs	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<u>April to September 14:</u> Presentation to BBEP in September 14 on the following sectors – Care, Construction, Warehousing and Hospitality	
2.3 Increase the number of work experience opportunities available Increase the number of businesses signing up to offer work experience	JCP  Bev Weston Tel: 07855 319131	Develop a framework based on best practice to help businesses host placements  Increase number of partners offering work experience	<b>2014/15</b>  10 wage incentive job outcomes  50 work placements	<b>2015/16</b>  10 wage incentive job outcomes  60 work placements	<b>2016/17</b>  10 wage incentive job outcomes  70 work placements		

Objectives	Lead	Actions	Targets			Progress	Status
Increase take-up of wage incentive			6 new companies offering work experience	6 new companies offering work experience	6 new companies offering work experience		
2.4 Reduce the number of 18-24 hidden NEETs	BDC  Laura Khella Tel: 01246 242302	Implement Talent Match programme  Ensure alignment with other employment support programmes  Prepare young people for jobs and provision of in-work support	<b>2014/15</b>  14 young people engaged  3 job outcomes  76% 26 week off-flow target	<b>2015/16</b>  30 young people engaged  4 job outcomes  76% 26 week off-flow target	<b>2016/17</b>  30 young people engaged  6 job outcomes  76% 26 week off-flow target	<u>April to September 14:</u> 11 young people engaged (4 hidden) 2 on work placement 2 into formal education 4 undertaking basic skills (BIG Lottery funded)	
2.5 Reduce unemployment amongst 18-24 year olds	JCP  Bev Weston Tel: 07855 319131	Implement Ambition SCR  Ensure alignment with other employment support programmes	<b>2014/15</b>  22 young people engaged  5 job outcomes	<b>2015/16</b>  30 young people engaged  15 job outcomes	<b>2016/17</b>	<u>April to September 14:</u> Ongoing involvement with Ambition which is due to commence Dec 14. Targets for 2014 will need revisiting due to project delays.	

Objectives	Lead	Actions	Targets			Progress	Status
		Prepare young people for jobs and provision of in-work support	6 progressions	10 progressions			
2.6 Removing barriers to work for individuals (one – to one support around life skills coaching, mentoring, IT and financial inclusion)	Release  Paul Stears Tel: 01773 306289	Pilot a Budget Buddy scheme in Clowne and South Normanton  Increase access to Get Connected courses	<b>2014/15</b>  Programme framework implemented  45 People trained 8 Budget Buddies recruited 15 residents supported SROI model implemented	<b>2015/16</b>  5 residents supported  Impact report produced  Roll out programme to other parts of the district if pilot successful	<b>2016/17</b>	<u>April to September 14:</u> Progress focused on getting in place project infrastructure. Recruitment of buddies to take place in Q3. (WNF and Council funded)	Funding identified for a 12 month pilot. Potential funding avenue thereafter through Partnership Funding for Health Priorities
2.7 Job search	JCP  Bev Weston Tel: 07855 319131	FEI and Help to Work ending – plan for future  Continue Job club provision	<b>2014/15</b>  South Normanton Job and Clowne Job Clubs continue	<b>2015/16</b>	<b>2016/17</b>	<u>April to September 14:</u> Job club provision in district is now limited. Need to re-visit to assess if there is a need for job clubs going forward	

Objectives	Lead	Actions	Targets			Progress	Status
2.8 Increase literacy and numeracy amongst residents, making it more relevant to everyday situations	Elmton Village Co. Julie Holling Tel:	Baseline data for L1 & L2 (how and how often can this be captured)	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>		
2.9 Develop a volunteer brokerage service within the district and provide training to organisations hosting volunteers	BDC/SNAP  Laura Khella Tel: 01246 242302 Steve Maxwell Tel: 01773 510882	Explore links with Limestone Journeys  Secure match funding to BDC contribution	<b>2014/15</b>  40 volunteers supported 4 groups supported 10 new volunteering opportunities 400 volunteering hours	<b>2015/16</b>  80 volunteers supported 6 groups supported 20 new volunteering opportunities 800 volunteering hours  Funding secured	<b>2016/17</b>	<u>April to September 14:</u> New project commenced in Q2. 26 engagements 5 volunteers recruited 9 groups supported 7 new volunteering opportunities (WNF and Council funded)	Funding identified for an 18 month project. Other funding opportunities to be explored to deliver a min. 3 year project
2.10 Reduce unemployment amongst 16-18 year olds	Groundwork Trevor Witts Tel: 01246 570977	Deliver the Youth Contract	<b>2014/15</b>  26 young people engaged	<b>2015/16</b>  26 young people engaged	<b>2016/17</b>	<u>April to September 14:</u> 15 young people engaged 60% progressions	Ongoing to March 2016

Objectives	Lead	Actions	Targets			Progress	Status
	SNAP Steve Maxwell Tel: 01773 510882	Deliver the Link project aimed at 16-25 year NEETs	40% progressions	40% progressions			Ongoing to Nov 2016
2.11 Deliver the Raising Aspirations Programme to school aged young people	RA Project Manager, Clare Talati Tel: 07800 955252  Multi agency teams, Brenda Towse Tel: 01629 533190	Embed approach within Multi Agency Teams (MATs) and leave a legacy for the programme	<b>2014/15</b>  5 NEETS going into EET 350 young people supported 67 children participating with attendance issues 163 participants identifying a change in their future goals	<b>2015/16</b>	<b>2016/17</b>	<u>April to September 14:</u> 6 NEETS going into EET 366 young people supported 69 children participating with attendance issues 169 participants identifying a change in their future goals Legacy report available (WNF funded)  Discussions are taking place with Public Health to commission further RA work with schools	Completed



**PRIORITY THEME 3: ACCESS**

Objectives	Lead	Actions	Targets			Progress	Status
3.1 Provision of alternative transport solutions	Rural Action Derbyshire Sandie Abberley Tel : 01629 821923  Rebecca Pennyfather Tel: 01629 536721	Secure ongoing funding to delivery Ways to Work  Community Transport options.  DCC options such as taxi vouchers	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<u>April to September 14:</u> 27 people gaining employment 5 NEETs going into EET (WNF and DCC funded)	Ongoing to March 2017
3.2 Improve access to transport for people with disabilities	Rebecca Pennyfather Tel: 01629 536721	Implement 'Smarter Travel' initiative  Education work with providers of mobility scooters to improve access on buses					Ongoing to March 2017
3.3 Improve take-up of Sports Direct bus route hosted by McEwen's	JCP Bev Weston	Promote bus use	Increase usage by 100% on	Increase usage by 50% from	Increase usage by 30% from	<u>April to September 14:</u> Bus usage has increased to at least 20 – an increase of 500%	Ongoing to March 2017

Objectives	Lead	Actions	Targets			Progress	Status
	Tel: 01246 344524		baseline of 4 (March 2014)	March 2015	March 2016		
3.4 Improve transport links to major employment sites	BDC/DCC  Rebecca Pennyfather Tel : 01629 536721	Castlewood  Brook Park - Increase take-up of the Sports Direct work bus  DCC to provide details of routes tendered for/commercial	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<u>April to September 14:</u> Usage of Sports Direct work bus has increased significantly and work ongoing to further promote McEwen's bus routes	Ongoing to March 2017
3.5 Increase access to computers	JCP		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>		Ongoing to March 2017
3.6 Welfare Reforms	BDC  Michelle Whetton Tel: 01246 242449	Analyse data to understand ESA/JSA split of claimants.  Implement the Local Support Services Framework employment strand via the BBEP	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>		Ongoing to March 2017

**Bolsover District Council**

**Executive**

**1<sup>st</sup> December 2014**

**(Joint) Customer Service Code of Practice and Standards**

**Report of the Cabinet Member for Customer Service**

**This report is public**

**Purpose of the Report**

- To present to Executive for approval a joint Customer Service Code of Practice and Standards which demonstrates how both Councils will meet best practice and provide excellent customer service.

**1 Report Details**

In order to make customer service effective across the Strategic Alliance we have identified the need to review our existing policies and procedures in relation to customer service. The Compliments, Comments and Complaints Policy and Procedure have already been reviewed and approved. This particular report will focus on the Corporate Customer Service Standards.

**Background**

Bolsover District Council introduced a Customer Service Code of Practice and associated Standards in June 2005 in preparation for achieving Customer Service Excellence Status (formally Charter Mark). Customer Service Excellence was developed to offer all organisations nationally, a practical tool for driving customer focused change. The standard is a mix of research, management and operational models and practical experience of providing services. It focuses on delivery, timeliness, information, professionalism and staff attitude, there is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction. Customer Service Excellence is designed to operate on three distinct levels:

- As a driver of continuous improvement
- As a skills development tool
- As an independent validation of achievement.

Standards are the promises that we make to service users about the level and quality of service they can expect when they contact us. At Bolsover District Council our aim is "to serve our customers as we would wish to be served ourselves". The Customer Service Code of Practice and associated standards details standardised formats for all methods of contact which provide a platform to deliver improved services to customers, provide clarity

for customers and employees, and give a sound basis for employee training. They formalise good practice ensuring that the principles are embraced and adopted by all employees. They enable us to respond to and communicate with our customers in a consistent manner, no matter whom they contact.

Bolsover District Council currently sets targets against the Corporate Customer Service Standards and reports on performance to Improvement Group on a quarterly basis and also the Budget, Finance, Risk and Performance Quarterly Directorate Meetings (BFRP). Compliments, Comments and Complaints are also reported to Executive. In addition to this Contact Centres have their own operational procedures and PI's they work to.

In addition to the Corporate Customer Service Code of Practice and Standards Bolsover District Council has also produced a Customer Service Standards leaflet, an Employee Guide to Customer Service at Bolsover District Council and also delivers corporate mandatory Customer Service training to new starters and refresher training for existing staff.

The proposed joint Corporate Customer Service Code of Practice and Standards has been produced as a result of consultation and feedback from officers and members. It was agreed by Strategic Alliance Joint Committee in October that the new joint standards should be approved at both Councils.

## **2 Conclusions and Reasons for Recommendation**

To assist and support joint working and standardise procedures across both authorities it would be beneficial to implement and work to one set of Customer Service Standards and Code of Practice. This joint approach has been welcomed by managers delivering joint services to the public.

The standards are required at Bolsover to ensure Customer Service Excellence accreditation is maintained. It may be appropriate timing, with the development of the new Corporate Plan, for North East Derbyshire to consider exploring accreditation against the national Customer Service Excellence standard. This would ensure officers at both Councils are working to the same national standard.

Subject to the Customer Service Code of Practice and Standards in Appendix 1 being approved the following will be developed:

- One standard Customer Service Standards leaflet with the same look and feel for both authorities
- Monitoring and reporting on the same standards will be established with comparable targets set for both authorities.
- Same sample periods for face to face monitoring set for both authorities, 1 week period twice a year
- Reporting on performance against the key Customer Service Standards on a quarterly basis to Improvement Group at Bolsover District Council and the Budget,

Finance, Risk and Performance Quarterly Directorate Meetings (BFRP) at both councils

- Due to low numbers received cease monitoring letters (written communication) at Bolsover District Council
- Deliver joint mandatory Corporate Customer Service Training in order to ensure consistency of Customer Service across joint services
- Report on performance against targets on PERFORM and align PI's.

The proposed joint standards and targets are:

<b>Joint Strategic Alliance Corporate Customer Service Standards and Targets</b>	
<b>Service area</b>	<b>Service area</b>
Telephones	Incoming calls to be answered within 20 seconds (5 rings)
Emails	To be acknowledged within 1 working day
Emails	To be replied to within 8 working days
Emails – if the subject is complex and or involves multiple service enquiries	To be replied to within 20 working days
Written communication (letters)	To be replied to within 10 working days
Written communication – Letters or faxes which are complex and or involves multiple service enquiries	To be replied to within a maximum of 20 working days
Face to Face (Contact Centre) excluding appointments	Not to be kept longer than 20 minutes
Face to Face (Contact Centre and departments)	Not to be kept waiting longer than 10 minutes for appointments, Meet & Greet, reception and visitors

These will replace all existing standards.

### **3 Consultation and Equality Impact**

The standards have already been developed by a number of officers in the Customer Service and Improvement Department to ensure that they are fit for purpose. SAMT and SAJC have been consulted as well as representatives on the Improvement Group.

Data from an external consultation event on the existing Customer Service Standards at Bolsover has been used to form the new standards based on customer feedback.

A joint EIA has been carried out on the revised standards. The standards include equality information.

#### **4 Alternative Options and Reasons for Rejection**

In preparing the new standards consideration has been given to providing a consistent approach to customer service across the Strategic Alliance.

#### **5 Implications**

##### **5.1 Finance and Risk Implications**

A review of the standards is required but no finance or risk implications have been identified. Any changes to publicity will be achieved within existing budgets.

##### **5.2 Legal Implications including Data Protection**

The standards have been reviewed and no legal implications have been identified. The standards are in line with the Data Protection Act 1998.

##### **5.3 Human Resource Implications**

Once the revised standards have been approved all revised standards and documentation will be made available on the intranet for staff. Briefings will be delivered for internal staff and mandatory training for all new employees will be introduced.

The standards will be monitored and reported within existing staffing resources.

#### **6 Recommendation**

That Executive approve the joint Customer Service Code of Practice and Standards.

#### **7 Decision Information**

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	Not applicable
<b>Links to Corporate Plan priorities or Policy Framework</b>	BDC - Customer Focused Services

**8 Document Information**

Appendix No	Title
1	Customer Service Code of Practice and Standards
<b>Background Papers</b> (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)	
Not applicable	
Report Author	Contact Number
Assistant Director – Customer Service and Improvement	BDC – 2343 NEDDC - 7029

Report Reference – Customer Service Code of Practice and Standards

05/11/2014

# Customer Service

## Code of Practice and Standards



**May 2014**





# Customer Service Code of Practice and Standards

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The following Appendices have been provided as a means of supporting the Code of Practice and Standards.

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## Introduction

### Endorsement from the Chief Executive

First impressions count. And this is no more relevant than in local government. How customers feel about us is often a result of the experience they receive when they first make contact.

Customers often change their opinion of a business after they contact them, so more often than not it is the first point of contact with a company that influences the way customers think about a business. A bad experience or impression can lead to a long lasting negative association with that company. That's why we have, and will continue to invest in providing good quality customer service.

Our employees receive constant training on all levels of customer service and how to deal with any problems or issues fairly, consistently and in an understanding, professional and courteous manner.

Our ultimate aim is to '*serve our customers as we would wish to be served*' and this underlying principle runs right through our organisations.

The Customer Service Standards outlined in this document reflect this and outline what level of service our customers can expect from us and in turn what we expect from them.

So, no matter whether a customer contacts us by phone, e-mail, through social media, letter or in person they know exactly what service they will get.

### What is Customer Service?

Customer Service is ensuring that we give our customers the level of quality of personal service to allow our customers to be served as we would wish to be served ourselves.

Our customers have a right to expect the best possible standards of services from us. Our customers should be treated with respect, listened and responded to in a polite, helpful and timely manner.

Our aim is to bring your reason for contacting us to a satisfactory conclusion as often as possible when you first contact us.

### Why does the Council need a Code of Practice and Standards?

There is already a lot of good customer service practice within both Bolsover District Council (BDC) and North East Derbyshire District Council (NEDDC). There is, however, a need to formalise this good practice ensuring that the principles are embraced and adopted by all employees across the Strategic Alliance. This will enable us to respond to and communicate with our customers in a consistent manner, no matter whom they contact.

The Government is committed to improving and modernising public services and is keen for us to provide high standards of customer service to citizens. Both Councils have identified providing excellent customer focused services as one of its key aims in their Corporate Plans and as essential to improving performance more generally.

This Code of Practice sets out the way in which we deal with customers by telephone, letter, face to face, e-mail, and other forms of communication.

## Who are our Customers?

Our customers are all the people and organisations for whom we provide a service. This includes residents, visitors, businesses and partnership organisations.

It is important to note that **internal colleagues** serving these groups are also customers.

## Standards, Targets and Performance Measures

### What are Standards, Targets and Performance Measures?

This document sets out the customer service standards for the Council.

**Standards** are the promises that we make to service users about the level and quality of service they can expect.

Example: 'We promise to answer all letters within 10 working days'.

**Targets** are commitments that are made in advance to achieve a stated level of service.

Example: 'We aim to meet the standard to answer all letters within 10 working days'.

**Performance Measures** are systems to collect data that demonstrate how well a standard is being achieved or whether a target is being met.

Example: 'This year we answered 85% of all letters within 10 working days'.

A number of standards have been established as key ones and are monitored and reported upon quarterly to the relevant officer and Elected Member Groups. Our customer service standards are:

BDC and NEDDC Joint Customer Service Standards	
Telephones	Incoming calls to be answered within <b>20 seconds (5 rings)</b>
E-mails	To be acknowledged within <b>one working day</b>
E-mails	To be answered within <b>8 working days</b> or, if the subject is complex or crosscutting several departments, a maximum* of <b>20 working days</b>
Formal Investigation (stage two complaint)	To be answered within <b>15 working days</b>
Internal Review (stage three complaint)	To be answered within <b>20 working days</b>
Written communication	To be answered within <b>10 working days</b> or if the subject is complex or crosscutting several departments, a maximum* of <b>20 working days</b>
Face to Face (Contact Centre) excluding appointments	Not to be kept longer than <b>20 minutes</b>
Face to Face (Contact Centre and departments)	Not to be kept waiting longer than <b>10 minutes</b> for appointments, Meet & Greet, reception and visitors

The 'softer' aspects of the customer service standards such as courtesy and helpfulness are monitored and measured through quality monitoring and customer satisfaction surveys.

\*The Local Government Ombudsman acknowledges that 20 working days is acceptable in complex cases.

# Customer Service Code of Practice

## Our Promise to our Customers

Elected Members and Officers are committed to providing a first class service to the residents and businesses of Bolsover District Council and North East Derbyshire District Council. Our promise is to provide you with the best possible experience however you choose to get in touch with us when you require our services. We recognise our duty to deal with all our customers fairly and value their diversity. You are at the heart of everything we do.

When customers make contact with us we will:

• Be welcoming and courteous
• Be polite, fair and respectful
• Be helpful and responsive
• Provide good quality information suited to their needs
• Communicate clearly
• Advise what we can provide, who to contact and how
• Advise how to use the compliments, comments and complaints system to improve our services
• Keep them informed of the actions we have take and not make false promises
• Empathise and listen to understand their needs
• Have knowledgeable staff to deal with their enquiry
• Treat all information received in the strictest of confidence

To help us achieve this we ask that customers:

• Are courteous and respectful towards us
• Provide accurate information when required
• Make suggestions on improving our services by using the compliments, comments and complaints system
• Ask us to explain anything they are not sure of
• Advise us of any specific requirements, e.g. large print, Braille etc.

In addition:

- All employees need to work within the Corporate Policy for Access to Information (Data Protection, Freedom of Information and Environmental Information Regulations)
- The Data Protection Act 1998 requires that any information we keep about our customers must be accurate, up-to-date, and relevant. Information must only be used for which it was obtained and not disclosed to anyone except those noted in the registration
- The Freedom of Information Act 2000 gives a general right of access to recorded information held by the Council, subject to certain conditions and exemptions contained in the Act. Any person making a request for information is entitled to be informed in writing whether the Council holds the information and if it does to have that information communicated to them

- The Council is committed to equalities as an employer and in all the services provided to all sections of the community. The Council believes that no person should be treated unfairly and is committed to eliminate all forms of discrimination in compliance with its policies in line with the Single Equality Scheme. The Council also has due regard to proactively promote equality of opportunity and good relations between different groups in society when performing its functions.

## **Customer Service Standards**

### **A. Customer Service Standards for Management of Reception Areas**

First impressions are always important, and reception areas are the first place that a customer sees. We aim to give a business-like appearance and a warm welcome.

Our standards are:

#### **Housekeeping and Information**

You should:

- Keep all reception areas clean, tidy and safe e.g. keep walkways clear in line with Health and Safety Policy
- Keep publicity displays and leaflets tidy and up-to-date
- Take into account those who require mobility scooter, wheelchair or pushchair access
- Make sure information is available in other formats, if required
- Try not to leave the reception area unattended. However, if you do need to for any reason, display an appropriate notice
- Use large lettering on signs, with good colour contrast e.g. black print on pastel shades, such as lemon
- Replace worn or damaged documents with new copies
- Try not to display posters on glassed surfaces
- Keep glass screens clear to enable people to lip-read
- Ensure that key documents, such as the compliments, comments and complaints booklet and customer service standards leaflet are displayed in prominent positions in reception areas
- Offer to help if a customer is having difficulty in filling in a form
- Always give the customer any useful information that will help resolve their problem or assist them in filling in a form
- Offer the customer the use of a private interview room if considered appropriate to the enquiry or situation
- Provide a loop system for the hard of hearing and, where appropriate, train staff in British Sign Language.

## B. Telephone Customer Service Standards

The Contact Centre Service provides a frontline service, managing telephone calls, e-mails and enquiries for a number of Council Departments. The service ensures that enquiries are responded to in a timely manner, are recorded on the appropriate systems and provide an audit trail of contact, if required.

Where appropriate, the corporate Contact Centre telephone number should be used on all general external communications to the public i.e. leaflets, newspaper articles, web pages, unless the department does not use the Contact Centre to provide their frontline service. In this case please ensure that the telephone number quoted is accurate and there is adequate cover to manage calls.

These are the minimum standards the Council aims to achieve when you answer the telephone. You should:

- Aim to answer within 20 seconds or 5 rings
- Use a greeting such as “Good morning/afternoon” to give the caller the opportunity to get accustomed to your voice and pace, but keep the introduction short and concise
- Identify your department/section
- Identify yourself early in the conversation
- If the caller is asking for personal information about themselves, such as financial information, please ask them to confirm some details about themselves – full name, address, reference numbers etc. If in doubt, advise you will call them back with the information
- Use clear, positive language and not use jargon
- Listen carefully to what is being said and summarise the conversation for clarification at relevant points
- Use the caller’s name, if appropriate, it conveys a friendly approach
- At the end of the conversation ask the customer if there is anything else you can help them with and confirm your name as the Officer they have been dealing with
- If providing further information ask what method suits them, for example, by e-mail, through the website
- If transferring a call, introduce the caller to the relevant department, passing on the information already given
- Offer to ring the caller back to avoid the caller being left on hold for a long period
- When transferring, if appropriate and where voicemail is available, check the inbox message for when the Officer is back in the office, explain the situation and give contact details on how to leave a voice message.

Please see the Call Handling (including telephone answer machine service) Procedure at Appendix A.

## Messages

When someone makes a call, there is nothing more frustrating than a telephone that is not answered or one that is answered but the person on the other end cannot help and tells you to ring back.

If you are going to be away from your work area for some time, you should:

- Let team members know where you will be, how you can be contacted, and when you are likely to be back
- Make arrangements where possible for calls to be redirected to someone who can take a message
- On your return to work, ensure calls are returned within 1 working day where practically possible
- Activate the answer service when away from the office for any extended period, for instance, leave, business absence
- If you take a message for someone else:
  - Make sure it is clear and concise. Take a note of the caller's name, organisation/department, telephone number, date, time, and when the caller is available to receive the return call
  - Be prepared to slow the caller down and ask for difficult spellings or points to be repeated
  - Repeat the message back
  - Don't make promises for other people unless you are certain they can keep them.

## Answer Services

Telephone answering machines should only be used when no one else is available to take messages and staff are away from their work area. Where answer services are approved and provided the following standards apply:

- Answer machines should only be switched on when staff leave their work area and at the end of each working day
- Answer machines must be switched off when Officers are back in their work area
- Answer machines must contain a greeting and a clear message about whose answer phone has been reached
- The message should contain an alternative number in case of emergency
- Answer machines must be checked daily. See Appendix A.

## C. Customer Service Standards for Written Communication

Written communication can take a variety of forms and we need to ensure that we answer appropriately and professionally whether it is an e-mail, letter or facsimile (fax).



Performance standards have been established for how quickly we should respond to different forms of written communication. Where mail can be responded to sooner, all efforts should be made to do so.

Examples of written communication would be requests for service, benefit entitlement queries, requests for assisted bin collections etc.

Compliments, Comments and Complaints and requests for information made under the Data Protection Act 1998, Freedom of Information Act 2000 and Environmental Information Regulations 2004 are dealt with corporately and fall under separate procedures with their own timescales. Please refer to the relevant policies.

If a reply requires information from more than one department and falls outside of the scope of the Compliments, Comments and Complaints Policy or outside of Freedom of Information/ Data Protection Request Procedures, the lead department (the department who has received the enquiry or is responsible for the main content) should assess how best to manage the reply and adopt one of the following approaches:

- For the lead department to obtain the required information from other departments and to include in their reply. (This approach should be suitable for enquiries requiring input from two departments)
- For the lead department to note in their reply that the enquiry has also been passed to X departments for their attention and provide a name and telephone number for contact. (This is the minimum standard and should only be used when the first option is not considered appropriate by the lead department).

Wherever possible to provide the customer with one reply which covers all the points raised.

## E-mail

E-mail is often seen as informal, which is fine for when we are using our own computers at home. However, in the course of providing our services and undertaking our duties all e-mail correspondence will be treated with the same attention to customer service as with other forms of communication. The standard includes the use of iPads and mobiles telephones which have the facility to send and receive e-mails.

You should:

- Acknowledge all enquiries by the public within one working day, if unable to respond fully within one working day. Automated e-mail responses are acceptable and will suffice for when away from your desk for more than a day. It is important that a professional message is left with contact details for those enquirers who cannot wait until you return to pick up your messages. The message should advise the period for which you will be missing, when you will be back at your desk, who to contact in your absence and your name and job title. The 'Out of Office Assistant' needs to be used for this purpose on Outlook
- Answer e-mail enquiries in full within eight working days. For responses requiring more information, keep the customer informed about when to expect a full response
- Ensure that all responses by e-mail are professionally written and:

- Include a greeting e.g. Dear/Good morning/ Good afternoon
- Include the enquirer's name, if known
- Include some form of ending e.g. please contact me if you require further assistance
- Be typed in basic text using black Arial 12 point and typed in the same case format as used in letters
- Bear the reader in mind. Use several paragraphs for longer responses, it is easier to read
- Include an ending as appropriate, e.g. Yours sincerely/ Yours faithfully/ Regards
- Include a signature in accordance with the corporate layout as follows:

#### Internal E-mail

Name  
 Job Title  
 Ext: extension number  
 Mob: mobile number, if applicable  
 e-mail: [name@council.gov.uk](mailto: name@council.gov.uk)

#### External E-mail

Name  
 Job Title  
 Department  
 Name of Council  
 Address of office base  
 Tel: 01XXX XXXXXX  
 Mobile: If applicable  
 e-mail: [e-mail or service@council.gov.uk](mailto: e-mail or service@council.gov.uk)

- The corporate or departmental e-mail address to be used on all general external communications to the public i.e. leaflets, newspaper articles, web pages. The use of the corporate e-mail address enables all e-mail enquiries to be managed centrally by the Contact Centre service and reported on for adherence to the customer service standards for e-mail contact by the Customer Service and Improvement Department.

See Appendix E for an example of how to layout an e-mail.

E-mail is no different from any other form of communication and makes the same binding commitments. The Councils have a policy on the use of the Internet and e-mail, which can be found on the Councils' Intranets.

Where there is an ongoing case, there is no requirement to acknowledge each and every e-mail correspondence within one working day. However, in a small number of cases, customers may seek to prolong dialogue with Officers via e-mail, raising different issues or asking for information after their enquiry has been fully dealt with. In these cases you may wish to seek advice on how to proceed with the enquiry, as it may be better dealt with through another process, such as a comment or complaint or Information Request. These procedures have a different timescale to 'enquiry e-mails' and as such, you should forward them to the relevant Officers responsible for these procedures.

## Absence

If the addressee is not available to respond to their e-mail due to absence, provision must be made to deal with that person's e-mail for the time they are absent, or an alternative contact given for the period of their absence. If a reply is not going to be sent within 8 working days:

- An acknowledgement should be sent within 3 working days
- The customer should be notified of when to expect a response.

Please see sample out-of-office e-mail message at Appendix E.

## Redirecting e-mail

If you do not know who you should direct an e-mail to, you should:

- Use the global distribution address list on Outlook

If you need to refer to another department, e-mail the customer back and say: Further to your recent enquiry. . . (then advise them you have passed on their enquiry to: )

- Give the name of the department
- Give the name of the person within that department
- Give a telephone number for that person
- Advise them if they require any further assistance please don't hesitate to ask

End the e-mail with appropriate ending either:

- Regards
- Yours sincerely
- Yours faithfully

## Confidential e-mail

If there is any doubt about whether a reply would remain confidential to the recipient, for instance if the name of the e-mail recipient is not the name of the customer, it may be more appropriate to send a letter.

Confidential e-mails should be 'flagged' appropriately. Please note though, e-mails flagged in this way does not make them exempt from release under Data Protection or Freedom of Information legislation.

## E-mail Security

Each new PC user is made aware of the computer guidance which is available on the Councils' Intranets at their induction. This contains information about ICT security together with guidelines on the use of e-mail and the Internet. Users are required to abide by these guidelines.

Employees should be cautious when accepting e-mail from unknown sources and alert the ICT Department if unsure. Any suspicious e-mails should just be deleted, there is no need

to report to ICT. Virus detection is undertaken for all incoming and outgoing e-mail, including attachments, but nothing is 100% secure.

## **Social Media**

Social media sites, such as Facebook and Twitter, are another customer service channel used by the Council. Social Media is instant and therefore any comments (legitimate or not) made via this medium can create a significant amount of interest and be widespread in minutes. They should therefore be addressed as soon as is practicable to minimise any harm or mis-information these cause.

Consequently, the Council's Communications Officer monitors and manages requests for service, compliments, comments and informal (frontline resolution) complaints via these channels. Social media should not be used for formal investigations (stage two) or internal review (stage three) complaints due to the level of detail required in order to investigate (please see Compliments, Comments and Complaints policy). Customers wishing to make a formal complaint will be directed to the electronic complaints form.

When responding to the Communications Officer about a social media comment, you should provide the same level of detail as you would ordinarily do when responding to a telephone call, e-mail or letter. It is recognised that you may require some further information and you should advise the Communications Officer of what information you require.

## **Letters**

Incoming letters should be date stamped when received and passed on to the addressee or appropriate person within 1 working day where practically possible.

Incoming letters flagged as 'Private and Confidential' should be opened by the addressee only. However, Executive Directors and Assistant Directors can nominate a named delegated person to open such letters in their absence.

Outgoing letters should:

- Be typed on standard letterheaded paper
- Contain a telephone contact number and an e-mail address. Consideration needs to be given to the contact details provided, follow up enquiries from the public may be served better if directed to a generic team number or e-mail address
- Be typed using Arial 12 point (unless a disk, digital/CD, large print or Braille copy is asked for)
- Quote any references.

See Appendix D for an example of how to layout a letter.

## **Confidential Letters**

If an item of correspondence is confidential, then this must be written on the letter and on the envelope, if a window envelope is not being used.

## Style Guide

Both BDC and NEDDC set out how to use their logo and icons in its corporate style guide, which is available on the Council's Intranets.

### Facsimile (Fax)

Although the numbers of faxes received are dwindling, when sending a fax, you should:

- Send a cover sheet containing the appropriate logo, date, address, telephone number and fax number
- Include the name, organisation, department and fax number of the person receiving it
- State the number of pages being faxed (including the front sheet) and any message or action to be taken. If necessary, the fax front sheet should be signed.

See Appendix C for a copy of the Corporate Fax Front Sheet.

When responding to letters or faxes you should:

- Reply within **10 working days**
- Produce the reply and supporting documents in an appropriate format where necessary, for example, large print (see Appendix B)
- Reply to an enquiry using the community language within which it was received (see Appendix B)
- Reply in plain, jargon free language
- Be accurate, especially when using or referring to names
- Give consideration to the telephone number quoted at the top of the letter, follow up enquiries from the general public may be better served if routed to a generic team
- Use a salutation which is appropriate to the degree of formality required and to the ethnic origin of the respondent
- Include a subject/heading
- Include a 'signature' with the name and job title of the person responding
- Include a closing statement, which tells the customer what to do if they require further assistance
- Check the grammar and the spelling before sending.

If a reply requires detailed information or translation, you should:

- Acknowledge the enquiry within 3 working days and keep the customer informed about when to expect a full response
- Send a detailed response, preferably within a maximum **20 working days**.

**Please note: It is important at all times to keep the customer informed about their enquiry.**

## Absence

If the addressee is not available to respond to their mail due to absence, provision should be made to deal with that person's mail for the time they are absent. If a reply is not going to be sent within 10 working days:

- An acknowledgement should be sent within 3 working days
- The customer should be notified of when to expect a response.

## Redirecting Mail

Sometimes it is necessary to redirect mail as customers may be unsure where to send mail. It is poor customer service to move documents around the Council without dealing with them effectively, if unsure please seek information from Customer Services.

If mail needs to be redirected, you should:

- Make every effort to find the right addressee
- Aim to do so within 1 working day where practically possible
- Check that the person is the correct recipient and that you have their correct contact information
- Include an explanation on the redirected correspondence saying from where and to whom it has been sent
- In the cases of redirected mail for outside of the Council, send an explanation to the customer stating what action you have taken, together with the name and contact details of the person who is dealing with the enquiry.

## Short Messaging Service (SMS) Text Messaging

Where this is used we will:

- Acknowledge your text within 1 working day
- Pass your query to an Officer/ the appropriate department to deal with
- Deal with service requests and queries within the appropriate service standard.

## The Council's Website

The website is an information portal that is available 24 hours a day. In this 'on-demand' society, users need to know that the information contained on the site is accurate and up to date. The website should be designed to meet accessibility standards, be written in clear, plain English and be readily available, with options to request more information or a specific service (i.e. report dog fouling or a missed bin collection).

The website is an ever-changing communication tool and it's important that it keeps pace with new technology and provides customers with the information they need, regardless of what device or technology they are using.

Regular monitoring of the website is undertaken by the Communications Officer to make sure the information is correct, up to date and provided in a timely manner.

## **D. Face to Face Customer Service Standards**

### **Greeting Customers and Dealing with Enquiries**

When visiting the Council, customers should be treated with respect and in accordance with their needs, which will vary from customer to customer. This type of personal service is important if we are to ensure that all customers receive equal access to services whatever their needs. Reception areas should be designed or laid out in such a way that it is clear to the customer where to go and what assistance can be sought.

See Appendix B for information on access facilities.

When dealing with customers at the first point of contact, you should:

- Be appropriately dressed (e.g. standard issue uniform for Contact Centre and Leisure Centre staff) and always wear a name badge or identity card as appropriate
- Aim to greet or at least acknowledge customers (eye contact, smile etc.) as soon as they enter the building or approach a reception or enquiry desk/ employee
- Speak clearly and face the customer
- Make customers feel welcome and find out how they can be helped
- Address the customer appropriately, for example, 'Mrs Jones'. Words such as 'duck', 'love', 'dear' and 'mate' are not appropriate and should not be used to address the customer
- If the customer needs an interpreter, make the necessary arrangements (see Appendix B)
- **Not keep customers waiting more than 20 minutes to be served** at an enquiry desk
- **Not keep customers waiting more than 20 minutes** once they have made an initial contact at an enquiry desk and need to be seen by an officer. If this is not possible, they should be given the option of waiting until they can be seen or making a specific appointment
- Deal with all enquiries politely and helpfully
- Listen and consider the situation from the customer's perspective (empathise)
- Treat the customer according to their needs. (Appendix B provides information on access facilities)
- Avoid arguments with members of the public
- Not criticise the council, your colleagues or other sections to customers – it gives a bad impression and in the customers' eyes you are the council
- Close the enquiry by asking whether there is anything else you can help them with.

If the personal caller is being abusive or aggressive, you should:

- Stay calm and be mindful of your body language
- Give them an opportunity to state their case – do not interrupt or finish their sentences as this can often inflame the situation - before advising that you will try and do what you can to help
- Encourage them to use a private interview room (preferably secure) so that the customer and you are free from distractions. If a secure interview room is not available then make a judgement as to remain in a public area or to be accompanied by a colleague in an open interview room
- Recognise when someone is swearing because they are frustrated rather than swearing at you as an individual
- If the customer continues to be abusive, explain firmly but politely that you are finding their behaviour to be abusive. Give them an opportunity to calm down and resume the conversation in an appropriate manner
- If the customer continues to be abusive, advise that you are going to refer the matter to your supervisor/line manager
- If at any point in time you feel threatened or in any danger then use the panic buttons where available and/or remove yourself from the situation
- If the customer advises that they are recording the interview, proceed only if you feel comfortable in doing so. If not, terminate the interview by advising that you will be seeking clarification from your line manager
- Gain assistance from colleagues as required, make a file note of what has happened, whilst still fresh in your memory, and report the incident promptly to your line manager, for escalating through the Employee Protection Procedure.

## Appointments

If the customer has an appointment Customer Advisors should:

- Make the member of staff aware that the customer has arrived
- Ask the customer to take a seat if they are waiting to attend an appointment with another member of staff and they are delayed
- Tell the customer the reason for any delay
- **Not keep customers waiting more than 10 minutes.**

If for any reason staff are unable to keep an appointment, you should:

- Make arrangements for the customer to be seen by someone else
- Or, make another appointment where practically possible.



## Private Interviews

If the customer requests a private interview, you should:

- Conduct the interview in an interview room with a panic button, where available. If you do not feel comfortable giving the customer a private interview on your own, ask your supervisor/manager for assistance
- Not continue to discuss the customer's private case details in front of other customers or members of staff
- Advise the customer if an interview room is not available and offer them the choice of waiting or making an appointment to return.

## Home/Place of Work Visits

In certain circumstances Council Officers will visit a person's home or place of work. You should:

- Be appropriately dressed and always wear a name badge or identity card as appropriate
- Let colleagues know where you are and when you will be back
- Check the Employee Protection Register if applicable
- Make sure you have an appointment where appropriate, and present an identity badge
- Fully explain the reason for the visit to their home/business
- Treat customers and members of the household/business and their property with respect
- If the customer is not at home, leave a card with contact details saying that you have called
- Be sensitive to and try to observe different customs
- Not make personal remarks about the customers' home
- If the customer asks you a question that you cannot answer, give them the name of the person at the Council who will be able to help them or find the information on their behalf and get back to them
- If there is paperwork to complete, go through this and explain what is needed
- When your visit is complete, summarise the visit and its outcome. If you promise to do something – **do it!** If there are any difficulties or outstanding issues, keep the customer fully informed. Where appropriate, follow up your visit with a letter to the customer confirming what you agreed during your visit

- Not smoke – in line with the Council’s ‘No Smoking Policy’
- If at any point you feel uncomfortable or threatened, leave the premises.

When driving on Council business, you should:

- Drive in a safe and responsible manner and within the legal requirements, for example, speed limits, use of mobile phones
- Park in appropriate places
- Not smoke – in line with the Council’s ‘No Smoking Policy’ for company vehicles.

## Gaining Customer Feedback

### Consultation

In order to check how good our customer service is from the customer’s point of view, it is important to gain feedback using consultation.

A variety of mechanisms are available for obtaining customer feedback. These include:

- Citizens’ Panel – 1000 people age 18 and over from across the District representative of the location, age and gender distribution of residents
- Satisfaction Surveys – many services routinely conduct surveys of service users to gauge their levels of satisfaction
- Customer Compliments, Comments and Complaints – made whilst receiving services, on the Compliments, Comments and Complaints form, through consultation exercises or on the Council’s website.

The Councils have a variety of tools to provide guidance and best practice on who and how to consult. The Councils employ a User Engagement Officer at Bolsover District Council who can be contacted on 01246 242300 and a Community Involvement Officer at North East Derbyshire District Council who can be contacted on 01246 217018 for advice and information regarding consultation.

## Appendices

The following Appendices have been provided as a means of supporting the Code of Practice and Standards.

<b>Appendix A</b>	<b>Call Handling (including telephone answer machine service) Procedure</b>
<b>Appendix B</b>	<b>Disability Information and Access Facilities</b>
<b>Appendix C</b>	<b>Fax Cover Sheet</b>
<b>Appendix D</b>	<b>Standard Layout for Letters</b>
<b>Appendix E</b>	<b>Standard Layout for E-mails</b>

# Appendix A - Call Handling (including telephone answer machine service) Procedure

## 1. Answering Calls

Our protocol for answering calls is to include a greeting, introduction and query as to the nature of the call. You should include the following:

- a. Good morning/ afternoon, [name of department], this is [name] speaking, how can I help you?
- b. Ask for the name, address and telephone number and any other relevant details from the caller
- c. After taking all the details, whilst being polite with the customer, summarise the call and ask if there is anything else you can help them with.

## 2. Transferring a Call

Customers may simply need to be transferred to another department or section, consequently when passing callers through to another department, you should:

- a. Advise the customer that they are being transferred and who to
- b. Introduce the caller to the department transferred to and why they are calling (this gives the recipient the opportunity to advise if they are the correct person to take the call)
- c. If the call is not transferred, or is taking a long time, reclaim the call
- d. If the extension number has voice mail activated, check to see if the message explains when the officer will be back in the office/available, reclaim the call and explain the situation and ask if they would like to leave an answer phone message – if they do transfer the call.

**Do not keep callers on hold for long periods** – ensure you reclaim the call and explain you are having difficulties connecting them to an appropriate/specific person. Offer to take a number and call them back if you cannot easily find out who the call should be directed to.

Remember to keep the caller informed, let them know you are still there and trying to help and give them the opportunity to change their mind.

Contact Centres have their own procedures for handling calls.

## Ending the Call

- Ask if there is anything else you can help the caller with
- Thank them for their call
- Sign the call off with a 'goodbye'.

### 3. Answering Machines/Services

Where appropriate, some Officers use an answering machine/service to capture calls whilst out of the office. Messages must contain a greeting and a clear message about whose answer phone has been reached.

For example:

*"You are through to the \* Department/Section. This is \* (Name). I'm sorry but I'm not available at the moment. If you wish to leave a message, please do so after the tone and I'll call you back as soon as I can."*

Answer services must contain an additional message if staff are likely to be away from the office for more than one day. The message should be re-recorded to reflect this.

For example:

*"I will be away from the office until \* (day and date)."*

Alternatively, if staff are likely to be away from the office for more than one working day, arrangements could be made for answer service messages to be checked and acknowledged by a colleague. Answer phone messages should contain a more detailed message if on leave, include a return to work date and contain a message where possible informing the caller of an alternative number.

For example:

*"I'm sorry but I'm not available until \* (date). If you need to speak to someone urgently, please re-dial and ask to be put through to \* (Name) or ring the direct number 01246 2\*\*\*\*. Thank you."*

Answer service messages must be checked upon return to the work area and messages acknowledged within 1 working day where practically possible.

Other issues for consideration:

- Answer services must be checked regularly to ensure they are in working order.
- If a member of staff with an answer service is off sick the telephone must be diverted to another phone or messages taken off the machine regularly and customer messages acknowledged.
- Speaker volumes should be kept low when playing back messages to minimise disruption to colleagues and to ensure customer confidentiality/data protection is not breached.

### **Anonymous Callers**

Some customers may elect to remain anonymous. Whilst we will respect their decision to do so, we may need to point out any restrictions this may cause us in trying to resolve the matter, for example, unable to provide feedback or request further information at a later date.

## **Bomb Threat Calls**

Whilst a rare occurrence, employees will need to be alert to bomb threat or other security threat calls. Please refer to the Bomb Threat Procedure on the Intranet and alert your direct line manager as soon as the call is complete.

## **Dealing with Difficult or Abusive Callers**

There are many reasons why callers may be angry or frustrated. It is important to try to diffuse the situation by listening to what the customer has to say and apologise where appropriate. The Council does not expect and will not tolerate employees having to suffer abusive or aggressive behaviour from customers. It is recognised that individuals have different levels of tolerance and therefore the decision about whether a customer is being abusive or aggressive has to be made by the employee concerned. Employees should be confident that a decision made by them as to whether a caller is abusive will be supported by the Council. Specific guidance is noted below and under Face to Face Customer Service Standards.

If the caller is being abusive or aggressive, you should:

- Stay calm and do not raise your voice
- Recognise when someone is swearing because they are frustrated, rather than swearing at you as an individual
- Try to explain that you will do your best to sort out their problem
- Give them an opportunity to state their case, do not interrupt or finish their sentences as this can often inflame the situation, before advising that you want to try and help and to do so you need to get certain details
- If the caller continues to shout or be abusive, explain that this behaviour is making it difficult for you to sort their problem out and it will help if they can calm down and give the details you require
- If they continue to be abusive explain firmly but politely that you are not required to listen to such language or suffer such abuse and give them an opportunity to calm down and resume the conversation in an appropriate manner
- If they still continue to be abusive explain firmly but politely that you will be ending the conversation by putting the telephone down
- If you feel disturbed or anxious following the call, make sure you take some time away from the telephone to compose yourself
- If a caller advises that they are recording their call, proceed with the call only if you feel comfortable in doing so. If not, terminate the call by advising that you will be seeking clarification from your line manager
- Gain assistance from colleagues as required, make a file note of what has happened, whilst still fresh in your memory, and report the incident promptly to your line manager, for escalating through the Employee Protection Procedure.

#### **4. When Making a Call**

Our protocol when making calls is to include a greeting, introduction and to include the reason for your call. Please be mindful that, especially if calling a mobile number or work contact number, it may not be convenient for the recipient to accept the call. You should include the following:

- a) Good morning/ afternoon, this is [name] from [name of department] [name of Council] speaking
- b) Advise of the nature of your call
- c) Ask if it convenient for them to take the call, if it is a mobile or work contact number.

## **Appendix B – Disability Information and Access Facilities**

### **Access statement**

To make our services and documentation accessible to all, both Councils provide the following services:

#### **Staff Assistance**

If any customer has difficulty in reading or understanding a council document then a member of staff can go through the document with the customer at the office or at their home, if that is more appropriate. Alternatively, the document could be produced in a more suitable format, see below for details.

#### **Braille, Large Print and Digital Copies**

Documents can be produced in other formats, if requested. Producing documents in a larger print size which have been created internally can usually be managed by the person/service receiving the request. Guidance should be sought from the respective Council's Equality lead Officer. It is important to let the customer know how long it is going to take to produce the required format and to keep them informed of developments, if necessary.

#### **Induction Loops**

Induction loops assist deaf or hard of hearing people to hear speech, they replace the sound path between the sound source and the listener with an inductive signal that is not affected by acoustics or other sounds. It is a cable that encircles the audience area e.g. enquiry desk and is fed by a loop amplifier. This gets its signal from a microphone placed in front of the person speaking. The resulting electric current in the loop produces a magnetic field corresponding to the speaker's voice. The listener uses their hearing aid to convert the signal back to sound. The system helps users to hear from anywhere covered by the system. The sound that people hear without a receiver is unaffected.

#### **Translation and Interpretation Services**

The Council subscribes to an interpreter service over the telephone or face-to-face, if required. Guidelines on how to use this service have been produced and can be accessed via the respective Council's Equality lead Officer, the Contact Centres and on the relevant Council's Intranet.

There are also a number of organisations who provide translation services. If a document requires translation then please contact the respective Council's Equality lead Officer for advice.

The Equality lead Officer is available for information and advice regarding access facilities. Please contact the relevant officer responsible for Equality on 01246 242407, e-mail [enquiries@bolsover.gov.uk](mailto:enquiries@bolsover.gov.uk) or 01246 217047, e-mail [connectne@ne-derbyshire.gov.uk](mailto:connectne@ne-derbyshire.gov.uk)

## Appendix C – Fax Cover Sheet

Council  
letterhead

Instruction	
Fax contains sensitive or confidential information (please tick)	
The Department sending the fax confirms that the Fax No. has been checked and recipient notified confidential/sensitive information is to be sent (please tick to confirm)	

- Please complete the fax message in **BLACK** ink to ensure a successful transmission.
- If this is an **URGENT** fax please inform a member of staff.

### FAX MESSAGE

Fax Recipient Information	Fax Sender Information
To:	From:
Fax No.	Tel No:
Attn of:	Date:
No. Of Pages To Follow:	

### MESSAGE:

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**If any part of this fax transmission is not received please call 01246 xxxxxx**

This transmission is intended for the named addressee(s) only and may contain sensitive or confidential material and should be handled accordingly. Unless you are the named addressee (or authorised to receive it for the addressee) you may not copy or use it, or disclose it to anyone else. If you have received this transmission in error please notify the sender immediately.



## **Appendix D – Standard Layout for Letters**

A letter sent out on behalf of the Council conveys a number of messages to the recipient in terms of paper quality, document layout and standard of printing. The actual message you seek to deliver in your letter is certainly hampered by a poor standard of presentation and enhanced by good presentation.

For this reason the following standards should be adopted when producing letters on behalf of the Council:

### **Font:**

- Black Arial Point 12.

### **Margins:**

- Left 2 cm
- Right 2 cm
- Top 2 cm
- Bottom 2 cm

### **Spacing:**

- Single spacing in the main body of the document
- Discretion may be used when laying a document out when, for instance, only one or two lines continue on to the next page, you may consider reducing spacing or margins to achieve a pleasing presentation.

### **Page Numbering:**

- Letters that continue over more than one page must be numbered (position – top of page and centre) from 2 to 'x'. ('x' being the final number of continuation pages)
- Letters that continue over more than one page should, where possible, use both sides of the paper.

### **Punctuation:**

- Addresses on letters and envelopes should not use punctuation.

### **Address, Greetings and Signing off:**

- Letters addressed to organisations and for 'Dear Sir/Madam.....' should be signed 'Yours faithfully'
- Letters addressed to named individuals should be signed 'Yours sincerely'
- The sender's name and job title should be in lower case
- If the letter is marked 'Private', 'Confidential' or 'Personal' then this should also appear on the envelope, if a window envelope is not being used.

### **Enclosure:**

- Where enclosure(s) are to be attached type 'Enc(s)' at the end of the letter at the bottom of the page
- Consider listing the enclosures if more than one.

## Appendix D – Standard Layout for Letters continued

**Your Ref:**  
**Our Ref:**  
**Please Ask For:**  
**Direct Line: 01246 242**  
**E-mail:**  
**Date:**

Council  
letterhead

Council address as per  
letterheaded paper

A N Other (Mr Other)  
(Name of Organisation, if relevant)  
Address 1  
Address 2  
Address 3  
Address 4  
Postcode

**1 clear space**

Dear Sir/Madam (Mr Other)

**1 clear space**

**Re: Subject heading in bold**

**1 clear space**

Main body of letter in blocked paragraphs and left aligned

EXAMPLE

**1 clear space**

.....  
Yours faithfully (Yours sincerely)

**5 clear spaces**

Name of person sending letter  
Title of person

## Appendix E – Standard Layout for E-mails

**To:** E-mail Recipient  
**CC:**  
**BCC:**  
**Subject:** Subject Heading

Dear/Hello (First Name/Surname as appropriate)

Good morning/ Good afternoon

Main body of message in blocked paragraphs and left aligned

An ending – e.g. Please contact me on (contact details) if you require any further information.

Regards

Name of person sending e-mail  
Job Title  
Department  
Name of Council  
Address of office base  
Tel: 01246 xxxxxx  
Fax: 01246 xxxxxx  
Mobile: If applicable  
e-mail: [generic or corporate e-mail@council.gov.uk](mailto:generic_or_corporate_email@council.gov.uk)

Out of Office - Standard message for absences:

**To:** E-mail Recipient  
**CC:**  
**BCC:**  
**Subject:** Subject Heading

Thank you for your e-mail. I am out of the office until xx/xx/xx and my e-mails will not be monitored during this period. I will respond to you on my return.

If your enquiry is of an urgent nature please call xxxxx xxxxxx or e-mail xxxx xxxx on [xxxx.xxxx@nameofcouncil.gov.uk](mailto:xxxx.xxxx@nameofcouncil.gov.uk)

Regards

Name of person sending e-mail  
Job Title  
Department  
Name of Council  
Address of office base  
Tel: 01246 xxxxxx  
Fax: 01246 xxxxxx  
Mobile: If applicable  
e-mail: [generic or corporate e-mail@council.gov.uk](mailto:generic_or_corporate_email@council.gov.uk)

**Bolsover District Council**

**Executive**

**1<sup>st</sup> December 2014**

**Corporate Plan Targets Quarter 2 Performance (July 2014 – Sept 2014)**

**Report from Cllr E Watts, Leader**

This report is public

**Purpose of the Report**

- To report the Quarter 2 Outturns for the authority's Corporate Plan targets.

**1 Report Details**

- 1.1 Attached are the Corporate Plan performance updates for the period up to the end of September 2014. As always some targets are subject to time lags and these have been taken into consideration.

The following is a summary of the key issues:

**Community Safety**

- To date two targets have been successfully achieved.
- CS 02 (Increase percentage of successful Anti-Social Behaviour Contract's (ABCs) to 90%) marginally behind target with an 89% Q2 outturn.
- CS 04 (Incidence of flytipping, dog fouling and littering) – Though the Q2 outturn (292 reports) is running behind the annual target (approximately 250 reports per quarter), this compares favourably with the same period in 2013/14 (362 reports).
- CS 08 (Identify and deliver initiatives to reduce assault with less serious injury by 3% per year from the 2011 baseline) is reporting a 2.5% increase in *violence with injury* although overall it is still on track.
- All remaining targets (3) are on track.

**Customer Focused Services**

- To date five targets have been successfully achieved.
- CFS 06 (Reduce average relet times of Council properties) is failing.
- CFS 08 (Right first Time) is slightly below target – 96% for the year against a target of 97%.
- All other targets (3) are confirmed as on track.
-

## Environment

- To date four targets have been achieved.
- EO2 (municipal waste to landfill) is failing against the original target, though it is noted that there is little the Council can do and this will be dealt with when the Corporate Plan is refreshed.
- E 06 (Standard of Cleanliness) is below target.
- All other targets (3) are reported as being on track.

## Regeneration

- To date seven targets have been successfully achieved (taking into consideration the split target on R 13)
- R 04 (Deliver a child focused health intervention programme) was successfully completed in Q2.
- No quarter 2 updates has been provided for R 06 (Deliver £100,000 of New Homes Bonus per annum) however the target remains on track.
- The remaining targets (5) are reported as on track.

## Social Inclusion

- To date five targets have been successfully achieved.
- SI 05 (Maximise the supply of affordable housing in the district and deliver an average of 20 units per annum by March 2015). Target reports annually only.
- Remaining targets (3) reported as being on track.

## Strategic Organisational Development

- To date three targets have been successfully achieved and reported.
- SOD 03 (Reduce the level of Former Tenants Arrears by 25% by 2015) is reporting an increase of 4% in Former Tenants Arrears.
- One target has been withdrawn (SOD 04).
- SOD 06 (Fully deliver the Investors in People Implementation Plan) has been Achieved in Q2 but not to Silver level as initially intended but as agreed with Members.
- SOD 07 is showing as on track. The People Strategy was devised but an update is required by December 2014 on progress against milestone targets.
- All other targets are reported as being on track.

In summary, since the start of the plan in 2011 twenty-six targets out of 56 have been successfully completed with good progress against the majority of other targets, with six months to completion. 1 target was withdrawn.

## 2 Conclusions and Reasons for Recommendation

- 2.1 Presented to Executive to update on progress.

### **3 Consultation and Equality Impact**

3.1 Not applicable

### **4 Alternative Options and Reasons for Rejection**

4.1 Not applicable

### **5 Implications**

#### **5.1 Finance and Risk Implications**

None within this report

#### **5.2 Legal Implications including Data Protection**

None within this report

#### **5.3 Human Resources Implications**

None within this report

### **6 Recommendations**

6.1 That Executive note the progress against the Corporate Plan targets.

### **7 Decision Information**

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	Not applicable
<b>Links to Corporate Plan priorities or Policy Framework</b>	Key Corporate Plan targets and measures

### **8 Document Information**

<b>Appendix No</b>	<b>Title</b>
1	Corporate Plan Targets Update
<b>Background Papers</b> (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)	
On PERFORM	

Report Author	Contact Number
Joint Assistant Director, Customer Service and Improvement	01246 242343

### Corporate Plan Targets Performance Update - Quarter 2 (2014/15)

Community Safety Corporate Plan Targets	Status	Progress	Target Date
CS 02 - Increase percentage of successful Anti-Social Behaviour Contract's (ABCs) to 90%.	On track	<p>October 2014: Since the start of monitoring this target in October 2011 we have commenced 62 Acceptable Behaviour Contracts.</p> <p>Of these Seven have been cancelled for the reasons below:-</p> <p>2 have received ASBOs. 1 has moved out of the area. 2 received ASBO warning letters and no further issues have been reported. 2 are current ASBO targets. 5 have been extended after the initial six months and then completed satisfactorily.</p> <p>40 have been completed.</p> <p>9 ongoing and are currently being monitored with no substantial breaches.</p> <p>Monitoring will continue until the end of the Contract (usually 6 months).</p> <p>Based on the 62 ABCs issued:</p> <p>45 successfully completed, 7 failures, 7 ongoing successes and 1 extension.</p> <p>The success rate is 89%.</p>	Tue-31-Mar-15
CS 03 - Deliver 8000 hours of positive activity through community based engagement per year.	On track	<p>Oct 14 –</p> <p>Target for Quarter 2 = 50% of annual target = 4000.</p> <p>Actual for Quarter = 117% of quarterly target = 4715:</p> <p>Exceeding target</p>	Tue-31-Mar-15

Community Safety Corporate Plan Targets	Status	Progress	Target Date
CS 04 - Reduce the incidence of flytipping, dog fouling and littering by 20% by March 2015.	Failing	14/10/14 Q2 data Fly tipping - 207 Dog Fouling - 24 Littering - 61  Q1 data Fly tipping incidents = 200 Dog Fouling incidents = 34 Litter incidents = 52  Therefore, the difference is: Fly tipping incidents = 3.4% increase from Q1 to Q2 Dog Fouling incidents = 29% reduction from Q1 to Q2 Litter incidents = 14.7% increase from Q1 to Q2	Tue-31-Mar-15
CS 06 - Install 100 new lifelines within the community each year.	On track	April 2014 - Sept 2014 - 133 new installations of Careline equipment installed	Tue-31-Mar-15
CS 07 - Identify and deliver initiatives to reduce acquisitive crime by 3% per year from the 2011 baseline.	On track	At August 2014  Domestic burglary has seen a 18.1% reduction when compared to previous 12 month period equating to 41 fewer crimes.  There has been a 21.5% reduction in non-domestic burglary for the same period equating to 87 less crimes.  Theft from vehicle has reduced by 20.1% compared to the previous 12 month period equating to 69 fewer crimes and theft of vehicle has reduced by 14.8% equating to 16 less crimes.	Tue-31-Mar-15
CS 08 - Identify and deliver initiatives to reduce assault with less serious injury by 3% per year from the 2011	On track	At August 2014 Violence with injury has increased by 2.5% compared to the previous 12 month period which equates to 9 additional crimes for that period.	Tue-31-Mar-15



<b>Community Safety</b>	<b>Status</b>	<b>Progress</b>	<b>Target Date</b>
<b>Corporate Plan Targets</b>			
baseline.		Violence without injury has reduced by 2.5% compared to the previous 12 month period which equates to 6 fewer offences.	

<b>Customer Focused Services</b>	<b>Status</b>	<b>Progress</b>	<b>Target Date</b>
<b>Corporate Plan Targets</b>			
CFS 01 - Review and deliver the Engagement Plan annually	On track	<p>October 2014:</p> <p>Plan being updated as consultations undertaken by the User Engagement Officer are closed.</p> <p>Departments to be asked over the next few weeks for a six monthly review and update.</p>	Tue-31-Mar-15
CFS 02 - Review and deliver the Communication Plan annually	On track	<p>Sept 2014 –</p> <p>2013/14 Communication Plan has been evaluated and reported to Improvement Group.</p> <p>Work during the year includes re-launch of council website, marketing of dog microchipping and pet healthcheck roadshows, promotion of Bolsover Town Centre redevelopment and a campaign to bring empty homes back into use.</p> <p>The 2014/15 plan has been to the Improvement Group.</p>	Tue-31-Mar-15
CFS 06 - Reduce average relet times of Council properties from 25 days to 22 days by March 2015.	On track	Q2 2014 - performance at 19.5 days for the quarter which is on target. This increases to 21.2 if New Bolsover is included.	Tue-31-Mar-15
CFS 08 - Carry out 97% of repairs to Council houses on the first visit (Right First	On track	October - 2014 - 96%	Tue-31-Mar-15

<b>Customer Focused Services</b>	<b>Status</b>	<b>Progress</b>	<b>Target Date</b>
<b>Corporate Plan Targets</b>			
Time) by March 2015.			
CFS 10 - Process all new Housing and Council Tax benefit claims within 20 days.	On track	23.10.14 Quarter 2 = Average processing time for New Claims = 16.15 days. Within Target	Tue-31-Mar-15

<b>Environment</b>	<b>Status</b>	<b>Progress</b>	<b>Target Date</b>
<b>Corporate Plan Targets</b>			
E 01 - Recycle and compost 45% of household waste by March 2015.	On track	Q2 (Sept 2014) Estimated at 46% based on 2013\14 performance as qualified Waste Data Flow information will not be available until December. Combined Q1 & Q2 performance at ending September is 47.5% (approx.).	Tue-31-Mar-15
E 02 - Reduce the level of municipal waste land filled by reducing the quantity of the household waste sent to landfill to 15,000 tonnes by 2015.	Failing	Q2 (Sept 2014) 139kg waste per household disposed to landfill (4,810 tonnes approx.). This is estimated data as qualified information not available to submit to Waste Data Flow. The Combined estimated performance at ending September 2014 is 275kg (approx.) waste disposed to landfill, equivalent to 9,487tonnes per annum.	Tue-31-Mar-15
E 04 - Reduce fuel usage and CO <sup>2</sup> emissions from our transport, plant and equipment used to deliver	On track	End of September (quarter 2): At the end of quarter 2 the allowance to date is 159,028 litres.	Tue-31-Mar-15

<b>Environment</b> <b>Corporate Plan Targets</b>	<b>Status</b>	<b>Progress</b>	<b>Target Date</b>
services by 3% year on year.		The amount used is estimated at 118,000 litres (unable to provide exact figures until all invoices have been received).  This meets the target	
E 06 - Increase the Standard of Cleanliness, so that 96% of streets each year meet the criteria of an acceptable standard, established by Keep Britain Tidy Group Local Environment Quality Standards (LEQS).	Failing	Q2 (September 2014)  LEQS inspections found litter levels at 5% and Detritus at 12% of Streets falling below grade B cleanliness standard.  Therefore the average (Litter 5% + Detritus 12% div 2 = 8.5%) combined E06 performance over this period was 91.5% of streets\land meeting grade B cleanliness standards at ending September 2014. Cross boundary\joint LEQS inspections have been undertaken from Q2 between BDC and NEDDC staff.  These have been successful in identifying a discrepancy in the grading structure with the Q2 figures reflecting the use of the "A" grade (where applicable)	Tue-31-Mar-15
E 09 - Bring 40 private sector empty properties back into use by March 2015.	On track	October 2014 - During quarter 2 of 2014/15 26 empty properties came back into use.  This brings the total to 451.	Tue-31-Mar-15

<b>Regeneration</b> <b>Corporate Plan Targets</b>	<b>Status</b>	<b>Progress</b>	<b>Target Date</b>
R 02 - Deliver a health intervention programme which provides 500 adults per year with an exercise plan accessed via the GP referral scheme.	On track	From the start of the current financial year the Bolsover Wellness programme has received 396 referrals from GP surgeries throughout the district	Tue-31-Mar-15

Regeneration Corporate Plan Targets	Status	Progress	Target Date
R 03 - Increase participation/attendances in sport, physical and cultural activity each year for the lifetime of the plan.	On track	Oct 14 – Target for Quarter 2 = 50% of annual target = 120,000 Actual for Quarter 2 = 102% of annual target = 122,938	Tue-31-Mar-15
R 04 - Deliver a child focused health intervention programme to 95% of identified Key Stage 2 year groups by March 2015	Achieved	At the end of term in July 2014 all (100%) year 3 pupils throughout the district had the opportunity to participate in the Five:60 programme. Target fully achieved. Options for continuing a similar project as part of the new 2015-19 Corporate Plan will be under discussion in the next few months	Tue-31-Mar-15
R 05 - Offer assistance to 150 households to address affordable warmth issues by March 2012.	On track	October 2014 - In the second quarter of 2014/15 74 engagements have been achieved.	Tue-31-Mar-15
R 06 - Deliver £100,000 of New Homes Bonus per annum in the district as part of Local Investment Plan	On track	July 2014 Given the complex nature of the NHB calculation, it is difficult to calculate with any accuracy our NHB allocation. However, evidence suggests that we are on target to deliver the £100,000: - affordable housing delivery in 2013/14 = 48 new units. Presuming C/Tax Band A and including AH premium this equates to £63,379.2 – Environmental Health report that they have supported 67 properties to be brought back into use since the last NHB allocation was calculated. - 136 net residential completions in FY 13/14 and work currently underway at the Former College Site in Clowne and Land to the West of Mansfield Road in Clowne.	Tue-31-Mar-15

<b>Regeneration Corporate Plan Targets</b>	<b>Status</b>	<b>Progress</b>	<b>Target Date</b>
R 07 - Deliver a retail development to Shirebrook Town Centre by March 2014.	Extended	<p>Q2 Sept. 2014 - Site assembly has been completed by Tesco, hoardings are in place and secure.</p> <p>Development Control has approved a planning application for 2500m2 store.</p> <p>Economic Development has pursued Tesco by email and telephone contact however contact with Tesco has been intermittent as there has been staff changes which has had an impact on communications, most recently the Development Project Manager has responded by forwarding our enquiry to his counterpart in the Midlands.</p> <p>It is understood that action has been taken by STC by contacting the Chief Executive of Tesco to ask for details on their intentions for the site.</p> <p>We hope to gain an insight into the potential of development at the next meeting of the recently established officer group set up to co-ordinate the Council's services in Shirebrook, this includes the STC Town Clerk.</p>	Tue-31-Mar-15
R 10 - Remove 120 category 1 hazards (as defined by the Housing Act 2004) within private sector housing by March 2015.	On track	<p>October 2014 - During quarter 2 of 2014/15 5 category 1 hazards were removed.</p> <p>The total to date is therefore 180.</p>	Tue-31-Mar-15

<b>Social Inclusion Corporate Plan Targets</b>	<b>Status</b>	<b>Progress</b>	<b>Target Date</b>
SI 01 - Fully deliver the actions identified in the Single Equality Scheme by March 2015.	On track	<p>Sept 2014: All actions on track for completion, except Action 13 (Equal Pay Audit) which related to the previous People Strategy.</p> <p>Annual Review Report went to Improvement Group on 18 March 2014 and to Executive on 14 April</p>	Tue-31-Mar-15

Social Inclusion Corporate Plan Targets		Status	Progress	Target Date
			2014.	
SI 02 - Prevent homelessness for more than 50% of people who are facing homelessness each year.	On track	April 2014 - Sept 2014 - 64% of homeless approaches were prevented. (115 approaches, 74 prevented)		Tue-31-Mar-15
SI 03 - Carry out 200 adaptations to council houses each year	On track	April 2014 - Sept 2014 - 151 completed adaptations		Tue-31-Mar-15
SI 05 - Maximise the supply of affordable housing in the district and deliver an average of 20 units per annum by March 2015.	On track	<p>July 2014 A total of 21 affordable homes have been completed to date.</p> <p>Details are below: Affordable Homes Programme - 15 units at New Houghton Tarran site (8 completed 26th June, 7 completed 19th June)</p> <p>Information confirmed via HCA's Investment Management System S106 –</p> <p>6 units at Ball Hill, South Normanton, handed over to Derwent Living 20th June</p> <p>Information confirmed via email from development manager.</p>		Tue-31-Mar-15

Strategic Organisational Development Corporate Plan Targets		Status	Progress	Target Date
SOD 02 - Reduce the percentage of rent arrears by 20% by 2015.	On Track	<p>Oct 2014 Update:</p> <p>At the end of October 2014 the figures stands at 2.9 (£619,984) which is an increase of 4%.</p> <p>Comment from Head of Housing</p> <p><i>It seems unlikely that we will meet the 20% target</i></p>		Tue-31-Mar-15

Strategic Organisational Development Corporate Plan Targets	Status	Progress	Target Date
		<p><i>by the end of the year. I am confident there will be some reduction, but not this much. In our defence the bedroom tax has been introduced in the interim and we are at least controlling rent arrears whilst they are increasing elsewhere.</i></p> <p>September 2014:</p> <p>At the start of the monitoring for Corporate Plan the arrears were 2.8% (£486,526).</p> <p>At the end of September 2014 the figures stands at 2.7 (£570,604) which is a decrease of 4%.</p> <p>(Note: This target is a reduction in the percentage of arrears rather than the monetary value - this is common in measuring rent arrears and allows comparisons with others, and over time. A reduction from 2.8% to 2.6% is measured as <math>((2.8 - 2.6) / 2.8) \times 100 = 8\%</math>)</p> <p>The changes to Housing Benefit from 1st April 2013 (bedroom tax) is having a huge impact on our arrears figures.</p> <p>All tenants were sent out information regarding bedroom tax at Year End and the Tenancy Management Officers are trying as much as possible to work with the tenants to pay their rent top up and clear the arrears.</p>	
SOD 03 - Reduce the level of Former Tenants Arrears by 25% by 2015.	On track	<p>September 2014:</p> <p>The starting figure was £658,493.14 as at the end of September 2011 a 25% reduction would be £493,869.85</p> <p>At the end of September the figure was £683,128.27 which is an increase of 4%.</p> <p>Since the start of the Corporate Plan £140,338.52 former tenants arrears have been collected and</p>	Tue-31-Mar-15

Strategic Organisational Development	Status	Progress	Target Date
Corporate Plan Targets			
		£365,888.26 has been written off which has been a reduction of £506,226.78	
SOD 06 - Fully deliver the Investors in People Implementation Plan and retain Silver level accreditation by July 2014.	Achieved	<p>October 2014 The IIP implementation plan was delivered and the Council was assessed in July 2014.</p> <p>Members agreed to the assessment against the core standard and not the silver standard and that the original implementation plan had been delivered.</p> <p>This was achieved and IIP accreditation has been retained.</p> <p>Work is now progressing to develop a joint working group and action plan for the next assessment. Target Achieved.</p>	Thu-31-Jul-14
SOD 07 - Produce a People Strategy 2011-15 by September 2011 and fully deliver milestones by March 2015.	On track	<p>October 2014 - Further discussion is due to take place with CEO and Executive Directors with a view to hold discussions with members in January 2015.</p> <p>Work is in progress to review the current People Strategy and associated milestones within the Strategic Alliance relationship.</p> <p>A report together with a Strategic Alliance People Strategy will be presented to the Strategic Alliance Joint Committee at its July 2014 meeting.</p>	Tue-31-Mar-15

End of Report.



**Bolsover District Council**

**Executive**

**1 December 2014**

**Derbyshire Integrated Approach to Health and Wellbeing –  
Local Authority Contract**

**Report of Cllr A Syrett, Portfolio Member for Leisure**

This report is public

**Purpose of the Report**

- To provide elected members with the necessary information to decide whether or not to accept BDC Leisure Services re-commissioning by DCC Public Health to deliver the new Health and Wellbeing contracts which include the Exercise Referral and Walking for Health programmes that we currently operate on the County's behalf.

**1 Report Details - Background**

- 1.1 BDC currently delivers a Health Referral and Walking For Health Programme as part of the existing 'HUB' contract with DCC. The current contract to deliver this programme has been extended several times over the last 18 months largely to accommodate the transfer and reorganisation of the Primary Care Trusts and Public Health teams into the Derbyshire County Council structure. This latest extension expires at the end of November 2014 following which the District Council have an opportunity to sign up to a new contract built upon a new approach.
- 1.2 Following review and evaluation, the DCC Public Health Team have re-engineered three existing services into a new wellbeing approach that aims to be affordable, accessible and effective in supporting health and wellbeing improvement and addressing health inequalities. One of these services is Weight Management including Physical Activity and Nutrition – currently the service that Local Authorities and others are commissioned via to deliver Health Referral and Walking for Health programmes amongst others. The proposed overall budget for this new 'integrated' approach is £4.1m – a saving of approximately £700,000 p.a. as part of DCC efficiencies and savings drive.
- 1.3 The current level of funding that BDC receives through the existing HUB contract to deliver the DCC health related programmes are as follows;
1. Health Referral - £42,000p.a.
  2. Walking for Health - £6000p.a.
  3. Total - **£48,000p.a.**

1.4 Whilst DCC have been clear to point out that the new integrated model will result in an increase in overall district funding, the profile of the funding however has changed, see table below;

	Health Referral based on population and SMR	Inactivity Fund based on population and inactivity rate	Walking for Health based on population	Total	Previous amount	+/-
Bolsover	£35,500	£30,000	£6,851	£72,351	£48,000	+£24,351

1.5 Although, as DCC have pointed out, there is an overall increase in funding allocated to the district, there are changes that need to be considered and understood;

- The current level of funding allocated to delivering the Health Referral programme will reduce from £42,000p.a. to £35,500p.a. – however re-profiling of the current Health Referral related budgets ensures that this funding remains sufficient to deliver the health referral element of the contract and will not have any impact on the way we are currently structured to deliver.
- The introduction of the new ‘Inactivity Fund’ element of £30,000p.a. has come about as a result of DCC allocating this funding to focus some of their investment in the wider community setting aimed at the physically inactive, the intention being to complement the Health Referral offer within our facilities. However it must be noted that whilst the £30,000p.a. Inactivity Fund is ring fenced for Bolsover District, this does not necessarily mean that the District Council team would be funded to deliver. The priorities for the Inactivity Fund will be established by a ‘multi stakeholder’ group within the district (including BDC ) who will develop ideas to address physical inactivity within the district which would then be approved and funding released from a Countywide ‘board’ or ‘panel’.
- The current target for the number of referrals will be reduced to reflect the small reduction in Health Referral funding, therefore the cost per client referred will be similar to that of the current contract.
- The current level of funding for the Walking for Health programme will increase from £6,000p.a. to £6,851p.a. This will present greater opportunities to further extend this programme.

1.6 When considering the new contract and deciding whether or not to sign up to the new integrated approach, account needs to be made of the impact of choosing not to sign up to it. It is well documented how physical activity improves overall health, fitness and wellbeing levels, however what is probably not as well known is the impact of *‘physical inactivity’*.

- Physical inactivity is said to be the fourth leading cause of death worldwide.
- In the UK it is reported that 17% of deaths are caused by inactivity.
- Only 30% of us are deemed active enough for our health.
- Medical experts have said that getting people who are inactive – active has the greatest single impact in terms of intervention in people’s health.
- Physical activity helps tackle the root cause of many conditions including;

- Diabetes
  - Cardio vascular disease
  - Dementia
  - Depression and anxiety
  - Arthritis and many more
- It is reported that physical activity increases bone density in teenagers which last all of their life.
  - Physical activity can increase the strength and thickness of cartilage and prevent deterioration of the joints.
  - Physical activity is said to reduce depression by 30% and dementia by 40%.

When coupled with other lifestyle and socio-economic issues, the effects of physical inactivity can become compounded and an individual's overall health and wellbeing can be affected to an even greater extent.

Profile of Bolsover District;

- The health of people in Bolsover is generally worse than the England average. Deprivation is higher than average and about 3,300 children live in poverty.
- Life expectancy for both men and women is lower than the England average.
- Life expectancy is 7.8 years lower for men and 4.5 years lower for women in the most deprived areas of Bolsover than in the least deprived areas.
- Over the last ten years, all cause mortality rates show no clear trend. The early death rate from heart disease and stroke has fallen but is worse than the England average.
- About 23.6% of Year 6 children are classified as obese, higher than the average for England.
- Estimated levels of adult 'healthy eating', smoking and obesity are worse than the England average. Rates of smoking related deaths and hospital stays for alcohol related harm are worse than the England average. The rate of sexually transmitted infections is better than the England average.
- Health and wellbeing priorities include: inequalities in avoidable mortality, alcohol, smoking, obesity and inactivity, community management of long term conditions and independence in old age.uk

The importance of physical activity, as mentioned previously, is well known and understood, yet people remain inactive for any number of reasons. Behavioural change is difficult to achieve, however the removal of barriers to participation and creating greater accessible opportunities to engage in physical activity will make this behavioural change process much easier. Targeted intervention programmes such as the Health Referral and Walking for Health Programmes are thought to be pivotal in that behaviour change process.

## **2 Conclusions and Reasons for Recommendation**

- 4.1 The DCC commissioned health referral based contracts formerly known as 'HUB' and the newly proposed 'Integrated Wellbeing Approach' are extremely important areas of work particularly in this district when consideration is given to the impact of

physical inactivity and the health profile of Bolsover District which is detailed in section 1.6.

- 4.2 Although as detailed previously, the new 'Integrated Wellbeing Approach' proposal and contract does present a small reduction in health referral funding, following re-profiling of the current Health Referral related budgets this remains sufficient to deliver the health referral element of the contract and will not have any impact on the way we are currently structured to deliver.
- 4.3 The current level of funding for the Walking for Health programme will increase from £6,000p.a. to £6,851p.a. This will present greater opportunities to further extend this programme.
- 4.4 Overall, there will be an increase in funding for the district due to the introduction of the new 'inactivity fund' element of the contract. Whilst the report acknowledges that the 'Inactivity Fund' is ring fenced for Bolsover District, and does not necessarily mean that the District Council team would be funded to deliver, opportunities/ideas will be generated by the District Council Leisure Services team to address physical inactivity within the district via this fund.

## **5 Consultation and Equality Impact**

- 5.1 This proposal will impact on a number of target user groups resulting in increased participation and physical activity levels.

## **6 Alternative Options and Reasons for Rejection**

- 6.1 Reject the contract and cease the current Health Referral programme – This would be both financially and socially detrimental to both the District Council and wider community respectively.

## **7 Implications**

### **7.1 Finance and Risk Implications**

- 7.1.1 The current level of funding allocated to delivering the Health Referral programme will reduce from £42,000p.a. to £35,500p.a. – however following re-profiling of the current Health Referral related budgets this remains sufficient to deliver the health referral element of the contract and will not have any impact on the way we are currently structured to deliver.
- 7.1.2 The introduction of the new 'Inactivity Fund' element of £30,000p.a. is in effect 'new' or 'additional' funding to that which we currently receive as part of the existing 'HUB' contract. If signing of the proposed contract is approved, the BDC Leisure Services team will create and explore opportunities and ideas to address physical inactivity within the district further via this fund.
- 7.1.3 The current level of funding for the Walking for Health programme element will increase from £6,000p.a. to £6,851p.a. This will present greater opportunities to further extend this programme.

## 7.2 Legal Implications including Data Protection

None

## 7.3 Human Resources Implications

7.4 BDC currently employ a number of staff to deliver the current 'HUB' contract and the broader Bolsover Wellness programme. If the recommendation to sign the new 'Integrated Wellbeing Approach' proposals are rejected, then a review of the existing structure would have to take place which may lead to a reduction in staff.

## 8 Recommendations

8.1 It is recommended that Executive approve the signing of the new 'Integrated Wellbeing Approach' 3 year contract with a start date of December 1<sup>st</sup> 2014.

8.2 The Executive agrees to the decision being treated as urgent, which means that it may be implemented immediately following this meeting and will not be subject to call in procedures.

## 9 Decision Information

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	All
<b>Links to Corporate Plan priorities or Policy Framework</b>	

## 10 Document Information

Appendix No	Title
N/A	
<b>Background Papers</b> (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)	
N/A	
<b>Report Author</b>	<b>Contact Number</b>
Lee Hickin	01246 217218 / 01246 242225

**Bolsover District Council**

**Executive**

**1 December 2014**

**Development Fund Update**

**Report of Cllr A Tomlinson, Deputy Leader**

This report is public

**Purpose of the Report**

- To obtain delegated authority for the Executive Director of Operations to appoint the winning bidder from the EEM Tender Evaluation within existing budgets.
- To note that Meadow Lane Depot is likely be demolished and brought forward as a residential development.
- To agree an allocation of £25,000 of Efficiency Grant to fund the demolition of buildings on the Meadow Lane site.

**1 Report Details**

- 1.1 In February 2014, Executive approved a 'Development Fund' of £70,000 to procure consultancy support to bring forward predominantly residential schemes on Council owned land (General Fund) to contribute to the council Growth Agenda and housing needs of the District. In addition to this, the Assistant Director of Community Safety and Housing (Bolsover only) brought forward a wider proposal to Executive on the 16 June 2014 to bring forward HRA Development on Council land. A recommendation supported in the report was allocating £100,000 from the HRA Development Reserve in order to progress scheme viability work.
- 1.2 Property and Estates, Housing and Strategic Housing have been working together in recent months to bring forward a robust programme of developments to enable the Council to deliver new housing across the District. In the main, the work to date has been focused on procuring the appropriate consultants/contractors to support the programme of developments over a 4 year period.
- 1.3 To date, two Council owned sites Rogers Avenue, Creswell (HRA) and Meadow Lane Depot, South Normanton (General Fund) have been the focus of the consultancy work. Initial feasibility works has been undertaken on both sites and following agreement of Asset Management Group (AMG) further works commissioned on both sites are as follows:
- Rogers Avenue – Indicative layouts, topographical surveys, and detailed design on access arrangements has been commissioned to support the development of a tender pack which will enable BDC to run an effective tender process through Efficiency East Midlands (EEM) New Build Framework. At this initial stage it is anticipated that the Rogers Avenue site will accommodate seven two bedroom

dwellings which meet the Code for sustainable homes level 4, Lifetime homes standard, Built for Life 12 and Secure by design.

- Meadow Lane Depot – The preparation of an outline planning consent is underway which is anticipated to gain consent for a 3 bedroom residential development for 6 properties. The anticipated land value based upon local demand and recent sales activity would be in the region of £200,000. The existing use value of Meadow Lane Depot is £84,500 therefore, if the anticipated land value is achieved and taking into account the costs of feasibility/Outline consent (£16,500) we would expect this process to have added circa £100,000 to the receipt received on disposal.

Forecast sale value	£200,000
Existing value	-£84,500
Feasibility to Outline Planning Fees	-£16,500
<b>Total uplift in site value</b>	<b>=£99,000</b>

It has also been recommended through AMG, that BDC consider demolition of Meadow Lane Depot to ‘de-risk’ the site and make it more attractive to any developer. The cost of this is likely to be in the region of £25,000. The Residual valuation (Assessment to forecast the sale value) is on the basis of a cleared site with demolition costs included therefore, this cost is already considered when forecasting the ‘Total uplift in site value’ in the table above.

- 1.4 It is the aspiration of members to commence the development of Council Housing at the earliest opportunity. With this in mind, the above information will be used to develop a tender package for the Rogers Avenue site with Efficiency East Midlands (EEM), New Build Developer (EEM0032) Framework. This Framework is for the provision of a new build developer and is an efficient route to procuring this type of work.

The Framework commenced on June 1, 2012 and expires May 31, 2016 and was awarded to;

- Frank Haslam Milan
- Geda Construction LLP
- Kier Partnership Homes
- Robert Woodhead Ltd
- Wates Construction Ltd
- William Davies Ltd
- Westleigh Developments Ltd

EEM a Local Authority owned company which has established some key targets against which the progress of the consortium of 22 members can be measured and where appropriate the consortium will further develop these as a means of ensuring and measuring progress towards their eventual delivery. These are:

- Deliver cost reductions across the membership of at least 7%.
- Deliver Employment & Skills measures and targets in alignment with HCA guidance for any new supply or works procurement.

- To develop benchmarking that adds value to the membership supported by peer reviews for compliance.
- To develop a network that supports shared services between members enabling 'back office' efficiencies to be realised.
- To secure funding and be the lead organisation in developing documentation available to all the East Midlands Councils reducing duplication and expenditure on legal advice.
- Engage with other regional consortium to share best practice and documentation to reduce procurement costs by 25%.
- To use employment and skills plans in all tenders encouraging suppliers and contractors to support local communities through targeted employment or providing work placements.

1.5 It is the aspiration of members to commence the development of Council Housing through this route at the earliest opportunity. With this in mind a programme for the site has been development in Appendix A.

1.6 Whilst this section focuses on the tender of construction works for Rogers Avenue, Creswell, Officers are working with EEM to establish if the tender could also allow for other BDC new build sites be brought forward through the same tender. This would speed up the delivery time from feasibility to completion on future sites by removing 10 weeks from the programme for the tender process. In doing this Officers and EEM need to ensure appropriate controls are in place to ensure best value and enable good performance management.

## **2 Conclusions and Reasons for Recommendation**

2.1 In consideration of all of the above and in particular the members aspiration to commence the development of new build Council Housing schemes at the earliest opportunity, this report aims to provide a sufficient update to members as to the progress being made on this scheme and seek delegated powers to enable the preferred bidder, as determined through the EEM tender evaluation, to be appointed at the earliest opportunity.

## **3 Consultation and Equality Impact**

3.1 Consultation has taken place on the proposals outlined in this report with members of AMG. No public consultation has taken place on either of the sites mentioned in the report as this will form part of any Planning Process (Outline or detail).

## **4 Alternative Options and Reasons for Rejection**

4.1 The other option is to stop further work on the 2 sites and retain them in the Council's portfolio. This is not considered to be a realistic option as the Council is looking to provide more new social housing and these sites should achieve this objective. An alternative way of dealing with the sites would be to sell them as they are without extra work to make them more marketable. This is not considered an option as this would mean the Council was not getting the best price possible for the sites.



## 5 **Implications**

### 5.1 **Finance and Risk Implications**

These are set out within the body of the report.

### 5.2 **Legal Implications including Data Protection**

The Council is obliged to obtain the best price possible for any sites it disposes of. The work outlined in this report is part of ensuring this is the case.

There will be a requirement for legal agreements to be drawn up on both sites as the work progresses on the 2 sites.

### 5.3 **Human Resources Implications**

There are no HR implications arising directly from this report.

## 6 **Recommendations**

6.1 To delegate authority to the Executive Director of Operations in consultation with the Deputy Leader to appoint the winning bidder from the EEM Tender Evaluation within existing budgets to build new Council housing on Rogers Avenue, Creswell or any other projects brought through the same tender process.

6.2 To approve the demolition and open market disposal of Meadow Lane Depot, South Normanton.

6.3 To allocate £25,000 of Efficiency Grant to fund the demolition of Meadow Lane Depot in order to secure best value from the site.

## 7 **Decision Information**

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	
<b>Links to Corporate Plan priorities or Policy Framework</b>	Growth Strategy

**8 Document Information**

<b>Appendix No</b>	<b>Title</b>
<b>Background Papers</b> (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)	
<b>Report Author</b>	<b>Contact Number</b>

Report Reference –

**Bolsover District Council**

**Executive**

**1<sup>st</sup> December 2014**

**The Creation of a Business Executive Advisory Group (BEG)**

**Report of the Chief Executive Officer**

This report is public

**Purpose of the Report**

To create a Business Executive Advisory Group (BEG) to support the Council's High Growth Strategy of Small and Medium Enterprises (SME's).

**1 Report Details**

In June of this year, 2014, the Council approved an Economic Growth Strategy establishing economic growth as its number one priority moving forward. The Growth Strategy identified three strategic priorities:

1. Supporting Enterprise : maintaining and growing the business base;
2. Enabling Housing Growth : increasing the supply, quality and range of housing to meet the needs of a growing population and support economic growth;
3. Unlocking Development Potential : unlocking the capacity of major employment sites.

Objectives and transformational intervention projects were also identified to support each strategic priority and work is ongoing to deliver a range of these projects.

This report concentrates on the Supporting Enterprise Strategic priority and puts forward a proposal to address a number of objectives and interventions.

The objectives in respect of the Supporting Enterprise Strategic priority are:

- Identifying and supporting business capable of growth
- Encouraging competitiveness, creativity and enterprise, particularly amongst small and medium sized enterprises
- Accelerating new business start-ups and ensuring survival
- Developing and promoting Bolsover as a competitive business location
- Increasing the number of business that export
- Support the growth and development of the tourism products

The attached proposal to create a Business Executive Group (NEG) under the guidance of the ex Chairman of the East Midlands Development Agency (EMDA),

Derek Mapp, who is also a very successful business man in his own right addresses a number of these objectives.

## **2 Conclusions and Reasons for Recommendation**

The attached proposal is self-explanatory and the Council is extremely fortunate to receive such an offer of support and help from such a person.

The proposal if successful will fulfil a number of the objectives under the Supporting Enterprise strategic objective.

## **3 Consultation and Equality Impact**

Some initial consultation has taken place with Unison but more detailed consultation and equality impact will be undertaken following development of the Business Plan.

## **4 Alternative Options and Reasons for Rejection**

The Authority has a number of alternative options but primarily these come down to an internal or external solution. The Authority has had some considerable success in supporting business growth at our centres and this should not be undervalued. However the support and expertise of successful private sector people and in particular being led by Derek Mapp should mean the Authority ensuring greater success in the growth of SMEs.

## **5 Implications**

### **5.1 Finance and Risk Implications**

In order to ensure greater purpose for the BEG to operate it is proposed that all of the BDC existing assets are assigned to the management of the BEG. This primarily means Pleasley Vale and the Tangent Business Centre. The BEG will be charged to optimise the outcome in use and income from these assets.

Implicit in this plan is to see a long term sustainable SME strategy and to have an ability to grow the influence and success of the BEG by dedicating the income received from the assets to be hypothecated specifically for future SME growth. It is also possible that the Authority may consider additional funding to ensure SME growth as directed by the BEG but approved by BDC.

### **5.2 Legal Implications including Data Protection**

The BEG will be an advisory group and will have no separate legal identity. However in order to operate efficiently in its decision making in support of the BEG there will need to be a Councillor and Senior Officer in the BEG and a series of delegations in place.

### **5.3 Human Resources Implications**

Staff employed directly to work in respect of Pleasley Vale and The Tangent will be diverted by the BEG but will remain employed by the Council. Development of a

business plan will be the first priority of the BEG and therefore more detail of how it will operate and impact on employees will be further assessed at that point.

## 6 **Recommendations**

It is recommended that Executive:

1. Agrees to the creation of the Business Executive Group (BEG).
2. Agrees to the BEG taking management lead over the current dedicated assets and personnel directly involved whilst the properties remain in the ownership of the Authority and the personnel remain employed by the Authority.
3. Accepts and supports the principle of hypothecating the income from the assets to be reinvested in supporting the SME strategy as part of the High Growth Strategy.
4. Agrees that the Portfolio Holder of Regeneration being the Councillor representative on the BEG for the remainder of the civic year.
5. That the Assistant Director, Property and Estates be the Officer representative on the BEG.

## 7 **Decision Information**

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	
<b>Links to Corporate Plan priorities or Policy Framework</b>	

## 8 **Document Information**

Appendix No	Title
A	Proposal to Create a Business Executive Advisory Group (BEG)
<b>Background Papers</b> (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 –

**Bolsover District Council**

**Executive**

**1 December 2014**

**Supporting People – Delivery of Assistive Technology Monitoring Services**

**Report of the Cllr K Reid, Portfolio Holder for Housing**

This report is public

**1 Purpose of the Report**

To inform Executive of progress on the project and to seek approval to establish two jointly owned companies with Derbyshire County Council, Chesterfield Borough Council and South Derbyshire District Council, who have their own in-house operations, to secure monitoring services for assistive technology devices such as community alarms and telecare systems.

**2 Report Details**

- 2.1 Assistive Technology is the generic term used to describe equipment and services usually for older or disabled people which maximise independence. An example of this is a community alarm system that provides assistance 24 hours a day, seven days a week. The system connects to a telephone through a base unit which is set off either by pressing the alarm button on the telephone itself or by pressing a radio button worn on the body. Once the alarm is set off, the client is connected to an operator at a contact centre who summons the required assistance. Telecare equipment can be added to the community alarm to provide further assistance such as motion sensors, which make accidents and falls less likely by automatically switching on a light at night when the individual gets out of bed. All these devices require a monitoring centre to provide a response to any equipment which is triggered. These preventative services aim to delay, prevent or reduce the need for statutory care and support services.
- 2.2 At present there are 19 alarm monitoring service contracts supporting people across Derbyshire which are due to end 31 March 2016. These are funded partially by Derbyshire County Council Adult Care with some customers paying for their own service.
- 2.3 Looking forward, Derbyshire County Council Cabinet agreed to enter into an agreement with Chesterfield Borough Council, Bolsover District Council and South Derbyshire District Council for the provision of a County-wide assistive technology monitoring service. And gave in principle approval for the establishment of jointly owned local authority (Teckal and trading) companies to provide the service The

Teckal company will offer the service to clients who are funded by DCC, and the trading company will offer the service to clients who pay for the service.

#### 2.4 Teckal Company

It is proposed that one company will be a jointly owned company limited by guarantee with a 'Teckal exemption' from procurement rules. Under current EU procurement law, authorities can set up arrangements, including wholly owned companies to supply services back to those authorities, in the same manner as an in-house arrangement. The advantage is that public procurement rules do not apply to those arrangements and therefore these services can be supplied directly by the company to the Councils without any need for the Councils to run competitive procurements. This company will be able to deliver services on behalf of any public body including other local authorities.

For a charge based on usage, the company would have access to the staff (who would remain employees of the respective Councils), premises, IT and other assets of the call centres run by the three District and Borough Councils.

#### 2.5 Trading Company

The other company will be a jointly owned commercial trading company limited by shares, which will allow the partner Councils to trade in the wider market with an intention to generate a surplus from the private business. The ability to sell services to other organisations and/or individuals in order to generate income for the company will allow the Councils either to re-invest in the service and grow the business, to take the surplus out to spend on other services or to reduce the unit cost paid by clients. In the future it may be possible to expand the customer base outside the County.

The trading company would be charged market value rates for the services it receives from the District and Borough Councils in order to avoid subsidising the company and to comply with state aid rules. These would be the same services and assets described above in respect of the Teckal company.

2.6 The Councils have worked together to develop more detailed proposals about the operation of the services. These are included in the joint business case (Appendix A). The joint business case addresses amongst other points the governance of the proposed arrangements, assumptions about the balance between publicly funded and private paying customers, and initial start-up investment required.

The proposed membership of the two companies is as follows:

- Teckal Company.

Derbyshire County Council appoints three directors to the Board (one as Chair) and each District and Borough appoints one director. The Chair has a casting vote if there is a deadlock.



- Trading Company.

The same as Teckal Company but Chair shall rotate. Deadlock provisions are still to be discussed and finalised

- 2.7 Agreement has been reached between the partner Councils regarding sharing of any surplus from the trading company activity and Derbyshire County Council will receive 55%, with 45% being split amongst the District and Boroughs should any surplus be made and taken out of the company. The target weekly unit cost of £1.00 per client has also been agreed for each client of the Teckal company, and this will be set for three years.
- 2.8 The three District and Borough Councils are seeking formal approval on these proposals on the same basis as detailed in this report, in accordance with their governance arrangements.
- 2.9 The start date planned for these companies is between October 2015 and April 2016, and all the clients currently receiving services from other providers funded by the Council will move across to the new service at this time. Board Members (who will be Elected Members) and a Management Team will be appointed three to four months prior to the go live project date, and until then regular meetings of the Project Board and Operational Group will take place.

## **2 Conclusions and Reasons for Recommendation**

- 2.1 That the establishment of the two companies would retain services within the County with the ability to offer high quality services to vulnerable people.
- 2.2 This option provides job security to BDC employees.
- 2.3 There is the possibility in the medium term to make profit from this service.

## **3 Consultation and Equality Impact**

- 3.1 None undertaken. If accepted the service would remain broadly similar with minimal impact on BDC staff and customers. DDC will be undertaking a wider Equality Impact Assessment across the county.

## **4 Alternative Options and Reasons for Rejection**

- 4.1 Status Quo – not a real option as DCC are cutting budgets, including the Accommodation Support funding (previously known as supporting people) which means that continued funding at previous levels is not feasible.
- 4.2 DCC offer the service directly to BDC and other partners. Not feasible as DCC would need to conduct a competitive process prior to the award of a contract. The establishment of a joint teckal company allows the award to be made.

## **5 Implications**

### **5.1 Finance and Risk Implications**

As detailed in the enclosed business case. DCC will reduce their costs from approximately £950k to £650k per year. The District Councils will receive funding for more clients and will operate across the county. An increase in the number of self funding clients will reduce the unit cost.

Most of the effort to date has been from officers with some specialist support. The establishment of the two companies will need specialist legal support, with the costs shared across the partners. During the period of negotiation with DCC the Council has built up a small reserve to deal with such matters, there is sufficient funding to cover these costs within the reserve.

### **5.2 Legal Implications including Data Protection**

Proposed governance and decision making arrangements have been agreed for the Boards of both companies, and this will be developed further through the establishment of the Shadow Board.

The Council has the power through Section 1 of the Localism Act 2011 to establish both proposed companies.

Compliance with the Teckal exemption rules throughout the life of the Company and the contracts will require ongoing monitoring in order to take account of proposed EU legislative changes and developing case law.

These rules are expected to be codified, in the forthcoming Public Contracts Regulations 2015. Consultation on the draft Regulations has just commenced and the Council Solicitor will continue to keep the impact on the proposed companies of any changes to the new Regulations under review.

The main advantage of limited companies being used as the governance structure is that the liability of each member is limited to, in the case of Teckal Company as a company limited by guarantee, the amount of the contribution which each member agrees to make to the assets of the company in the event of the company being wound up.

In the case of the Trading Company as a company limited by shares, the liability of each member is limited to the amount which it has to pay the company for its shares, which is likely to be a nominal sum only. Further, as a separate legal entity, the company would be able to enter contracts, hold assets and be independent of its members.

Once established, this Company will have to operate separately from the Councils and both Companies will become subject to company law.

### **5.3 Human Resources Implications**

None directly, all staff remain employees of the respective councils.

## 6 Recommendations

That Executive approve:

- a) The draft Business Case attached at Appendix A; and
- b) The establishment of jointly owned Teckal and trading companies with Derbyshire County Council, Chesterfield Borough Council and South Derbyshire District Council, to provide monitoring services for assistive technology devices such as community alarms and telecare systems.
- c) The proposed membership arrangements of the companies as set out in this report and in Appendix
- d) That the JAD Community Safety and Head of Housing with advice from the Solicitor to the Council be given delegated authority to agree the details of the establishment of the two companies, the working practices and associated agreements. This will be confirmed in a future report to Executive.
- e) That up to £25,000 from the identified reserve can be used for project costs and legal advice.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	
<b>Links to Corporate Plan priorities or Policy Framework</b>	

## 8 Document Information

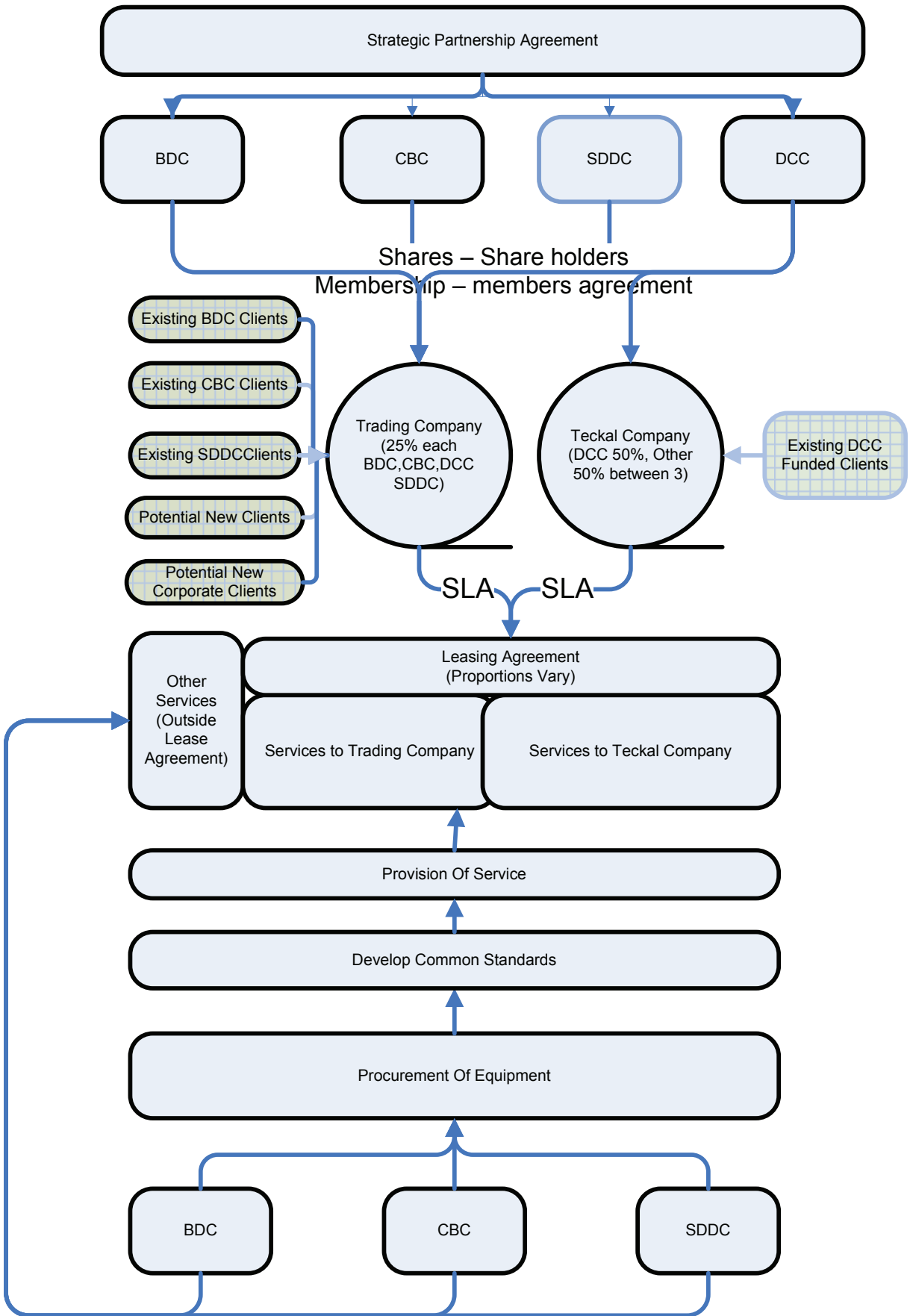
Appendix No	Title
a.	Diagram
b.	Business Plan
c.	DRAFT Terms of Reference
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC)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

**Partners**

**Companies and Clients**

**Service Provision**

**Consortium**



**Bolsover District Council (BDC)**  
**Chesterfield Borough Council (CBC)**  
**Derbyshire County Council (DCC)**  
**South Derbyshire District Council (SDDC)**

**Draft Joint Business Case**

**Project: Alarm Monitoring Services**



**Version: final**



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## 1 Document Information

Version	Author	Date	Comments
0.1	Ram Paul	15/01/14	Draft – pre publication
0.2	Alice Sanghera	04/09/14	Draft following feedback from D/BC's and DCC Legal Services
Final	Alice Sanghera	18/09/14	Final following sign off by all four Councils

## 2 Background

Historically, prior to the introduction of the Supporting People regime, most of the District and Boroughs across the County provided a range of services including warden services and community alarms to older people. In most cases these services were provided by the Housing Department of the Districts or Boroughs, or by their successor landlords; however some chose to outsource the provision of some services to third parties.

Since April 2003, Derbyshire County Council has been contracting for community alarm services with these organisations; this is currently financed through the Housing Related Support programme within Adult Care. The District and Borough Councils who retained the service delivery function in-house also have a number of their own 'self-funding' customers with whom they have a direct personalised agreement to provide service.

In this era of austerity and public sector cuts, there is mounting pressure on local government to deliver services more efficiently and cost effectively. It was envisaged that a joint public sector partnership with appropriate partners with the expertise and investment to deliver alarms monitoring centre services should be developed.

Derbyshire County Council , South Derbyshire District Council, Chesterfield Borough Council and Bolsover District Council are working together to develop a solution to provide countywide, 24/7 assistive technology monitoring services to the respective Councils to support existing publically funded clients as well as to their own private clients. The primary aim is to retain services at a relatively local level but achieve significant economies of scale in line with nationally based monitoring systems. Keeping the services local means that they more readily lend themselves to better integration with local care and health services, there is more flexibility in service provision and the link to the community is much stronger.

The new provision will replace the existing alarm monitoring contracts with one unified service to cover the whole of the County.

On 22<sup>nd</sup> November 2011, Cabinet gave approval to develop an agreement with Bolsover District Council, Chesterfield Borough Council and South Derbyshire District Council for a County-wide Alarm Monitoring Service. On 30<sup>th</sup> July 2013 Cabinet considered a proposal to establish two companies to deliver this service, and approved the further development of this project. Negotiations have been taking place throughout this time to establish the terms for this service.

### **3 Business Need**

The Care Act 2014 requires prevention delivery in terms of the need for care and support.

Councils must ensure all services funded are value for money and where possible that any return on investment is received.

Government guidance explains that 'some people need extra care or support, practical or emotional, to lead an active life and do the everyday things that many of us take for granted. The Government is working to provide a social care system that provides care for those who need it, and which enables people to retain their independence and dignity'.

### **4 Vision and Objectives**

#### **Vision**

To provide an alarm and telecare monitoring service to maximise and maintain the independence of vulnerable residents, so that they can remain in their own home for as long as practicable. The service will strive to continuously improve and offer a high quality, affordable and local response to community alarm and telecare equipment triggers.

#### **Objectives**

The project aims to provide a solution which supports this vision by focusing on a series of identifiable and measurable objectives. The project has identified the following objectives:

- To provide a high quality alarm monitoring service to customers.
- To develop a local 'brand' that is valued by the residents of Derbyshire.

## RESTRICTED

### Project: Alarm Monitoring Service

#### Version: final

- To make best use of new and emerging technology where this is appropriate for the client group.
- The establishment of a collaborative public sector owned alarm monitoring partnership comprising of a Teckal Company and Trading company by April 2016.
- Support and protect vulnerable people.
- Ensure people are supported to live independently in their own homes.
- To provide reassurance to customers, family and other agencies that the older person has access to a monitoring service that has access to other services as needed.
- Provide the service with a local base to enable better integration with other local care and health services.
- To provide for a flexible service delivery model that can readily adapt and develop to reflect changing technology and customer expectations.

#### **Links to Corporate Objectives and Priorities of the four Partners**

The project contributes to a number of priorities identified in **Chesterfield Borough Council's** - Corporate Plan and Vision Statement – Putting Our Communities First

Key priorities –

- To make Chesterfield a thriving Borough
- To improve the quality of life for local people
- To provide value for money services

Key aims –

- To reduce inequality and improve standards of living
- To deliver the best quality services with reduced funding
- To provide effective services that put customers first
- To find new ways of delivering services that improve efficiency, save money and generate income

In **Bolsover District Council**, this project contributes to a number of corporate plan targets:

#### **Community Safety**

- Assist everyone in feeling safe and secure in their homes and outdoors



### **Customer Focussed Services**

- Design Services to meet the needs of customers.
- Continue to improve the quality of and consistency of services received by customers.

### **Regeneration**

- Contribute towards improving the health of the District.
- Maximise employment opportunities

### **Social Inclusion**

- Ensure that Housing across the District meets the needs of all residents.

### **Strategic Organisational Development**

- Demonstrate value for money through a culture of innovation
- Make best use of our people and other assets.

For **South Derbyshire District Council** this project contributes to a number of corporate plan priorities:

### **Safe and Secure (Theme)**

- Delivering a range of housing provision and services that address community requirements.
- Enabling vulnerable people to remain in their own home for longer.

### **Value for Money (Theme)**

- Financial resilience - a 'sustainable' financial base maintained and an improved customer experience.
- Continue to communicate and engage with our communities to ensure that the Council is delivering services appropriately

In **Derbyshire County Council's – Council Plan**, the projects helps deliver:

- 'A Healthy Derbyshire', a key priority is to better integrate health, housing and social care to secure improved support to Derbyshire's ageing population.
- 'A Derbyshire that cares' aims to develop our approach to whole person care across Derbyshire, reshape the services we provide to older people and improve services through joint working with the local NHS.
- 'A Local Derbyshire' describes working with our public, private and voluntary and community sector partners through our three key partnerships – the Derbyshire Partnership Forum, the Health and Wellbeing Board and Local Enterprise Partnerships to find

opportunities for joint working, shared services, integration and growth.

## **5 Scope**

### **5.1 Inclusions**

This partnership is set up to initially provide alarm call and telecare monitoring services to the people of Derbyshire. This may be expanded to include people from outside the county only if this benefits (either by reducing costs and/or increasing quality) the people of Derbyshire.

The partnership will provide an assistive technology monitoring service of high quality and low cost to the residents of Derbyshire. The intention is deliberately to keep a local link between service users and the monitoring service.

There are a number of inter-dependent services funded by Adult Care including all existing alarms monitoring contracts, the Handy Van Network, floating housing related support services (including the falls recovery element) and the Home Improvement Agency.

The partnership will initially offer the service across the whole County on a housing tenure neutral basis. The aim is to market the service extensively within the County for the benefit of the local community. In the medium term the possibility exists to widen the breadth of services offered and to offer services to users outside of the County. Additional users will bring income into the partnership without significantly driving up infrastructure or staffing costs. The first call on any additional income will be to drive down the unit cost for all users.

The Monitoring Centres will develop common standards and procedures and the partnership will be accredited to the Telecare Services Association (TSA) within the first three years of operation.

### **5.2 Exclusions**

- The Monitoring centres – which will provide other services to their respective Council and areas (The charging and financing of these services will be transparent and open to scrutiny by the other partners and will not fall on the alarm monitoring partnership or its companies. Further work will be undertaken to finalise these services).
- The purchase of monitoring centre equipment.

## **6 Benefits**

- A high quality local government provided monitoring service within Derbyshire.
- Shared services that allow the council to retain more control over the shared service than an outsourced service. If an outsourced service fails the council has to find a different way of providing the service – either by taking the service back in house – if this is possible – or finding a different provider. Either option is likely to be expensive. Through the level of control and influence a council has over a shared service it can be argued this option provides a level of resilience an outsourced service does not.
- Retention of skills and intellectual knowledge in the public sector.
- Promote and enhance public service principles and values.

## **7 Project Options**

The Councils have discretion to design the most locally appropriate delivery mode. Two possible long term organisational structures (delivery vehicles) for the service were identified and an options appraisal was conducted on delivery vehicles that could deliver a joint public sector Alarms Monitoring Service. The options and evaluations are summarised as:

### **Option 1 - Status Quo**

- Existing contracts are subject to extensions approved by the waiver of standing orders, which cannot extend beyond current approval dates (up to April 2016).
- The services would all be subject to a strategic review and re-procurement as a result, and the option of procuring on the same basis as current investment is delivered will not deliver substantial cost reductions or allow a return on investment.
- Delivery of one off savings which will only be known on completion of the re-procurement.
- Risk through the tendering process could result in loss of Derbyshire based public sector jobs and services.
- Procurement of a single contract across county might deliver higher savings but with a greater risk of non-achievement and could deter smaller providers. A single contract for each area provides more certainty of outcomes but at the risk of no market interest in smaller packages.

- The option might identify potential savings, and these savings would be available from the commencement of the contract. Procurement would incur costs and would take 12 months to complete.
- Added costs to migrate data from the existing contacts to any new provision of service if not retained locally.

### **Option 2 - To establish a new joint public sector Alarms Monitoring Service via Teckal and Trading Companies.**

- This approach provides the most tailored solution to reflect local circumstances and priorities.
- There is a higher than average implementation risk which would be mitigated by the correct legal support and guidance.
- The benefits of a public sector partnership and joint vehicle include better designed solutions, integration of services for customers, access to established skills.

## **8 Timescales**

The service is scheduled to go live between October 2015 and April 2016. This will require:

- Formal political approval across the Authorities of the formation of the new joint public sector alarms monitoring service via Teckal and Trading companies, by 31<sup>st</sup> October 2014.
- Procurement by the District and Borough Councils of a new ICT platform to commence November 2014.
- Finalise governance and programme structure by March 2015.
- Joint business plan and model including marketing strategy to be agreed by April 2015.
- Board Members and Management Team to be appointed 3 to 4 months prior to the go live project date.

## **9 Governance Arrangements and Costs**

### **Governance of Teckal Company.**

DCC appoints three directors to the Board (one as Chair) and each District and Borough appoints one director. The Chair has a casting vote if there is a deadlock

### **Governance of Trading Company.**

The same as Teckal Company but Chair shall rotate. Deadlock provisions to be discussed and finalised.

A list of reserved items where the parent Councils need to agree are to be progressed.

The proposal is to produce a collaboration agreement which would act as the shareholders/members agreement for both companies which will include but is not exclusive to:

- the governance processes to be applied for each company, including appointment of directors and decision making;
- the terms upon which assets/people would be made available to the two companies;
- how the Members would deal with their receipts from Trading Company;
- any funding requirements ahead of income being generated by the companies;
- how new members could be admitted; and
- how, and on what terms, the companies may be closed down.

A joint financial model has been produced which demonstrates the service can support 12,500 Derbyshire County Council clients and 4,268 private clients in year one.

Legal set-up costs to be shared amongst partners, this will be quantified and agreed.

**10 Risks & Issues**  
**Risk Register:**

<b>No</b>	<b>Date</b>	<b>Description</b>	<b>Likelihood</b>	<b>Severity</b>	<b>Countermeasure</b>
1		Breakdown in Trust and Commitment between Partner Councils.	Unlikely	High	Creation of contractual framework for long term commitment and understanding between partner Councils, and resolution of problems.
2		Breakdown in Democratic accountability and governance of Teckal and Trading companies accountable to partner councils	Unlikely	High	Clear, simple and transparent Governance arrangements created, together with detailed scheme of delegation identifying responsibilities to be held at different governance levels. As stated above.
3		Adoption of new ways of working within partners Councils.	Unlikely	High	Agreement between partner Councils will create contractual obligations for each Council to adopt the necessary internal changes.
4		Failure to deliver the efficiency saving	Unlikely	High	An agreed Business and Market plan based on growth/ transactional processes mechanism will also encourage adoption of new ways of working
5		Impact on service quality and performance	Unlikely	High	Project team will provide operational performance management. An effective communications plan will explain the changes to all stakeholders and training will be provided to alarms monitoring staff in use new system and new ways of working as one team.

		<ul style="list-style-type: none"> <li>• Procurement of a Single integrated ICT platform</li> <li>• Single delivery structure</li> <li>• Single customer entry point ie one phone number</li> <li>• End to end standardised business processes across functions</li> </ul>			<p>Detailed procurement and implementation plan will include service applications/software, Hardware and technical infrastructure support to implement the new system as well as business process re-engineering will need to be agreed by all partners.</p>
--	--	--	--	--	--

## **11 Interested Parties / Stakeholders**

The partners are:

- Bolsover District Council
- Chesterfield Borough Council
- Derbyshire County Council
- South Derbyshire District Council

Interested Parties include:

- Clinical Commissioning Groups
- Local NHS
- Registered Social Landlords
- Housing providers
- District and Borough Councils

### **Project Sponsors**

The Project Sponsors are responsible for:

- Development of the proposals and options for the delivery of the long term shared service as set out in the business case;
- Development of the detailed business case and implementation plan for the preferred option;
- Developing a change management programme to support the implementation process;
- Oversee the management and direction of the interim management arrangement, prior to the development of formal governance and reporting arrangements.

**RESTRICTED**

**Project: Alarm Monitoring Service**

**Version: final**

<b>Title</b>	<b>Name</b>	<b>Role in Project</b>	<b>Responsible For</b>
Project Sponsors	Julie Vollar Assistant Director Strategy and Commissioning Julie McGrogan CBC Bob Ledger SDDC Peter Campbell BDC	Ensure project achieves projected benefits	Steering project and ensuring it remains in line with strategy

## **12 Equalities Impact Assessment**

Officers are of the view that the proposed new joint alarms monitoring shared service will maintain a continuity of service for customers and there would be no negative impact on vulnerable groups at this stage and the purpose of this project is to protect vulnerable people and preventive services. Officers will continue to take appropriate action as the proposal is developed and implemented.



**Derbyshire Careline Partners**

Bolsover District Council  
Chesterfield Borough Council  
Derbyshire County Council  
South Derbyshire District Council

**Draft Head of Terms**  
**for the**  
**Derbyshire Careline Partnership**

**1. Partnership**

1.1 Nature of the Partnership

This is a not for profit equal partnership between Bolsover District Council (“BDC”), Chesterfield Borough Council (“CBC”), Derbyshire County Council (“DCC”) and South Derbyshire District Council (“SDDC”) to initially provide alarm call and telecare monitoring services to the people of Derbyshire, to be known as the Derbyshire Careline Partnership.

1.2 Principles of Collaboration

The Partnership will be founded on the following principles of collaboration:-

- Co-operation between all parties
- Accountability of each party for its role and responsibilities
- Pro-activity to establish and develop the partnership
- Development of the full potential of the partnership
- Adherence to statutory requirements and best practice
- Timely action
- Effective management of stakeholders
- Deployment of appropriate resources
- Action in good faith to support achievement of the Mission described in paragraph 2 below

1.3 Form of the Partnership

The partnership will take the form of a Strategic Partnership Agreement with two companies and other contractual arrangements. The corporate and contract structure and governance arrangements are described in paragraph 4 below. One of the companies will be a ‘Teckal exemption’ company primarily providing services to the publicly funded users. The other will be a trading company providing services primarily to private sector users.

1.4 Contributions to the Partnership

The contributions of the respective Councils to the partnership will be:-

- 1.3.1 Award by DCC of a service delivery arrangement by the relevant Partnership company to DCC of the existing alarm call and telecare

monitoring service of approximately 9,000 connections for social services clients throughout Derbyshire funded by DCC

1.3.2 [Combination of and] transfer to the relevant Partnership company of the existing alarm call and telecare monitoring services to self-funded customers of each of BDC, CBC and SDDC

1.3.3 Management and technical leadership to establish the new service by [ DCC]

1.3.4 Knowhow and operational staff by each of BDC, CBC and SDDC

1.3.5 Use of the call centre at [ ], Bolsover by BDC

1.3.6 Use of the call centre at [ ], Chesterfield by CBC

1.3.7 Use of the call centre at [ ], Swadlincote by SDDC

1.3.8 Transfer to or arrangements for use by the Partnership companies of Equipment comprising:-

[ ] by DCC

[ ] by BDC

[ ] by CBC

[ ] by SDDC

## 1.5 Name of the Partnership Service

The Service provided to end users through either company will appear as one unified seamless brand to be known as Derbyshire Careline (*can be something else but yet to hear of any better title*).

## 1.6 Commencement of the Partnership Service

The partnership, companies and their respective governance and administrative arrangements with an operational service will be in place by 1<sup>st</sup> October 2014.

## 1.7 Preparation for Commencement of Service

A Partnership Delivery group will be established to undertake item 1.6 made up of officers of each partner. The overall aim is that the work and costs involved in establishing 1.6 will be shared equally by the four partners.

## 1.8 Duration of Partnership

All partners will commit to the partnership for a period of [at least] 25 years.

## 2. Mission

2.1 The partnership mission will be to provide an alarm and telecare monitoring service of high quality and low cost to the residents of Derbyshire. The intention is deliberately to keep a local link between service users and the monitoring service to aid accountability and allow maximum integration with other Derbyshire care and health services. The Partnership may be developed by future agreement to serve other users in the future.

## 3. Pricing Objectives

- 3.1 The aim of the consortium is to keep costs low which will allow low charges to be made to all customers regardless of who pays for the service.
- 3.2 The price charged to private single users will be higher than that paid internally within the partnership by Derbyshire County Council. This higher charge will not only reflect VAT but the higher administrative cost of managing single users rather than through a multiple user contract. The principle though behind the higher private sector charge cost will be that it will be on a not for profit basis.
- 3.3 The partnership will initially offer the service across the whole County on a housing tenure neutral basis. The aim is to market the service initially extensively within the County for the benefit of the local community. In the medium term the possibility exists to widen the breadth of services offered and to offer services to users outside of the County. Additional users will bring additional income into the partnership without significantly driving up infrastructure or staffing costs. The additional income will be used to drive down the unit cost for all users.
- 3.4 The aim is to provide a base weekly monitoring fee for public sector users of £1 within three years of establishing the partnership.
- 3.5 The initial pricing proposal and all subsequent pricing proposals are to be approved by [ the Partnership Board].

#### **4. Governance, Corporate and Contractual Structure**

- 4.1 Strategic Partnership Agreement
  - 4.1.1 The Partners will enter into a Strategic Partnership Agreement to provide for the establishment, membership and procedure of a Partnership Management Board to manage all Partnership business matters.
  - 4.1.2 The Board will be made up of 3 councillors from each constituent partner appointed for a four year term of office.
  - 4.1.3 The full Partnership Board will meet at least quarterly.
  - 4.1.4 The Chair of the Partnership Board will be rotated amongst all partners on an annual basis.
- 4.2 4.1.5 Financial and administrative management arrangements will ultimately be decided upon by the Board. Initially one of the partners will take a lead on financial and administrative issues and this will be reflected in the financial arrangements between the partners.

#### **4.2 Companies**

- 4.2.1 The Partners will establish two companies and will enter into a Members/Shareholders Agreement for each company. One company shall be a "Teckal exemption" company primarily to provide services to publicly funded users. The other company shall be a trading company primarily to provide services to self-funded users

4.2.2 The Memorandum and Articles of Association of each company will provide for [ ]

4.2.3 The Members/Shareholders Agreement for each company will provide for [ ]

4.2.4 The two Companies will need formal registration with indemnities for constituent partners and Directors.

#### 4.3 Contracts

4.3.1 DCC will award to the Teckal exemption company a contract for the provision of alarm and telecare monitoring services to users funded by DCC Adult Social Care being approximately 9,000 residents throughout Derbyshire.

4.3.2 Each of BDC, CBC and SDDC will award a [concession] contract to the trading company for the provision of alarm and telecare monitoring services to self-funded users in their respective areas, and will transfer to the trading company their existing service user customer agreements.

4.3.3 Both the Teckal exemption company and the trading company will enter into contracts with the individual Councils for the use of facilities, supply of goods or services by the individual Councils to give effect to the arrangements described at 1.3.2 and 1.3.3 above.

4.3.4 Both the Teckal exemption company and the trading company will enter into such further contracts and other arrangements as may be required with other suppliers to create and operate the new service.

### **5. Financial Issues**

5.1 The Partnership Board will arrange for the preparation of a Partnership Business Plan reflecting the following.

5.2

The partnership aims to be financially stable and viable in the long term.

5.3 Private sector multiple user customers (e.g. Housing Association landlord – to be known as Corporate clients) can be offered net unit costs that are less than single private sector users.

5.4 The principle behind pricing will be that the unit cost for publicly funded customers will be the lowest charge made but Corporate clients could be charged at that same unit price if this was in the best interests of growing the business and driving overall unit costs down.

5.5 Any differential charging decision (e.g. between self funders / DCC / corporate clients) will be transparent.

5.6 The financial, employment and administrative arrangements of the partners are to be kept as separate as possible to avoid over complicating structures

and adding bureaucracy to the partnership. The buildings / staff / equipment etc will remain in the ownership / management of the individual partners.

- 5.7 Each service provider will in effect be paid by the partnership for the service it provides to both public and private sector users. The methodology for 'paying' each member for their services is to be determined.
- 5.8 The companies will lease services from the partnership members. The price paid by the companies will need to cover the appropriate costs of the partnership members. These costs will not be significantly different for the three operational centres.

## **6. Operational Issues**

- 6.1 The service will be provided from three operational centres located in Bolsover, Chesterfield and Swadlincote.
- 6.2 Dependant on the needs of the service 1, 2 or 3 of the call centres will be open at different times. In this way economies of scale will be greatly enhanced. A minimum of two operatives will be on site at any centre at any time if that centre is operational for call and telecare purposes.
- 6.3 Each service user (public and private) will have a primary linked centre which will deal with administration and charging for that service user.
- 6.4 There needs to be a decision on how new calls / clients are routed and which will be their primary centre. The principle of the partnership though is that no one centre should become significantly larger or dominant than any other.
- 6.5 The Monitoring Centres will develop common standards and procedures and the partnership will be collectively accredited to the TSA within the first five years of operation.
- 6.6 The Monitoring centres will provide other services to their respective Council and areas. The charging and financing of these services will be transparent and open to scrutiny by the other partners.
- 6.7 DCC will lead on the migration of existing clients / systems currently utilising third party monitoring. However other partners will assist wherever possible given their knowledge and expertise in operating these businesses over the last 25 years.
- 6.8 A shared Business Continuity plan will be developed.

## **7. Development Issues**

- 7.1 The partnership will develop a three year development plan which will be reviewed annually by the management board.

- 7.2 During the development phase – different partners will lead on different issues but will be expected to make a roughly equal input.
- 7.3 The service will be marketed to other areas in Derbyshire and potentially beyond.
- 7.4 Any expansion will not be to the detriment of existing customers.

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Document prepared by  
R Ledger (SDDC) and P Campbell (BDC)

Signed on behalf of their respective Councils:

..... Bolsover District Council Chief Executive	Date
..... Chesterfield Borough Council Chief Executive	Date
..... Derbyshire County Council Chief Executive	Date
..... South Derbyshire District Council Chief Executive	Date

**Bolsover District Council**

**Executive**

**1 December 2014**

**Housing Department – Quarterly Update**

**Report of Cllr K Reid, the Portfolio Holder for Housing**

This report is public

**Purpose of the Report**

- To inform members of performance within the Housing Department.

**1 Report Details**

- 1.1 This report should be read alongside the statistical appendix.
- 1.2 The information in the statistical appendix has been altered from previous versions; this was done in consultation with the Portfolio Holders for Housing and Regeneration through the Housing Stock Group. The main change involves the way that repairs performance data is reported, this now separates data into priority and shows that both emergency and appointed repairs are performing well, but less urgent works less well. However, as much of this work is external periods of poor weather have more impact.
- 1.3 The Council have been successful in gaining a property closure order against a tenanted property in South Normanton. This was occupied by a young adult who was victimised by a group of people who initially befriended him, and caused nuisance to neighbours. The closure order was the first to be granted under new powers contained within the ASB Police and Crime Act, and one of the first in the Country.
- 1.4 The department is working with others in bringing forward sites for new build council properties. The initial site has been identified at a former garage site at Rogers Avenue in Creswell. The Stage 1 report has been completed and reported back to the Corporate Asset Management Group, this confirmed the site was viable. The Stage 2 report will provide more detail, consider an indicative layout and outline planning permission and produce a more detailed design for the site access. The design and build work will be tendered through the Efficiency East Midlands (EEM) framework and work has started gathering expressions of interest.
- 1.5 We are currently out to tender for the Stores, which is currently operated by Travis Perkins. This has been tendered through a framework agreement for a 5 year

period with an option to extend for 2 further periods of 5 years. This will be subject to a more detailed report to a future meeting.

1.6 The Capital programme, as monitored by the Housing Stock Group continues to run as planned. In particular the door programme is well underway, all properties with an external door should have a new door before the end of the financial year.

1.7 The department should be launching a new on-line mutual exchange scheme early in the new year. The system allows people to register their details on an on-line database and search for matches in an area they chose to live. This will also help tenants who want to move to other areas of the country, and people from outside who wish to swap into the area.

1.8 Staffing Issues.

a. Andrew Clark has been appointed to the new roles of Operational Repairs Manager

b., Housing Needs Officers have moved areas – the new areas are:

- Bolsover – Rob Farnsworth
- Clowne – Angela Smith
- Shirebrook – Margaret Langthorne
- South Normanton – Lisa Evans

## **2 Conclusions and Reasons for Recommendation**

2.1 For members to note the contents of this report.

## **3 Consultation and Equality Impact**

3.1 Not applicable

## **4 Alternative Options and Reasons for Rejection**

4.1 Not applicable

## **5 Implications**

### **5.1 Finance and Risk Implications**

None arising from this report.

### **5.2 Legal Implications including Data Protection**

None arising from this report.

### **5.3 Human Resources Implications**



None arising from this report.

## 6 **Recommendations**

6.1 That the report is noted.

## 7 **Decision Information**

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	
<b>Links to Corporate Plan priorities or Policy Framework</b>	

## 8 **Document Information**

<b>Appendix No</b>	<b>Title</b>
1	Statistical Appendix.
<b>Background Papers</b> (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)	
<b>Report Author</b>	<b>Contact Number</b>
Peter Campbell	ext 3038

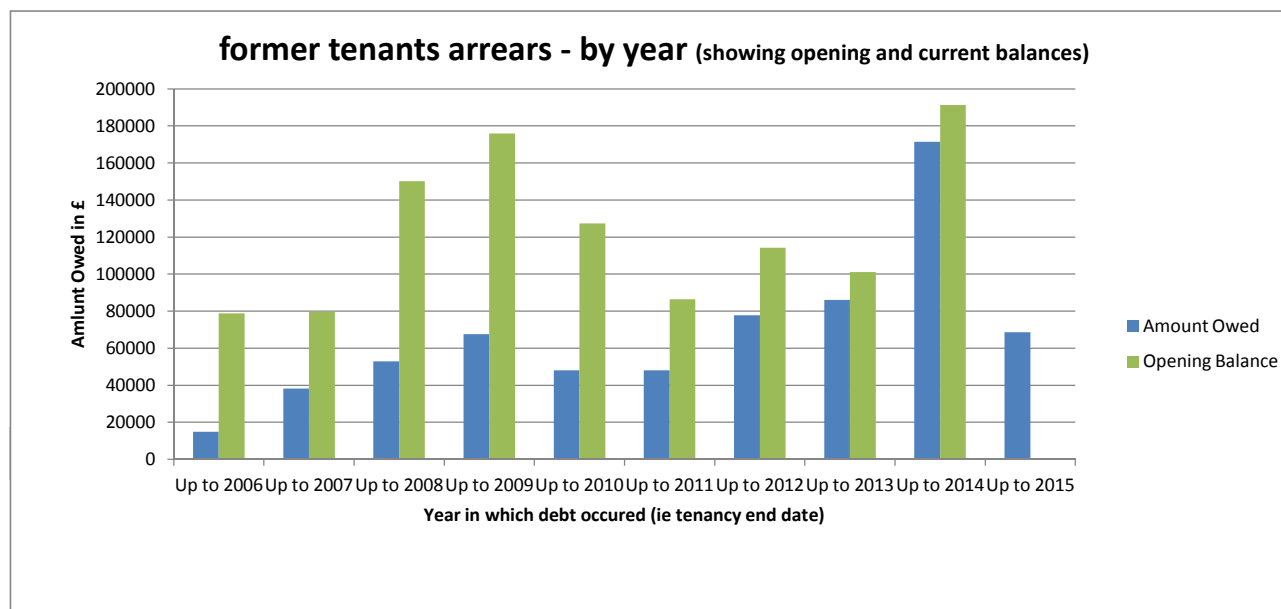
Report Reference –

### 1. FTA Aged Debt Analysis

Year of debt	Up to 2006	Up to 2007	Up to 2008	Up to 2009	Up to 2010	Up to 2011	Up to 2012	Up to 2013	Up to 2014	Up to 2015	TOTAL
Amount Owed	14948.4	38215.61	52851.28	67481.85	48085.11	48099.86	77,767	85997.41	171390	68618.29	673454.35
Number	20	47	47	82	60	107	161	214	295	136	1169
Opening Balance	78861.42	79699.11	150145.2	175973.4	127348.7	86366	114263	101109.65	191325		1105091.5

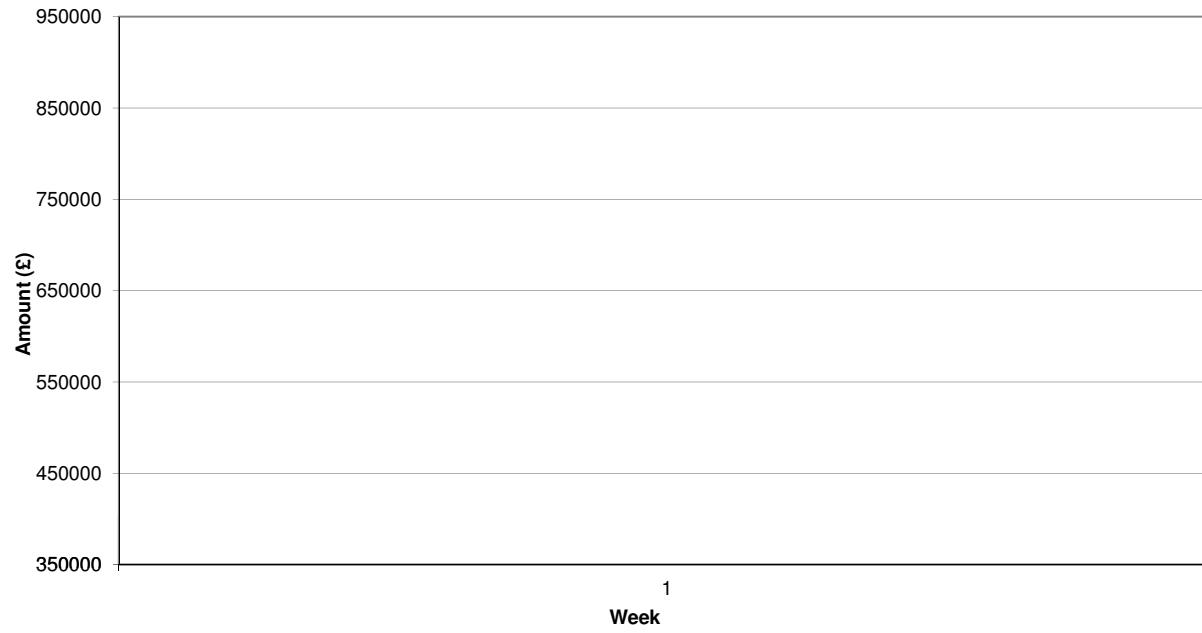
All figures to closest £

Reduction (exc 2013) 139202.48



## 2. Current Rent Arrears

TOTAL Current Arrears over time



BANDED ARREARS REPORT

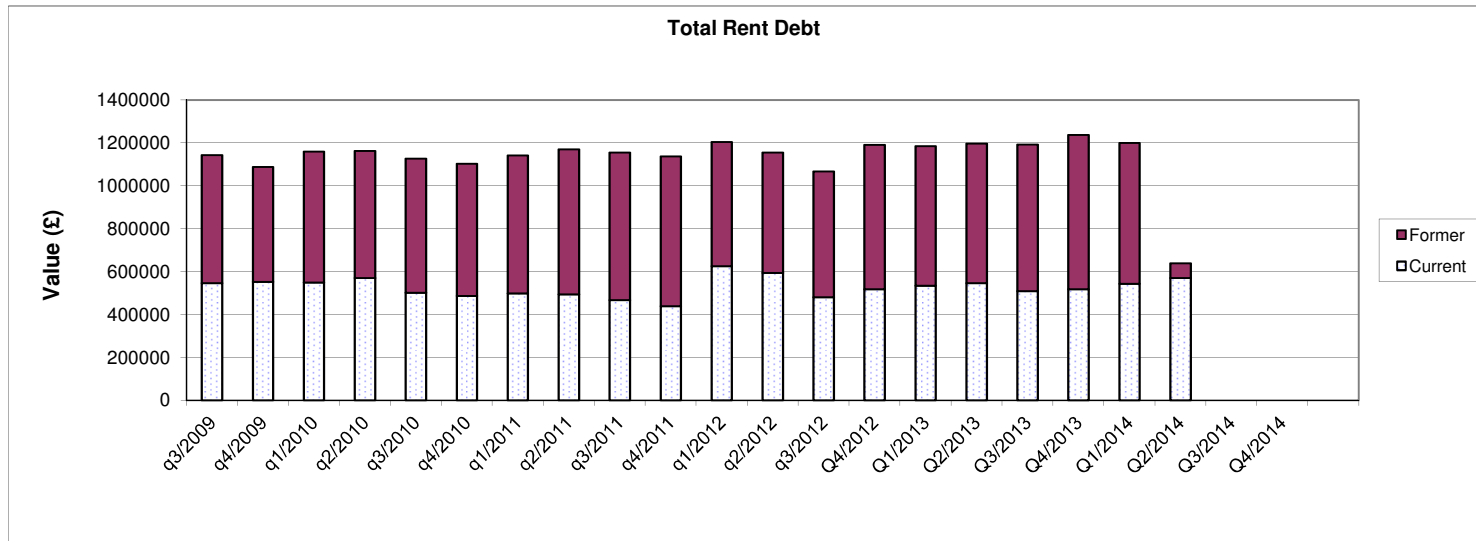
	Q1/2012	q2/2012	q3/2012	Q4/2012	Q1/2013	Q2/2013	Q3/2013	Q4/2013	Q1/2014	Q2/2014
< 4 Weeks Gross										
Numbers	1,059	848	936	632	1,390	1,061	874	773	1350	1058
Value	101,266	87,639	106,243	75,303	135,019	118,129	91250	87208.28	142102.2	118019.2
< 7 Weeks Gross										
Numbers	167	171	175	158	177	166	187	176	180	205
Value	66,872	67,819	70,664	67,792	83,272	71,938	78034	74340.81	79889.21	94048.67
< 12 Weeks Gross										
Numbers	116	125	122	108	110	147	142	122	143	163
Value	81,052	85,467	83,858	80,445	114,724	107,070	104016	91854.26	106332.2	127163.9
< 20 Weeks Gross										
Numbers	79	88	91	76	94	96	90	83	78	93
Value	93,328	99,722	102,426	93,276	126,910	119,879	109005	101515.8	95988.18	116531.9
>20 Weeks Gross										
Numbers	56	63	65	55	49	54	43	51	50	48
Value	146,895	159,572	160,815	145,699	735,011	129,689	127003	123502	118629.4	114280.1
TOTAL VALUE	1,477	1,295	1,389	1,029	1,820	1,524	1,336	1,205	1801	1567
TOTAL NUMBERS	489,413	500,219	524,006	462,515	1,194,936	546,705	509,308	478,421	542941.19	570043.8

Bedroom Tax Numbers								830	676	728
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### 3. Total Rent Owed (Current and Former)

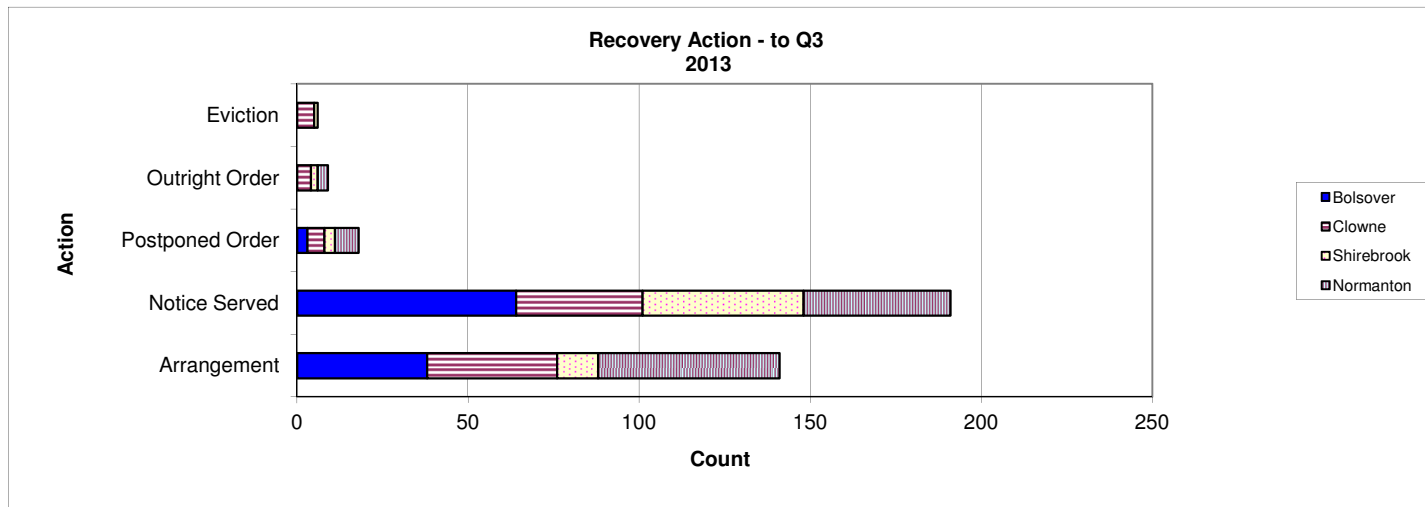
	q3/2009	q4/2009	q1/2010	q2/2010	q3/2010	q4/2010	q1/2011	q2/2011	q3/2011	q4/2011	q1/2012
Current	547072	553120	548858	571012	501376	486526	498259	494406	466881	439320	625151.6
Former	596973	535411	612028	592887	625685	617625	644640	676465.42	689315.72	698393.8	579788
TOTAL	1144045	1088531	1160886	1163899	1127061	1104151	1142899	1170871.4	1156196.7	1137714	1204939.6

Continued	q2/2012	q3/2012	Q4/2012	Q1/2013	Q2/2013	Q3/2013	Q4/2013	Q1/2014	Q2/2014	Q3/2014	Q4/2014
Current	594182	481495	518526	535125	546890	509308	518526.63	542941.2	570604.6		
Former	562065.5	586772	673454.35	650701	650123	683369	719184	657567.07	68618.29		
TOTAL	1156247.5	1068267	1191980.4	1185826	1197013	1192677	1237710.6	1200508.3	639222.89		



#### 4. Rent Arrears Actions - YTD Mar 2014

	Bolsover	Clowne	Shirebrook	Normanton	TOTAL
Arrangement	38	38	12	53	141
Notice Served	64	37	47	43	191
Postponed Order	3	5	3	7	18
Outright Order	0	4	2	3	9
Eviction	0	5	1	0	6
					0
TOTAL	105	89	65	106	365

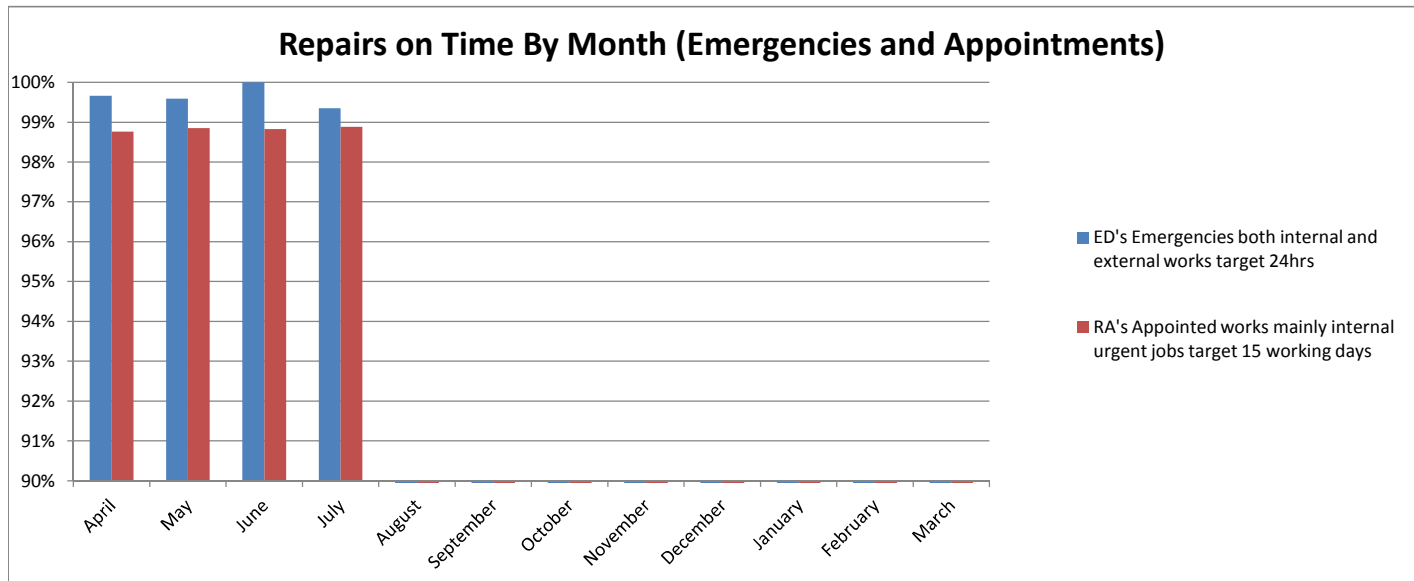


#### 5. Repairs - Year to Date

	In time	Out of time	Total	%
ED's Emergencies both internal and external works target 24hrs	1104	4	1108	99.6%
RA's Appointed works mainly internal urgent jobs target 15 working days	2431	35	2466	98.6%
RN's Non urgent works mainly external jobs target 30 working days	244	58	302	80.8%
RR's Routine repairs mainly extensive external works target 60 working days	796	194	990	80.4%
PW's Planned works kitchens, boilers and painting target 265 working days	81	2	83	97.6%

## Repairs - Month by Month

	April	May	June	July	August	September	October	November	December	January	February	March
ED's Emergencies both	99.7%	99.6%	100.0%	99.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
RA's Appointed works	98.8%	98.9%	98.8%	98.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



## 6. Customer Feedback

	Satisfaction	1st Time
April	100%	98%
May	98%	98%
June	98%	96%
July	100%	96%
August	100%	97%
September	100%	98%
October	100%	97%
November	99%	95%
December	99%	97%
January	99%	94%
February	99%	95%
March	98%	95%

Tenant satisfaction - Target 98%

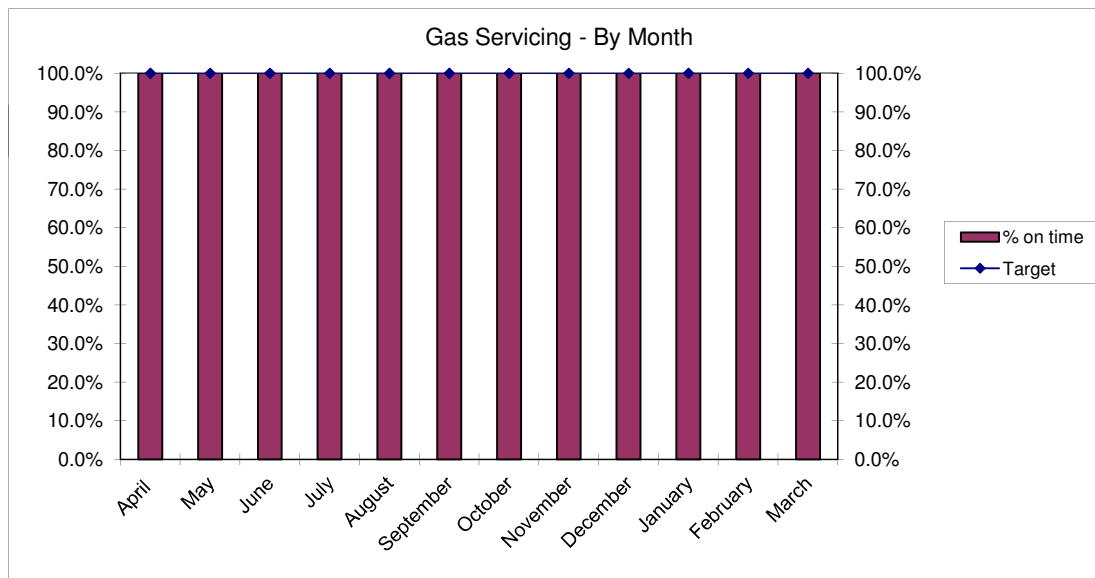
Right first time - Target 95%





## 7. Gas Servicing

Month	No. Completed in month	No. Completed in time	% on time	% Cumulative in time	Target
April	495	495	100.0%	100.0%	100.0%
May	543	543	100.0%	100.0%	100.0%
June	506	506	100.0%	100.0%	100.0%
July	600	600	100.0%	100.0%	100.0%
August	417	417	100.0%	100.0%	100.0%
September	480	480	100.0%	100.0%	100.0%
October	612	612	100.0%	100.0%	100.0%
November	578	578	100.0%	100.0%	100.0%
December	349	349	100.0%	100.0%	100.0%
January	178	178	100.0%	100.0%	100.0%
February	399	399	100.0%	100.0%	100.0%
March	427	427	100.0%	100.0%	100.0%



## 8. Waiting List

NUMBER OF APPLICANTS					
Month	Band A	Band B	Band C	Band d	TOTAL
April	4	57	1030	326	1417
May	4	59	1084	345	1492
June	4	62	1127	364	1557
July	4	64	1176	385	1629
August	5	66	1230	400	1701
September	9	67	1299	421	1796
October					0
November					0
December					0
January					0
February					0
March					0

HOUSING REQUIREMENTS					
Month	1 bed	2 bed	3 bed	4 bed	TOTAL
April	1142	197	62	16	1417
May	1196	211	67	18	1492
June	1248	216	75	18	1557
July	1309	222	79	19	1629
August	1361	232	87	21	1701
September	1439	242	93	22	1796
October					0
November					0
December					0
January					0
February					0
March					0

NOTE: Details of all let properties is reported on the Members Reporting Section on Perform.

**Bolsover District Council**

**Executive**

**1<sup>st</sup> December 2014**

**Proposed Neighbourhood Planning Protocol – including level of District Council support**

**Report of Cllr D Kelly, Portfolio Holder for Environment**

**Purpose of the Report**

- To outline the requirements of the Localism Act 2011 and the Neighbourhood Planning (General) Regulations 2012 and their potential resource implications for Bolsover District Council.
- To propose a Neighbourhood Planning Protocol outlining the level of support Parish and Town Councils can expect from the District Council with respect to the various aspects of neighbourhood planning introduced by the Localism Act.
- To propose the Council's decision making approach to its responsibilities under the Neighbourhood Planning (General) Regulations 2012.

**1 Report Details**

**Background**

- 1.1 Neighbourhood planning as introduced by the Localism Act 2011 includes three components: Neighbourhood Development Plans (or Neighbourhood Plans), Neighbourhood Development Orders and Community Right to Build Orders.
- 1.2 In principle, neighbourhood planning aims to give communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area.
- 1.3 Alongside this, the statutory requirements introduced by the Government to oversee neighbourhood planning place a number of duties on the District Council to support and enable the processes of preparing Neighbourhood Plans, Neighbourhood Development Orders and Community Right to Build Orders in its role as local planning authority.
- 1.4 More detail on these three components and the duties of the District Council are set out below.

## Neighbourhood Plans

- 1.5 As a result of the Localism Act 2011, Neighbourhood Plans will upon adoption form part of the statutory ‘Development Plan’ for that planning area alongside the District Councils’ own adopted Local Plan. However, unlike Local Plans, Neighbourhood Plans would in Bolsover District be prepared by Parish or Town Councils.
- 1.6 One of the key intentions of Neighbourhood Plans is to allow local communities to make their own decisions on how their towns or villages change or develop but they are required to conform with the policies of the District Council’s Local Plan. If, for example, the Local Plan determines that a settlement should have a certain level of residential development, the Neighbourhood Plan cannot reduce that amount. They can potentially influence the location of the development and can specify more development if they wish, but not less. Whilst this would appear to undermine the localism agenda it is understood that the Government’s intention is to prevent Neighbourhood Plans becoming a “Nimby” charter.
- 1.7 The area that a Neighbourhood Plan can cover is open to local choice, so they can cover the whole or part of a parish or town administrative area, or can extend across parish boundaries. The Parish or Town Council need to formally submit the area they wish the Neighbourhood Plan to cover to the District Council and the District Council decides the appropriateness of the area proposed.
- 1.8 It is also important to note that Neighbourhood Plans are not mandatory, so the District’s Parish and Town Councils do not have to prepare one for their area. Indeed, as the District Council is preparing its own new Local Plan, Parish and Town Councils may find it more efficient and advantageous to work closely with the District Council, rather than potentially duplicating work.
- 1.9 In practice, this duplication could involve Parish or Town Council’s needing to commission their own evidence to support their Neighbourhood Plan proposals, rather than waiting to benefit from District Council commissioned evidence once it has been published.
- 1.10 This option to work closely with the District Council will also be most relevant during the early stages of the preparation of the new Local Plan, given that any emerging Neighbourhood Plan will need to reflect the emerging Local Plan spatial strategy. Based on the District Council’s published Local Development Scheme, this will be outlined initially in late 2015 and with more certainty in late 2016. In advance of this, it will be difficult to agree the relationship between the emerging Neighbourhood Plan and the District Council’s Local Plan as is required in advance of preparing a Neighbourhood Plan.
- 1.11 Despite this, should a Parish or Town Council seek to progress a Neighbourhood Plan, the Neighbourhood Planning (General) Regulations 2012 establishes the following duties for the District Council:

<b>Stage of the process</b>		<b>District Council duty</b>
1)	Application for designation	Determine whether the application includes the

	of a neighbourhood area (Regulation 5)	required documentation.
2)	Publicising an area application (Regulation 6)	<p>Publicise the receipt of the application in order to bring it to the attention of people who live, work or carry on business in the area to which the application relates.</p> <p>Publicise how interested parties can make representations about the application.</p> <p><i>Note – the period for representations must be at least six weeks.</i></p> <p>Consider whether or not to designate a neighbourhood area.</p>
3)	Publicising a designation or refusal of a neighbourhood area (Regulation 7)	Publicise the designation or refusal in order to bring it to the attention of people who live, work or carry on business in the area to which the designation relates.
4)	Plan proposals (Regulation 15)	Determine whether the submitted Neighbourhood Plan includes the required supporting documentation and complies with all the relevant statutory requirements.
5)	Publicising a plan proposal (Regulation 16)	<p>Publicise the receipt of the proposed Neighbourhood Plan in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.</p> <p>Publicise how interested parties can make representations about the proposed Neighbourhood Plan.</p> <p><i>Note – the period for representations must be at least six weeks.</i></p>
6)	Submission of the plan proposal to examination (Regulation 17)	<p>Appoint a person to examine the Neighbourhood Plan.</p> <p>Send the Neighbourhood Plan and its supporting documentation, including copies of received representations, to the appointed examiner.</p> <p>Make the necessary arrangements for them to examine the Neighbourhood Plan, potentially including a Hearing.</p>
7)	Publication of the	Consider the examiner's report and prepare a

	examiner's report and plan proposal decisions (Regulations 18)	<p>Decision Statement that sets out its decision and the reasons for this decision. <i>Note – decisions may include 1) to decline to consider; 2) to refuse; 3) what action to take in response to the examiner's report, such as send the plan to referendum; 4) what modifications, if any, are needed; 5) whether to extend the referendum area; or 6) if the LPA is not satisfied with the Neighbourhood Plan.</i></p> <p>Publicise the Decision Statement (and in some instances the examiner's report) in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.</p> <p>Arrange the Neighbourhood Plan referendum if appropriate.</p>
8)	Referendum (see the Neighbourhood Planning (Referendums) Regulations 2012)	<p>Organise, hold and publicise the results of the Neighbourhood Plan referendum.</p> <p><i>Note – if more than half of those voting have voted in favour of the Neighbourhood Plan, the District Council must make the plan and bring it into force as part of the Development Plan for that area. If the referendum result is against the Neighbourhood Plan, the plan would not come into force and the process would need to restart to proceed.</i></p> <p>Note the referendum decision and prepare a Decision Statement that sets out whether the District Council will make or refuse to make the Neighbourhood Plan.</p>
9)	Decision on a plan proposal (Regulation 19)	Publicise the Decision Statement in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.
10)	Publicising a neighbourhood development plan (Regulation 20)	Publicise the made Neighbourhood Plan in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.

1.12 Whilst the above sets out the statutory duties for the District Council during the process of preparing Neighbourhood Plans, the key task of writing the Neighbourhood Plan and gathering the evidence to underpin its proposals is the responsibility of the Parish or Town Council. However, in view of the significantly lower level of resources at a Parish or Town Councils disposal, to support the

making of Neighbourhood Plans the Government has issued further advice in the Planning Practice Guidance on the role and functions of planning authorities in relation to neighbourhood planning (paragraphs 21 & 22 - reference ID: 41-021-20140306). These state that a local planning authority must:

- take decisions at key stages in the neighbourhood planning process;
- provide advice or assistance to a parish council, neighbourhood forum or community organisation that is producing a neighbourhood plan or Order;
- be proactive in providing information to communities about neighbourhood planning;
- fulfil its duties and take decisions as soon as possible, particularly regarding applications for area and forum designation;
- set out a clear and transparent decision making timetable and share this with those wishing to prepare a neighbourhood plan or Order;
- constructively engage with the community throughout the process.

1.13 This guidance reflects the statutory duties but adds the expectation that District Councils will “provide advice or assistance” and “constructively engage” during the writing of the Neighbourhood Plan. However, the degree of engagement is not specified and the District Council needs to decide on how much support it can provide taking account of available resources.

1.14 In view of this Government guidance, it is likely that Parish or Town Councils will approach the District Council for help should they begin working or considering working on a Neighbourhood Plan. It is important that the District Council is prepared for such approaches and has clear systems / protocols in place to enable the effective discharge of functions and to accommodate the additional work. Initial expressions of interest in Neighbourhood Plans have already been made by Shirebrook Town Council and Clowne Parish Council.

#### Neighbourhood Development Orders

1.15 Neighbourhood Development Orders are a second new planning tool that Parish and Town Councils may choose to use. The role of Neighbourhood Development Orders is to allow certain types of development in certain locations, without the need to submit a planning application to the Council. This could be used, for example, to allow changes of use that would normally need planning permission or by allowing certain types of built development that would normally need planning permission.

1.16 Neighbourhood Development Orders can apply to all or part of a Neighbourhood Plan area, although they are largely intended to apply to a particular site within the neighbourhood. However, they can also be prepared as an alternative to a Neighbourhood Plan.

1.17 The process for preparing Neighbourhood Development Orders largely reflects that for Neighbourhood Plans and the District Council’s role and duties are largely as those set out above, i.e. having to publicise received Orders, to organise the examination, to organise the referendum. However, unlike the more informal role of providing support and advice during the preparation of Neighbourhood Plans, the local planning authority has a statutory duty to “give such advice or assistance” as

they consider appropriate for the purpose of facilitating Neighbourhood Development Orders.

### Community Right to Build Orders

- 1.18 Community Right to Build Orders are a specific type of Neighbourhood Development Order that Parish and Town Councils may choose to use. The role of Community Right to Build Orders is to allow a local “community organisation” to bring forward a small development, which might include proposals for new homes, business premises and / or community facilities, but it must be small scale in comparison to the size of settlement. However, the organisation must also exist for the express purpose of furthering the social, economic, and environmental well-being of individuals living or wanting to live in a particular area. There are also restrictions over how buildings or other assets developed through Community Right to Build Orders can be disposed of.
- 1.19 As a specific type of Neighbourhood Development Order, the process for preparing and adopting a Community Right to Build Order is broadly the same as that for a Neighbourhood Development Order.

## **2 Conclusions and Reasons for Recommendation**

### Level of District Council support to be provided

- 2.1 The duties and requirements of the Neighbourhood Planning (General) Regulations 2012 set out above will be carried out as follows:

Stage a)	Designation of a neighbourhood area	Governance Team
Stage b)	Support on preparation of a Neighbourhood Plan, Neighbourhood Development Order and Community Right to Build Order	Planning Policy Team
Stage c)	Holding a Referendum	Election Team

- 2.2 The outlined duties and requirements will place additional demands upon the District Council’s Governance, Planning Policy and Election Teams in the event that a Parish or Town Council wishes to take on neighbourhood planning for its area.
- 2.3 To manage these demands, it is proposed that the District Council sets out what timescales it will work to and also how much advice and assistance it will provide to Parish and Town Councils during the process, to both meet the Government’s expectations but also safeguard the delivery of its own work priorities. It is considered that this is best achieved through the preparation of a Neighbourhood Planning Protocol Service Level Agreement that would be entered into by the District Council and the relevant Parish / Town Council.
- 2.4 In relation to timescales, the Regulations currently require the District Council to undertake the notification and consultation stages throughout the whole process as soon as possible.



- 2.5 However, due to the wide range of timescales being taken by different local planning authorities, the Government has recently consulted on its proposal to specifically set a statutory time limit of 10 weeks (70 days) within which a local planning authority must make a decision on whether to designate a neighbourhood area that has been applied for by a parish or town council or prospective neighbourhood forum. The outcome of this consultation is yet to be announced but it is clear that the Government wish to see a speedier designation of neighbourhood areas in particular. As a result, it is suggested that the timescales proposed for compliance with the first stage of designating a neighbourhood area should not take more than 10 weeks. This should allow the Governance Team to respond to any requests and programme the additional work around existing commitments whilst readying itself for any future statutory requirement to meet this deadline.
- 2.6 As stated above, the Regulations and the Government's Planning Practice Guidance do not specify how much support a District Council should provide during the preparation of a Neighbourhood Plan, Neighbourhood Development Order and Community Right to Build Order.
- 2.7 Given this component of the work will be taken on by the District Council's Planning Policy Team, consideration has been given to the impact of requests for support upon the Council's own plan making work. In summary, supporting Parish and Town Councils with the preparation of their Neighbourhood Plans will draw upon the resources available to prepare the Local Plan for Bolsover District, so potentially causing slippage in the published timetable for getting the Local Plan adopted. This impact would be increased significantly if more than one Parish or Town Council sought to prepare a Neighbourhood Plan at the same time.
- 2.8 As stated above in paragraph 1.9, this may prove to be counter-productive to the Parish or Town Council given the preparation of the Neighbourhood Plan needs to reflect the District Council's emerging Local Plan.
- 2.9 Therefore, based on the resources available to the Planning Policy Team, it is suggested that one meeting is offered at the following key stages during the preparation of a Neighbourhood Plan:
- Commencement of Plan – this meeting would frame the support available and direct the Parish or Town Council to sources of information that will be of use and the requirements for Neighbourhood Plans, as well as establishing the timescale for the Plan's preparation;
  - Emerging Plan – this meeting would review the progress made and recommend areas for further work to ready the Neighbourhood Plan for submission;
  - Pre-submission Plan – this meeting would review the readiness of the Neighbourhood Plan for submission and recommend any final work needed in advance of formal submission.
- 2.10 It is estimated that each of these meetings would involve roughly a two hour meeting with seven hours support for preparation and action implementation. This proposed level of District Council support for Neighbourhood Planning is set out in a Neighbourhood Planning Protocol Service Level Agreement (attached as Appendix A to this report).

- 2.11 However, despite efforts to minimise the impact on the timetable for preparing the District Councils' Local Plans, the level of support suggested will still have an impact. As a result, it is intended that the impact will be monitored and where necessary the agreed level of District Council support for Neighbourhood Planning will be revised accordingly where possible.

#### District Council decision making approach

- 2.12 Based on the Council's Constitution, responsibility for the decisions related to the Designation of Neighbourhood Area and Neighbourhood Plan proposals presently lies with the Council's Executive.
- 2.13 In view of the timescales for the process in advance of designating a Neighbourhood Area as outlined in paragraph 2.5, it is considered that delegating these decisions to the Assistant Director of Governance and Monitoring Officer in consultation with the relevant Portfolio Cabinet Members would enable the Council to respond to requests within the 10 week period without needing to call a special meeting of the Executive.
- 2.14 In relation to decisions on Neighbourhood Plan proposals, e.g. to determine how the issues raised in the Examiner's report should be considered and whether the submitted Neighbourhood Plan should be approved or not, it is considered that delegating these decisions to the Assistant Director of Planning and Environmental Health in consultation with the relevant Portfolio Cabinet Members would enable the Council to respond to these stages of the process more quickly without needing to call a special meeting of the Executive.
- 2.15 In both cases, it is noted that Portfolio Cabinet Members could request the decision is made by the Executive at a scheduled or special meeting, instead of delegating it to officers, if that was considered appropriate.

### **3 Consultation and Equality Impact**

- 3.1 Other Officers involved in the preparation of this report were: Assistant Director of Governance and Monitoring Officer, Governance Manager, Election Team Managers (BDC & NEDDC) and Principal Policy Planner (BDC).
- 3.2 Members consulted during the preparation of the report: Cllr Kelly (Cabinet Member for the Environment), Cllr Watts (Cabinet Member for Policy and Resources), Cllr McGregor (Chair of Planning Committee) and Cllr Munks (Vice-Chair of Planning Committee).
- 3.3 An Equality Impact Assessment will be required in advance of publishing a Neighbourhood Plan.

### **4 Alternative Options and Reasons for Rejection**

- 4.1 Due to the Localism Act and the Neighbourhood Planning (General) Regulations 2012, the District Council is required to support and enable the processes of preparing Neighbourhood Development Plans (or Neighbourhood Plans), Neighbourhood Development Orders and Community Right to Build Orders in its

role as a local planning authority. The only alternative options would be to provide more or less support. The option of providing more support has been rejected due to the additional demands that it would make on the District Council's resources and the consequences for the preparation of its own Local Plan. The option of providing less support has also been rejected due to it not meeting the spirit and potentially the letter of the Government's Planning Practice Guidance.

4.2 The alternative option relating to the District Council's decision making approach would be to not delegate decisions to officers and require all decisions to be made by the Executive. This option has been rejected due to the potential for the Council to fail to meet the Government's planned 10 week target for the designation of Neighbourhood Areas and also for the potential delays in its statutory duties for supporting the preparation of Neighbourhood Plans.

## **5 Implications**

### Finance and Risk Implications

5.1 Work to support Parish and Town Councils in the preparation of Neighbourhood Development Plans (or Neighbourhood Plans), Neighbourhood Development Orders and Community Right to Build Orders should not include financial support.

5.2 To support the vital role of local authorities in the neighbourhood planning process, the Minister for Planning Brandon Lewis announced on 31 October 2014 an extension of funding of up to £30,000 per scheme for local planning authorities into next year (2015/16) only. Funding for future years is at present uncertain and will depend on the priority given to neighbourhood planning following the General Election. Payments will be made under section 31 of the Local Government Act 2003 retrospectively in following three stages:

- The first payment of £5,000 will be made following designation of a neighbourhood area recognising the officer time supporting and advising the community in taking forward a neighbourhood plan. For authorities designating several neighbourhood areas, each local planning authority can claim up to a maximum of £100,000 for area designations (i.e. 20 areas), in 2015/16.
- The second payment of £5,000 will be made when the local planning authority publicises the neighbourhood plan or order prior to examination. This will contribute towards the costs of the examination as well as other staff costs incurred at this stage. There is no cap on the number of claims that can be made in 2015/16.
- The third payment of £20,000 will be made on successful completion of the neighbourhood plan or order examination. This is to cover costs for that examination and any other further steps that may be needed for the neighbourhood plan to come into legal force, including referendum. There is no cap on the number of claims that can be made in 2015/16.

5.3 As a result, the District Council would be eligible to claim funding from central government for the additional demand upon its resources upon successful completion of certain key stages.

- 5.4 For information, the Department for Communities and Local Government (DCLG) have made funding available for Parish and Town Councils to support their work on preparing Neighbourhood Plans. However, this funding has been fully allocated and the awarded grants are required to be spent by December 2014. Due to the popularity of the grants, DCLG has made available a new bridging grant pot to cover further expenditure needed from November 2014 - March 2015. However, eligibility criteria exist and groups who are awaiting a local authority decision on their area designation are not eligible.
- 5.5 On the 31<sup>st</sup> October 2014, DCLG also announced their continuing commitment to neighbourhood planning and announced that funding of £22.5 million will be made available over 2015 to 2018 to provide community groups with expert advice, grant funding and technical assistance to get neighbourhood plans and orders from their inception to their coming into force following a local referendum.

#### Legal Implications including Data Protection

- 5.6 The District Council has a statutory duty to support and enable the processes of preparing Neighbourhood Development Plans (or Neighbourhood Plans), Neighbourhood Development Orders and Community Right to Build Orders in its role as local planning authority.

#### Human Resources Implications

- 5.7 Work to support Parish and Town Councils in the preparation of Neighbourhood Development Plans (or Neighbourhood Plans), Neighbourhood Development Orders and Community Right to Build Orders has the potential to divert resources away from the preparation of the District Council's own Local Plan. On the basis of current expressions of interest it is expected that the additional work can be accommodated within by the current staff resource. However, if further Parish and Town Councils decide to pursue neighbourhood plans; or if the level of officer input required exceeds that set out in the protocol it may be necessary to secure additional resources.
- 5.8 In relation to the Elections and Governance Teams, these are both very small teams which have previously been streamlined to cope with existing work levels. This work would be on top of what was planned and the effect will be monitored. As members are aware, May 2015 presents a challenging set of elections for the Elections team to administer with assistance from the Governance Team.

## **6 Recommendations**

### 6.1 That Executive:

- 1) Notes the detailed issues set out in the report;
- 2) Agrees the proposed level of District Council support for neighbourhood planning as set out in the Neighbourhood Planning Protocol Service Level Agreement (attached as Appendix A to this report);

- 3) Agrees that decisions related to the Designation of a Neighbourhood Area be delegated to the Assistant Director of Governance and Monitoring Officer in consultation with the relevant Portfolio Cabinet Members;
- 4) Agrees that decisions related to Neighbourhood Plan proposals be delegated to the Assistant Director of Planning and Environmental Health in consultation with the relevant Portfolio Cabinet Members.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> (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)	Not at this stage, but will lead to one when an option is finalised
<b>District Wards Affected</b>	All
<b>Links to Corporate Plan priorities or Policy Framework</b>	The District Council's Local Plan will set out the vision, key principles and policies that will underpin the sustainable development of each district. It will cover a wide range of economic, environmental and social issues. As such it links to all Corporate Plan priorities.

## 8 Document Information

<b>Appendix No</b>	<b>Title</b>
Appendix A	Neighbourhood Planning Protocol Service Level Agreement
<b>Background Papers</b> (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)	
Localism Act 2011 The Neighbourhood Planning (General) Regulations 2012 Letter of the Governments' Chief Planning Officer, 3 <sup>rd</sup> November 2014	
<b>Report Author</b>	<b>Contact Number</b>
Helen Fairfax	Ext 2299 / 7168

**Bolsover District Council**  
**and**  
**xxx Parish / Town Council**

**Localism Act 2011**  
**Neighbourhood Planning Protocol**  
**Service Level Agreement**

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1. Purpose
2. Bolsover District Council responsibilities
3. xxx Parish / Town Council responsibilities
4. The signed agreement

Appendix A: Is a Neighbourhood Development Plan appropriate?

Appendix B: Level of District Council support for Neighbourhood Planning

## **SUMMARY OF KEY STAGES**

### **INTRODUCTORY MEETING**

The Parish / Town Council meet the Council to establish whether a Neighbourhood Plan is the most appropriate route to deliver the objectives of their local communities and whether there are alternative options. Alternative options such as better integration with Local Plan preparation and Regeneration Frameworks could be considered. For further information see Appendix A.

### **DESIGNATION OF NEIGHBOURHOOD AREA**

The Parish / Town Council works with the Council to agree an appropriate neighbourhood area.

### **PREPARATION OF NEIGHBOURHOOD PLAN**

The Parish / Town Council works with the Council and other stakeholders to prepare a neighbourhood plan that is in general conformity with the National Planning Policy Framework and the emerging Local Plan for Bolsover District.

### **PRE-SUBMISSION CONSULTATION ON DRAFT NEIGHBOURHOOD PLAN**

The Parish / Town Council consults the District Council and other stakeholders on the draft plan and makes any appropriate amendments as a result.

### **SUBMISSION OF DRAFT NEIGHBOURHOOD PLAN & ASSESSMENT**

The Parish / Town Council will submit the draft plan to the Council for a view on conformity and any other issues as appropriate.

### **SIX WEEK PUBLICITY OF SUBMISSION DRAFT PLAN**

This is the final opportunity for representations to be made for consideration by the independent examiner.

### **APPOINTMENT OF EXAMINER**

The District Council will agree the appointment of an examiner with the Parish / Town Council.

### **EXAMINATION**

The District Council will organise and pay for the independent examination.

### **CONSIDERATION OF EXAMINER'S REPORT**

The Parish / Town Council will make any necessary modifications to the plan and the District Council considers whether to move the plan to Referendum if the Plan meets basic conditions.

### **REFERENDUM**

The Council will organise and pay for a Referendum to take place and if there is a 50% + 1 yes vote the plan will be 'made' by the District Council and form part of the statutory Development Plan for Bolsover District.



## 1. Purpose

This agreement has been prepared to help ensure a clear understanding of the responsibilities for each authority is reached at the outset of any Neighbourhood Planning collaborative work.

Ensuring a clear understanding is achieved will enable both parties to plan appropriately the degree of resources required to ensure the prepared Neighbourhood Plan is given the best chance to be successful at the Neighbourhood Plan Examination.

As a result, Bolsover District Council has considered how it can facilitate the aspirations of local communities to prepare their own Neighbourhood Plans.

This Service Level Agreement confirms:

- how Bolsover District Council will undertake its statutory duties within the Neighbourhood Planning (General) Regulations 2012;
- the level of support that Bolsover District Council will provide to Parish and Town Councils to help them deliver their aspirations regarding the preparation of their own Neighbourhood Plans;
- the responsibilities of Parish and Town Councils ('the qualifying body') regarding the preparation of their own Neighbourhood Plans.

## 2. Bolsover District Council responsibilities

Under the provisions of the Localism Act 2011 Bolsover District Council is responsible for:

### **Statutory requirements**

- the designation of a neighbourhood area;
- the designation of a neighbourhood forum;
- the publication of a submitted Neighbourhood Development Plan for consultation (Regulation 16 consultation);
- the arrangements for and cost of an independent examination;
- the arrangements for and cost of a Referendum ;
- the formal assessment of the agreed Neighbourhood Development Plan against EU Regulations;
- issue screening opinion (Strategic Environmental Assessment, Human Rights) in advance of Regulation 14 consultation;

- making the confirmed Neighbourhood Development Plan part of the Development Plan for Bolsover District.

## **Support**

- to help the Parish / Town Council establish the most appropriate route to achieve its aspirations;
- the provision of assistance to Parish / Town Council during the preparation of the Neighbourhood Development as set out in Appendix B: Level of District Council support for Neighbourhood Planning.

## **3. The xxx Parish / Town Council responsibilities**

Under the provisions of the Localism Act 2011 xxx Parish / Town Council is responsible for the preparation and writing of the Neighbourhood Plan.

This will involve preparing a Neighbourhood Plan on behalf of and in extensive consultation with its local community that is:

- In conformity with the emerging Local Plan for Bolsover District;
- In conformity with national planning policies (National Planning Policy Framework);
- In conformity with European Union environmental regulations (strategic environmental assessment (SEA), Habitats Regulations);
- In conformity with equality and human rights legislation (Equalities Act 2010, Human Rights Act 1998).

For non-planning aspects xxx Parish / Town Council will endeavour to work with the District Council to ensure that:

- Projects are deliverable;
- Where possible, projects are linked to other plans / strategies as appropriate.

To deliver this principal task, xxx Parish / Town Council is required to also undertake the following tasks:

## **Meetings**

- Establish a Steering Group (or similar) to guide the preparation of the Neighbourhood Plan;

- Ensure the Steering Group reports on a regular basis to the xxx Parish / Town Council for the endorsement of decisions;
- Ensure xxx Parish / Town Council remains compliant with the requirements for designation as set out in the Localism Act and Regulations;
- Ensure best use of Bolsover District Council officer time by only inviting the Bolsover District Council representative to attend and advise the Steering Group in accordance with the level of support outlined in Appendix A;
- Wherever possible, an agenda and supporting papers should be sent to the Bolsover District Council representative 5 days in advance of a meeting.

### **Minutes of Meetings**

- Minutes of all Steering Group meetings should be forwarded to the Bolsover District Council representative for information to assist with support and for the early identification of issues.

### **Project Plan**

- Undertake to work towards the submission of a Neighbourhood Plan with a clear work programme and timetable for delivery;
- Send copies of project plans to the Bolsover District Council representative at regular intervals to assist with general support and resource planning.

### **Working arrangements**

- Work with the District Council during the preparation of the Neighbourhood Plan to enable the District Council to carry out the “duty to support” and to help ensure a successful examination.

### **Communication**

- Inform the District Council on emerging policies and proposals prior to the Pre-Submission draft Plan (as required by Regulation 14) consultation;
- Provide the District Council with the Pre-Submission draft Neighbourhood Plan (as required by Regulation 14), the Submission Plan and supporting documents in electronic format;
- Provide results of primary source data which could be helpful to the District Council;
- Provide regular reports to the District Council on progress and issues as appropriate.

### **Delivery**

- If supported through the referendum the District Council, xxx Parish / Town Council and other relevant organisations will be responsible for delivery of the Neighbourhood Plan as appropriate.

## 4. The signed agreement

This agreement is between:

- a) Bolsover District Council, and;
- b) xxx Parish / Town Council

Signed:

.....  
xxx, appropriate officer of Bolsover District Council  
*date* .....

.....  
xxx, Chair of xxx Parish / Town Council  
*date* .....

This agreement takes place with immediate effect and will be updated as appropriate.

## Appendix A – Is a Neighbourhood Development Plan appropriate?

Communities should not regard a Neighbourhood Development Plan approach as the only option or planning tool open to them, there are many other forms of community planning and ways of delivering development locally that may be more appropriate.

The following points should be carefully considered before embarking on Neighbourhood Planning:

- **Are you clear on why you need a Neighbourhood Plan?** For example, can the outcomes sought be delivered through other planning mechanisms such as a Parish / Town or Community Plan, a Neighbourhood Development Order, a planning application or other routes?
- **Have you considered the length of time the process may take?** It could take at least 2 years from start to finish, and probably longer.
- **Have you considered the time and financial resource implications needed to produce a Neighbourhood Development Plan?** Communities and Local Government (CLG) stated that the average cost of a Neighbourhood Development Plan is between £17,000 and £63,000 and after ten years the cost of reviewing a Plan is around 70% of the initial cost.
- **Are there the skills and enthusiasm within the community to undertake a Neighbourhood Plan, and are you confident this enthusiasm can be maintained through the process?**
- **Are you prepared to engage with land owners and developers and to have constructive conversations with people who may hold opposing views from your own?**

There are a number of alternatives to Neighbourhood Development Plan that a community can undertake in their area and may be more appropriate. These include:

- **Parish / Town or Community Plans**, which provide an opportunity for the community to work together to decide on what they want to improve or achieve, in their area, at present or in the future. The final document is generally sets out how the community intend to make improvements to the local area, for example community led initiatives such as street cleaning, refuse and recycling collection or traffic calming measures.
- **Village & Urban Community Design Statements**, which is a document that describes the qualities and characteristics that the community value in their area. It sets out clear and simple guidance for the design of all future development in a village.

The **advantages** of these alternative methods are they are potentially cheaper, quicker than Neighbourhood Plans, and do not have to go through examination or be subject to a referendum.

The **disadvantages** of these alternative methods are that they cannot make specific land use proposals, have limited input from developers and the Council, can raise expectations unrealistically; and do not have the material weight of a Neighbourhood Plan.

## Appendix B – Level of District Council support for Neighbourhood Planning

Stage of the process		District Council duty / support	Proposed action		Departmental responsibility
1)	Application for designation of a neighbourhood area (Regulation 5)	<p><u>Support</u> Provide support on whether a Neighbourhood Plan is the most appropriate route for the community to achieve its aspirations.</p> <p>Alternatives for consideration to include better engagement in the Local Plan making process and Regeneration Frameworks</p> <p><u>Duty</u> Determine whether the application includes the required documentation.</p>	<p>One two-hour meeting to discuss, assess and provide advice to the Parish or Town Council.</p> <p>One week from receipt of the application (in cases when not acceptable the District Council will also respond to resubmissions with three weeks).</p>	Whole stage to	<p>Planning Policy Team</p> <p>Economic Development Team</p> <p>Governance Team</p>
2)	Publicising an area application (Regulation 6)	<p><u>Duty</u> Publicise the receipt of the application in order to bring it to the attention of people who live, work or carry on business in the area to which the</p>	<p>Three weeks from determining the application includes the</p>		Governance Team

		<p>application relates.</p> <p><u>Duty</u> Publicise how interested parties can make representations about the application.</p> <p><i>Note – the period for representations must be at least six weeks.</i></p> <p><u>Duty</u> Consider whether or not to designate a neighbourhood area.</p>	<p>required documentation.  (included within timescale above)</p> <p>Three weeks from the closing date of the period for representations.</p>	<p>take no longer than 10 weeks</p>	
3)	<p>Publicising a designation or refusal of a neighbourhood area (Regulation 7)</p>	<p><u>Duty</u> Publicise the designation or refusal in order to bring it to the attention of people who live, work or carry on business in the area to which the designation relates.</p>	<p>Three weeks from the closing date of the period for representations.</p>		<p>Governance Team</p>
4)	<p>Plan proposals (Regulation 15)</p>	<p><u>Support</u> Provide support on how to commence preparation of a Neighbourhood Plan.</p>	<p>One two-hour meeting to direct the Parish or Town Council to:</p> <ul style="list-style-type: none"> <li>• population and other statistical information;</li> <li>• advice on possible requirements for Sustainability Appraisal / Environmental Assessment and Habitat Regulations</li> </ul>		<p>Planning Policy Team</p>



		<p><u>Support</u> Provide comments on emerging draft Neighbourhood Plan.</p> <p><u>Support</u> Provide comments on pre-submission Neighbourhood Plan.</p> <p><u>Duty</u> Determine whether the submitted Neighbourhood Plan includes the required supporting documentation and complies with all the relevant statutory requirements.</p>	<p>Assessment;</p> <ul style="list-style-type: none"> <li>the evidence used by the District Council in preparing its new Local Plan;</li> <li>advice on consultation methods and questionnaire format.</li> </ul> <p>(plus seven hours support for preparation and action implementation)</p> <p>One two-hour meeting within four weeks of receipt of a draft Neighbourhood Plan (plus seven hours support for preparation and action implementation).</p> <p>One two-hour meeting within four weeks of receipt of a pre-submission Neighbourhood Plan (plus seven hours support for preparation and action implementation).</p> <p>Three weeks from submission of the Neighbourhood Plan.</p>	
5)	Publicising a plan proposal (Regulation 16)	<p><u>Duty</u> Publicise the receipt of the proposed Neighbourhood Plan in order to bring it to the</p>	<p>Three weeks from determining the Neighbourhood Plan includes the</p>	Planning Policy

		<p>attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.</p> <p><u>Duty</u> Publicise how interested parties can make representations about the proposed Neighbourhood Plan.</p> <p><i>Note – the period for representations must be at least six weeks.</i></p>	<p>required documentation.</p> <p>(included within timescale above)</p>	<p>Team</p>
6)	<p>Submission of the plan proposal to examination (Regulation 17)</p>	<p><u>Duty</u> Appoint a person to examine the Neighbourhood Plan.</p> <p><u>Duty</u> Send the Neighbourhood Plan and its supporting documentation, including copies of received representations, to the appointed examiner.</p> <p><u>Duty</u> Make the necessary arrangements for them to examine the Neighbourhood Plan, potentially including a Hearing.</p>	<p>Within six weeks of close of consultation on proposed Neighbourhood Plan (Stage 5 Regulation 16)</p> <p>(included within timescale above)</p> <p>(included within timescale above)</p> <p><i>Note – if an appropriate examiner is not available a timescale will be agreed between both parties.</i></p>	<p>Planning Policy Team</p>

7)	Publication of the examiner's report and plan proposal decisions (Regulations 18)	<p><u>Duty</u> Consider the examiner's report and prepare a Decision Statement that sets out its decision and the reasons for this decision.</p> <p><i>Note – decisions may include 1) to decline to consider; 2) to refuse; 3) what action to take in response to the examiner's report, such as send the plan to referendum; 4) what modifications, if any, are needed; 5) whether to extend the referendum area; or 6) if the LPA is not satisfied with the Neighbourhood Plan.</i></p> <p><u>Duty</u> Publicise the Decision Statement (and in some instances the examiner's report) in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.</p> <p><u>Duty</u> Note the need to arrange the Neighbourhood Plan referendum if appropriate.</p>	<p>Four weeks from receiving examiner's report.</p> <p><i>Note – in cases when there are issues with the examiner's report that prevent or delay a referendum the Council will discuss timescales for taking the plan forward on an individual basis.</i></p> <p>(included within timescale above)</p> <p>(included within timescale above but will involve notification to the Elections Team)</p>	Planning Policy Team
8)	Referendum (see the Neighbourhood Planning (Referendums) Regulations 2012)	<p><u>Duty</u> Organise, hold and publicise the results of the Neighbourhood Plan referendum.</p> <p><i>Note – if more than half of those voting have voted in favour of the Neighbourhood Plan, the</i></p>	<p>To be arranged to take place within twelve weeks of the decision statement.</p> <p><i>Note – in cases when there is an</i></p>	Elections Team

		<p><i>District Council must make the plan and bring it into force as part of the Development Plan for that area. If the referendum result is against the Neighbourhood Plan, the plan would not come into force and the process would need to begin again to proceed.</i></p> <p><u>Duty</u> Note the referendum decision.</p> <p><u>Duty</u> Prepare a Decision Statement that sets out whether the District Council will make or refuse to make the Neighbourhood Plan.</p>	<p><i>impending election in the area the Council will investigate whether the referendum can be carried out in tandem with that election.</i></p> <p>(included within timescale above but will involve notification to the Planning Policy Team)</p> <p>Three weeks from decision of the Neighbourhood Plan referendum.</p>	
9)	Decision on a plan proposal (Regulation 19)	<p><u>Duty</u> Publicise the Decision Statement in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.</p>	Four weeks from decision of the Neighbourhood Plan referendum.	Planning Policy Team
10)	Publicising a neighbourhood development plan (Regulation 20)	<p><u>Duty</u> Publicise the made Neighbourhood Plan in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.</p>	Three weeks from the decision of the Council to make (adopt) the Neighbourhood Plan.	Planning Policy Team



21<sup>st</sup> November 2014

The Arc  
High Street  
Clowne  
Derbyshire  
S43 4JY

Dear Sir or Madam

**EXECUTIVE – MONDAY 1<sup>ST</sup> DECEMBER 2014**

I refer to your recently circulated agenda for the above meeting and now enclose the following item of business:

**OPEN ITEMS**

Agenda Item 15 - Budget Monitoring Report – Half Year, April to September 2014.

Pages 184 to 201

***Recommendations on page 189***

Yours faithfully

Chief Executive Officer

To: Chairman & Members of the Executive

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 **01246 242528**      **Democratic Services**  
**Minicom: 01246 242450**      **Fax: 01246 242423**



**Tel** 01246 242424    **Fax** 01246 242423    **Minicom** 01246 242450  
**Email** [enquiries@bolsover.gov.uk](mailto:enquiries@bolsover.gov.uk)    **Web** [www.bolsover.gov.uk](http://www.bolsover.gov.uk)  
Chief Executive Officer: Wes Lumley, B.Sc. F.C.C.A.

CUSTOMER  
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The Government Standard

**Bolsover District Council**

**Executive Committee**

**1<sup>st</sup> December 2014**

**Budget Monitoring Report, Half Year – April to September 2014**

**Report of the Executive Director of Operations**

This report is public

**Purpose of the Report**

- To update the Executive Committee concerning the financial position of the Council following the second quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account (HRA), Capital Programme and Treasury Management activity.
- To approve the Revised Budgets in respect of 2014/15 to enable officers to secure projected savings in order to help ensure that agreed savings targets within the current MTFP are secured.

**1 Report Details**

**Background information**

- 1.1 The Council has an integrated approach to budget monitoring with Performance, Risk and Finance being considered together at Directorate meetings held during October 2014. The scope of this report is therefore to summarise the current financial position following the 2014/15 quarter two monitoring exercise. In addition a separate process has developed Revised Budgets for 2014/15 which are intended to ensure that identified savings are incorporated within operational budgets at the earliest opportunity in order to optimise the level of financial savings that can be secured.

**General Fund Revenue Account – Budget Monitoring**

- 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 £0.091m which means that the Council has secured budget savings of £0.356m in the first six months of the year. As the savings have been identified and secured they are moved into the relevant cost centres within the main General Fund Directorates. Work undertaken on the financial outturn review of 2013/14 identified savings which have now been removed from budgets. These amounts were £0.045m from 14/15, £0.036m from 15/16 and £0.031m from 16/17.

1.3 Within the Directorates the budget monitoring exercise identified the following issues to report:

- The Growth Directorate shows a favourable variance of £0.086m. This relates mainly to:
  1. Income received in advance of any expenditure (£0.151m) – favourable.
  2. Annual invoices were paid in quarter 1 and 2 which makes the profiled budget look overspent (£0.031m) – adverse.
  3. Expenditure was spent but the grant hadn't been received as it is claimed in arrears (£0.152m) – adverse.
  4. Under spends due to invoices not yet being due or postings not actioned until year end (£0.119m) – favourable.
  
- The Operations Directorate shows a favourable variance of £0.111m. This relates mainly to:
  1. Income received in advance of any expenditure (£0.101m) – favourable.
  2. Annual invoices were paid in quarter 1 and 2 which makes the profiled budget look overspent (£0.040m) – adverse.
  3. Expenditure was spent but the grant hadn't been received as it is claimed in arrears (£0.106m) – adverse.
  4. Under spends due to invoices not yet being due or postings not actioned until year end (£0.285m) – favourable.
  5. Over spends against half year's budget due to new pressures, reduction in income for half year or where expenditure is seasonal and not profiled over four quarters (£0.129m) – adverse.
  
- The Transformation Directorate has an adverse variance of £0.066m. Again, this relates mainly to:
  1. Income received in advance of any expenditure (£0.039m) – favourable.
  2. Expenditure was spent but the grant hadn't been received as it is claimed in arrears (£0.094m) – adverse.
  3. Under spends due to invoices not yet being due or postings not actioned until year end (£0.072m) – favourable.
  4. Over spends against half year's budget due to new pressures, reduction in income for half year or where expenditure is seasonal and not profiled over 4 quarters (£0.083m) – adverse.

1.4 In addition to undertaking the budget monitoring exercise the finance team has been working with Budget Managers to compile a Revised Budget for 2014/15. This will be used to amend the current budgets to capture the budget savings and reduced spending where it is anticipated that there will be a minimal impact upon services. The outcome of this work is shown as the Revised Budget 2014/15 which constitutes the final column on Appendix 1. On the basis of the figures that have been incorporated into the Revised Budget the Council is in a position to cover the full savings target and to generate further savings surplus of some £886k. The main factors underlying this projected improved position in respect of 2014/15 are as follows:

Summary of Identified Savings :

Saving	£000's
Improvement in Non Domestic Rates Income	378
Reduction in Non Employee Costs	281
Reduction in Debt Charges	151
Reduction in Salary Costs	116
Vacancy Management	64
Joint Working / Shared Services	77
13/14 Outturn Review	45
Property Rationalisation	22
Miscellaneous Savings	200
<b>TOTAL SAVINGS</b>	<b>1,334</b>

While Officers are of the view that the proposed Revised Budget as set out within this report is achievable it does need to be recognised that all costs have been minimised in order to secure the maximum level of savings. It needs, however, to be recognised that should an unexpected budget issue arise then it would be difficult to accommodate significant cost increases within the current budget framework. By reducing budgets at this stage we do, however, minimise the risk that spare resources will be used by budget managers to fund activity that is not essential to the delivery of agreed service plans. Officers will continue to monitor the position and the allocation of the savings secured will be considered as part of the Council's Medium Term Financial Plan covering the years 2015/16 and beyond. Full details of the proposed Revised Budgets are set out in Appendix 2 to this report.

- 1.5. Where possible the budget in future years will be amended to reflect these savings thus serving to reduce the projected budget gap faced by the Council. This work will be incorporated into the financial projections included within the MTFP as part of next years budget process which will be reported to Members for approval in the February of 2015.
- 1.6 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 with expenditure recorded against these sums. The net amount budgeted to be spent in 2014/15 is £0.449m. Of this £0.065m must be spent by certain dates before 31<sup>st</sup> January or the funding may be lost. At the most recent S106 meeting on 17<sup>th</sup> October it was reported £0.047m of this 'at risk' amount had been spent in quarters 1 and 2 and that only £0.018m remains to be spent by 31<sup>st</sup> January. Officers are working to ensure that this spending is undertaken in line with the S106 legal requirements.

**Housing Revenue Account (HRA)**

- 1.7 The Housing Revenue Account summary for the first half year of 2014/15 is set out in **Appendix 3** to this report. At the end of quarter 2 the HRA is showing a small net surplus of £0.077m.



## **Income**

- 1.8 The quarter 2 income figures show an adverse variance of £0.095m. Given that this amounts to a variance of less than 1% of the profiled income budget it is not considered to be a significant variance, although officers will continue to monitor the position.

## **Expenditure**

- 1.9 Expenditure within all but one of the operating areas of the HRA shows under spends in the second quarter. This supports the view that there are 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.

## **HRA – Overall Summary**

- 1.10 In light of the income and expenditure patterns to date – as detailed in Appendix 3 – there are no significant issues to report regarding the overall position for the HRA at the end of the second quarter. It is currently anticipated that the outturn position will be in line with the Approved Budget at the year end.
- 1.11 In parallel with the work that has been undertaken in respect of the General Fund Officers have developed a Revised Budget in respect of the HRA which is shown in the final column of Appendix 3. This shows a net operating surplus which is in line with that approved in the Original Budget for 2014/15.

## **Capital Investment Programme**

### **Capital Expenditure**

- 1.11 The capital programme summary for the first half year of 2014/15 is provided in **Appendix 4** 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 2 is £5.666m and the actual spend and known commitments total £3.322m, which is £2.344m behind the planned spend position. The main areas to highlight are listed below:
1. AMP – An amount of £481,765 has been approved subject to Executive approving the detailed plans arising from 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 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 Mini Hub – it is anticipated that this will commence during the latter part of the year.
  3. Vehicles and Plant – a number of the replacement vehicles are on order with budgeted expenditure anticipated to take place during the third and fourth quarter of the financial year.
  4. HRA Re Roofing – Officers are in the process of completing a detailed delivery programme for this element of work.
- 1.13 Whilst there are no significant financial issues to report regarding capital expenditure at the end of the first half year it must be noted that the delivery of the

approved capital programme is behind the profiled position as at quarter 2. 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 second quarter.  
General Fund – The financing of the General Fund part of the capital programme is in line with the approved financing arrangements.

### **Reprofiling of Capital Programme**

- 1.15 Officers have also given consideration to the anticipated outturn position in respect of the Capital Programme. The proposed Revised Programme is set out in the final column of Appendix 4. While there are some significant variations in respect of individual schemes it should be noted that in overall terms where schemes are increased or reduced in respect of 2014/15 that a corresponding adjustment will be made in respect of the future years of the Approved Capital Programme.

### **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 Treasury Management Strategy and the CIPFA Code of Practice. Good treasury management is a key element 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 5** identifies the Treasury Management activity undertaken during the first half year of 2014/15.
- 1.17 Executive will be aware that it made a decision at the October meeting of this Committee accepted a tender from Lloyds Bank to provide banking services to the Council. Work is currently progressing to ensure an effective transition from our current provider the Co-op Bank to Lloyds. All parties are currently working towards a transfer date around the end of the current calendar year.

## **2 Conclusions and Reasons for Recommendation**

- 2.1 The report summarises the financial position of the Council following the second quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account, Capital Programme and Treasury management activity. While a range of minor variations have been identified these are not considered to be significant and on the basis of the information currently available will be managed as part of the revised budget and year end close down process. While the Council continues to face some challenging savings targets on the basis of the information available from the financial ledger and discussions with service managers officers do not anticipate any major budgetary issues arising in the current financial year.

## **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**

Financial issues and implications are covered in the relevant sections throughout this report.

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 second quarter as detailed on Appendix 1 and requests Officers to continue with work designed to deliver the targeted level of savings in respect of 2014/15 and future financial years.
- 6.2 That Executive notes the position on the Housing Revenue Account (HRA), the Capital Programme and Treasury Management at the end of the second quarter (Appendices 2, 3 and 4).
- 6.3 That Executive approves the Revised Budgets in respect of the General Fund, the HRA and the Capital Programme which will be used to manage budgets and secure agreed savings in the current financial year prior to consideration of the Medium Term Financial Plan by Members in the February of 2015.

**7 Decision Information**

<b>Is the decision a Key Decision?</b> (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
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	All

**8 Document Information**

<b>Appendix No</b>	<b>Title</b>
Appendix 1	General Fund Summary as at 30 <sup>th</sup> September 2014.
Appendix 2	General Fund Detailed Budgets
Appendix 3	Housing Revenue Account as at 30 <sup>th</sup> September 2014.
Appendix 4	Capital Programme as at 30 <sup>th</sup> September 2014.
Appendix 5	Treasury Management Update as at 30 <sup>th</sup> September 2014.
<b>Background Papers</b> (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)	
<b>Attached as appendices 1- 5</b>	
<b>Report Author</b>	<b>Contact Number</b>
Chief Accountant	2458
Executive Director – Operations	2431

**GENERAL FUND**

**APPENDIX 1**

Description	Per Exec 3/2/14 Movement		Per FMS				Revised Budget
	Original Budget	Since Original Budget	Current Budget	6 months		Variance	
	2014/15	Budget	2014/15	2014/15	Actual 6 months	6 months	
	£	£	£	£	£	£	
Growth Directorate	2,752,182	552,160	3,304,342	1,652,171	1,566,184	(85,987)	3,196,157
Operations Directorate	6,815,649	(82,463)	6,733,186	3,340,267	3,229,575	(110,692)	6,421,029
Transformation Directorate	2,791,307	948	2,792,255	1,396,128	1,462,331	66,204	2,977,590
Support Recharges to HRA and Capital	(3,475,950)		(3,475,950)	(1,737,975)	(1,737,975)	0	(3,475,950)
Provision for Pay Award	80,675		80,675	40,338		(40,338)	72,758
<u>S106 Expenditure due in year</u>							
Growth	0	80,383	80,383	40,192	(81,708)	(121,900)	80,383
Transformation	255,238	113,333	368,571	184,286	(161,328)	(345,614)	368,571
<i>Savings Target</i>	<i>(447,198)</i>	<i>355,712</i>	<i>(91,486)</i>	<i>(19,417)</i>	<i>(43,750)</i>	<i>(24,333)</i>	<i>886,447</i>
<b>Total Net Expenditure</b>	<b>8,771,903</b>	<b>1,020,073</b>	<b>9,791,976</b>	<b>4,895,988</b>	<b>4,233,329</b>	<b>(662,659)</b>	<b>10,526,985</b>
Interest Paid including Minimum Revenue Provision	781,459		781,459	195,365	0	0	635,534
Investment Interest	(82,643)		(82,643)	(41,322)	0	41,322	(87,579)
	<b>9,470,719</b>	<b>1,020,073</b>	<b>10,490,792</b>	<b>5,050,031</b>	<b>4,233,329</b>	<b>(621,338)</b>	<b>11,074,940</b>
Contributions to Reserves	217,850		217,850	108,925	108,925	0	217,850
Contribution from Earmarked Reserves	(155,919)	(645,901)	(801,820)	(400,910)	(400,910)	0	(939,308)
Contribution (from)/to Unapplied Grants/Holding Accounts	64,841	(149,909)	(85,068)	(42,534)	(42,534)	0	(153,716)
Contribution from S106 Holding Accounts	(255,238)	(193,716)	(448,954)	(224,477)	(224,477)	0	(448,954)
	<b>9,342,253</b>	<b>30,547</b>	<b>9,372,800</b>	<b>4,491,035</b>	<b>3,674,333</b>	<b>(621,338)</b>	<b>9,750,812</b>
Parish Precepts	2,144,612	82,469	2,227,081	1,113,541	1,113,541	0	2,227,081
Council Tax Support Grant - Parish	381,139		381,139	190,570	190,570	0	381,139
<b>TOTAL NET EXPENDITURE</b>	<b>11,868,004</b>	<b>113,016</b>	<b>11,981,020</b>	<b>5,795,145</b>	<b>4,978,444</b>	<b>(621,338)</b>	<b>12,359,032</b>
Revenue Support Grant from SFA	(2,905,097)		(2,905,097)	(1,452,549)	(1,452,549)	0	(2,905,097)
Council Tax Grant (13/14)	(36,052)		(36,052)	(18,026)	(18,026)	0	(36,052)
Council Tax Grant (14/15)	(31,391)	(5,393)	(36,784)				(36,784)
Business Rates Retention from SFA	(2,606,266)		(2,606,266)	(1,303,133)	(1,303,133)	0	(2,606,266)
NNDR Growth 13/14	(155,079)		(155,079)	(77,540)	(77,540)	0	(155,079)
NNDR Growth 14/15	0		0				(378,012)
New Homes Bonus Grant 11/12	(117,312)		(117,312)	(58,656)	(58,656)	0	(117,312)

## GENERAL FUND

## APPENDIX 1

Description	Per Exec 3/2/14 Movement		Per FMS				Revised Budget 2014/15 £
	Original Budget 2014/15 £	Since Original Budget	Current Budget 2014/15 £	6 months		Variance	
				Budget	Actual	6 months	
				2014/15	6 months	6 months	
New Homes Bonus Grant 12/13	(193,346)		(193,346)	(96,673)	(96,673)	0	(193,346)
New Homes Bonus Grant 13/14	(169,639)	(8,752)	(178,391)	(89,196)	(89,196)	0	(178,391)
New Homes Bonus Grant 14/15	(292,058)		(292,058)	(146,029)	(146,029)	0	(292,058)
COUNCIL TAX - BDC precept	(3,139,072)		(3,139,072)	(1,569,536)	(1,569,536)	0	(3,139,072)
Council tax - Parish element from above	(2,144,612)	(82,469)	(2,227,081)	(1,113,541)	(1,113,541)	0	(2,227,081)
Council Tax - New Burdens Grant	(78,080)		(78,080)	(39,040)	(39,040)	0	(78,080)
General Government Grants - miscellaneous	0	(16,402)	(16,402)	(8,201)	(8,201)	0	(16,402)
<b>TOTAL FUNDING</b>	<b>(11,868,004)</b>	<b>(113,016)</b>	<b>(11,981,020)</b>	<b>(5,972,118)</b>	<b>(5,972,120)</b>	<b>0</b>	<b>(12,359,032)</b>

## GENERAL FUND DETAIL - 2014/15

## APPENDIX 2

		Original Budget £	Current Budget £	Revised Budget £
APP	G909 Cont. to/from Revenue Reserves (G909)	(128,466)	(1,117,992)	(1,324,134)
APP	G911 Provision for Repayment of External Loan (G911)	445,936	445,936	384,241
APP	G913 Precept Demand from Collection Fund (G913)	(5,315,075)	(5,366,153)	(5,366,153)
APP	G914 General Government Grants (G914)	(6,552,929)	(6,614,867)	(6,992,879)
APP	G916 Interest Received (G916)	(82,643)	(82,643)	(111,720)
APP	G919 Interest Paid - PWLB (G919)	324,003	324,003	248,714
APP	G920 Interest Paid - Parish (G920)	1,155	1,155	1,782
APP	G925 Internal Interest Received (G925)	583	583	796
APP	G927 Interest Received (G927)	9,782	9,782	24,142
APP	G928 Local Precepts (G928)	2,525,751	2,608,220	2,608,220
APP	G930 T/f of General Fund Balance (G930)	(447,198)	(91,486)	886,453
APP	<b>Total for: Appropriations</b>	<b>(9,219,101)</b>	<b>(9,883,462)</b>	<b>(9,640,538)</b>
GROWTH	G005 Joint Chief Executive Officer (G005)	80,904	80,904	81,557
GROWTH	G006 CEPT (G006)	245,975	336,586	337,432
GROWTH	G010 Neighbourhood Management (G010)	89,144	89,144	85,143
GROWTH	G017 Private Sector Housing Renewal (G017)	126,862	43,670	132,981
GROWTH	G020 Public Health (G020)	(14,000)	(14,000)	(14,000)
GROWTH	G021 Pollution Reduction (G021)	65,639	148,831	74,224
GROWTH	G023 Pest Control (G023)	45,680	45,680	47,144
GROWTH	G025 Food Safety (G025)	138,081	138,081	135,525
GROWTH	G026 Animal Welfare (G026)	90,025	90,025	84,949
GROWTH	G036 Environmental Health Mgmt & Admin (G036)	199,094	166,338	171,092
GROWTH	G053 Licensing (G053)	(43,115)	(43,115)	(37,382)
GROWTH	G054 Electoral Registration (G054)	69,160	69,160	58,787
GROWTH	G055 Democratic Representation & Management (G055)	537,689	535,689	537,042
GROWTH	G056 Land Charges (G056)	5,288	5,199	6,032
GROWTH	G057 District Council Elections (G057)	7,000	7,000	7,000
GROWTH	G058 Democratic Services (G058)	227,779	224,264	215,623
GROWTH	G060 Legal Services (G060)	182,049	159,785	139,545
GROWTH	G073 Planning Policy (G073)	242,692	247,322	273,992
GROWTH	G074 Planning Development Control (G074)	(3,366)	106,705	113,572
GROWTH	G076 Planning Enforcement (G076)	75,864	71,849	68,832
GROWTH	G079 Planning Services Mgmt & Admin (G079)	59,310	19,582	19,860
GROWTH	G085 Economic Development (G085)	29,750	52,550	52,550
GROWTH	G086 Alliance (G086)	9,250	9,250	9,250
GROWTH	G088 Derbyshire Economic Partnership (G088)	15,000	15,000	15,000
GROWTH	G132 Planning Conservation (G132)	66,895	66,995	39,858
GROWTH	G143 Housing Strategy (G143)	32,611	31,816	32,054
GROWTH	G144 Enabling (Housing) (G144)	19,574	19,574	19,729

		<b>Original Budget £</b>	<b>Current Budget £</b>	<b>Revised Budget £</b>
GROWTH	G145 Handy Van Service (G145)	11,798	11,798	(6,184)
GROWTH	G154 ERDF - Work for Yourself (G154)	0	26,099	26,099
GROWTH	G171 S106 Education (G171)	0	(54,633)	(54,633)
GROWTH	G172 S106 Affordable Housing (G172)	60,116	135,016	135,016
GROWTH	G176 Affordable Warmth (G176)	27,953	27,953	(4,425)
GROWTH	G191 Public Health (G191)	0	12,000	0
GROWTH	G192 Scrutiny (G192)	0	18,787	20,092
GROWTH	G193 Economic Development Management + Admin (G1	18,140	125,025	100,573
GROWTH	G194 Assist Dir - Economic Growth (G194)	0	33,726	33,872
GROWTH	G195 Assist Dir - Governance + Monitoring (G195)	33,341	33,331	33,529
GROWTH	G196 Assist Dir - Planning + Env Health (G196)	0	31,678	32,045
GROWTH	G198 CEPT Commissioning (G198)	0	7,800	7,800
GROWTH	G209 Conservation - Carr Vale HLF Scheme	0	0	(6,896)
GROWTH	G211 Help to Work (G211)	0	20,680	20,680
GROWTH	G212 Budget Buddies (G212)	0	12,000	12,000
GROWTH	G213 Volunteering (G213)	0	7,975	7,975
GROWTH	G214 Healthy Weight (G214)	0	29,055	29,055
GROWTH	G215 Community Health Checks (G215)	0	14,310	14,310
GROWTH	G217 Residual WNF Schemes (G217)	0	168,241	168,241
<b>GROWTH</b>	<b>Total for: Growth Directorate</b>	<b>2,752,182</b>	<b>3,384,725</b>	<b>3,276,540</b>
OPERA	G001 Audit Services (G001)	123,510	123,510	123,450
OPERA	G007 Community Safety - Crime Reduction (G007)	52,271	51,073	45,737
OPERA	G013 Community Action Network (G013)	228,171	226,867	225,093
OPERA	G018 Public Conveniences (G018)	21,948	21,910	21,910
OPERA	G024 Street Cleansing (G024)	347,130	349,630	345,778
OPERA	G028 Waste Collection (G028)	1,010,415	1,024,345	978,500
OPERA	G032 Grounds Maintenance (G032)	524,143	528,743	545,699
OPERA	G033 Vehicle Fleet (G033)	722,185	706,776	698,831
OPERA	G038 Concessionary Fares & TV Licenses (G038)	(7,000)	(7,600)	(8,707)
OPERA	G040 Corporate Management (G040)	157,967	243,920	183,258
OPERA	G041 Non Distributed Costs (G041)	1,202,462	1,133,227	1,081,000
OPERA	G044 Financial Services (G044)	325,889	305,765	298,688
OPERA	G046 Homelessness (G046)	137,634	137,634	145,352
OPERA	G048 Town Centre Housing (G048)	(23,000)	(25,000)	(25,000)
OPERA	G050 Joint Director of Development	1,165	0	0
OPERA	G080 Engineering Services (ESRM) (G080)	66,743	66,743	73,548
OPERA	G081 Drainage Services (G081)	3,300	3,300	3,300
OPERA	G083 Building Control Consortium (G083)	120,700	120,700	96,550
OPERA	G089 Premises Development (G089)	(62,343)	(65,809)	(64,904)
OPERA	G090 Pleasley Vale Mills (G090)	(123,055)	(81,023)	(96,331)
OPERA	G092 Pleasley Vale Electricity Trading (G092)	(39,440)	(39,440)	(39,440)



			<b>Original Budget £</b>	<b>Current Budget £</b>	<b>Revised Budget £</b>
OPERA	G093	Sherwood Lodge (G093)	9,786	8,950	44,855
OPERA	G094	Joint Director of Neighbourhoods (G094)	995	0	0
OPERA	G095	Estates + Property (G095)	564,903	418,641	490,329
OPERA	G096	Building Cleaning (General) (G096)	71,778	71,778	72,136
OPERA	G097	Groundwork & Drainage Operations (G097)	45,585	45,585	46,675
OPERA	G099	Catering (G099)	6,000	6,000	6,000
OPERA	G100	Benefits (G100)	293,352	281,592	289,153
OPERA	G103	Council Tax / NNDR (G103)	262,432	263,027	218,186
OPERA	G104	Sundry Debtors (G104)	81,008	81,008	81,488
OPERA	G106	Housing Anti Social Behaviour (G106)	65,487	65,487	55,541
OPERA	G111	Shared Procurement Unit (G111)	36,000	36,000	36,000
OPERA	G113	Parenting Practitioner (G113)	40,084	38,084	39,509
OPERA	G123	Riverside Depot (G123)	170,464	161,580	165,670
OPERA	G124	Street Servs Mgmt & Admin (G124)	54,874	65,576	63,202
OPERA	G127	Planning + Estates Admin (G127)	48,579	47,185	47,219
OPERA	G128	Neighbourhoods Management + Admin (G128)	95,423	0	0
OPERA	G133	The Tangent Business Hub (G133)	52,695	52,695	47,017
OPERA	G135	Domestic Violence Worker (G135)	33,548	35,548	37,370
OPERA	G138	Sherwood Lodge Development (G138)	0	500	500
OPERA	G142	Community Safety - CCTV (G142)	33,370	93,390	93,390
OPERA	G148	Trade Waste (G148)	(65,186)	(65,186)	(63,596)
OPERA	G149	Recycling (G149)	(16,737)	(16,737)	(25,870)
OPERA	G150	Waste Minimisation (G150)	500	0	0
OPERA	G151	Street Lighting (G151)	3,000	3,000	3,000
OPERA	G153	Housing Advice (G153)	8,202	8,202	9,553
OPERA	G156	The Arc (G156)	329,211	306,821	173,777
OPERA	G159	Council Tax Benefit Reform (G159)	0	0	(3,648)
OPERA	G161	Rent Rebates (G161)	(58,834)	(58,834)	(65,277)
OPERA	G162	Rent Allowances (G162)	(138,704)	(138,704)	(150,694)
OPERA	G164	Support Recharges (G164)	(3,475,950)	(3,475,950)	(3,475,950)
OPERA	G167	Facilities Management (G167)	20,500	17,370	18,410
OPERA	G169	Closed Churchyards (G169)	10,000	10,000	10,000
OPERA	G188	Bolsover Mini Hub (G188)	(1,606)	0	0
OPERA	G190	Executive Director - Operations (G190)	48,820	48,820	49,951
OPERA	G197	Assist Dir - Finance, Revenues + Benefits (G197)	0	31,900	31,340
OPERA	G199	Assist Dir - Street Scene (G199)	0	30,235	29,776
OPERA	G208	Assist Dir - Estates and Property (G208)	0	39,077	10,513
OPERA		<b>Total for Operations Directorate</b>	<b>3,420,374</b>	<b>3,337,911</b>	<b>3,017,837</b>
TRANS	G002	I.C.T. (G002)	679,245	646,845	648,587
TRANS	G003	Reprographics (printing) (G003)	42,303	42,303	42,312
TRANS	G014	Customer Contact Service (G014)	713,144	712,045	764,599

		<b>Original Budget</b>	<b>Current Budget</b>	<b>Revised Budget</b>
		<b>£</b>	<b>£</b>	<b>£</b>
TRANS	G015 Strategy & Performance (G015)	227,540	178,159	182,861
TRANS	G027 Emergency Planning (G027)	15,200	15,200	15,200
TRANS	G052 Human Resources & Payroll (G052)	342,708	308,958	305,027
TRANS	G061 Bolsover Wellness Programme (G061)	(47,074)	(47,074)	(8,934)
TRANS	G062 Extreme Wheels (G062)	(13,897)	(10,449)	(10,198)
TRANS	G063 Go Football (G063)	10,178	10,178	10,394
TRANS	G064 Bolsover Community Sports Coach Scheme (G064)	83,439	119,240	96,481
TRANS	G065 Parks, Playgrounds & Open Spaces (G065)	55,813	49,397	49,385
TRANS	G066 Sports Development (G066)	86,939	0	0
TRANS	G067 Culture & Heritage (G067)	26,878	45,508	45,359
TRANS	G069 Kissingate Leisure Centre (G069)	50,000	50,000	50,000
TRANS	G070 Outdoor Sports & Recreation Facilities (G070)	28,955	28,419	30,827
TRANS	G071 Creswell Leisure Centre (G071)	156,582	127,826	134,702
TRANS	G072 Leisure Services Mgmt & Admin (G072)	184,838	152,995	171,250
TRANS	G112 Frederick Gents School Community Use (G112)	37,510	18,160	12,165
TRANS	G125 S106 Percent for Art (G125)	0	94,566	94,566
TRANS	G126 S106 Formal and Informal Recreation (G126)	187,655	58,933	58,933
TRANS	G129 Bolsover Apprenticeship Programme (G129)	0	39,292	36,810
TRANS	G146 Pleasley Vale Outdoor Activity Centre (G146)	10,337	25,456	29,879
TRANS	G155 Customer Services (G155)	59,696	73,120	73,330
TRANS	G160 Clowne Leisure Centre (G160)	(6,470)	(5,470)	84,425
TRANS	G168 Multifunctional Printers (G168)	58,519	59,119	59,119
TRANS	G170 S106 Outdoor Sports (G170)	7,467	215,072	215,072
TRANS	G179 Streets Sports (G179)	0	(1,000)	
TRANS	G181 BLACA (G181)	0	2,000	1,000
TRANS	G182 Village Games (G182)	0	8,585	8,585
TRANS	G188 Bolsover Min Hub (G188)	0	(1,606)	0
TRANS	G189 Executive Director - Transformation (G189)	49,040	49,040	49,291
TRANS	G200 Assist Dir - Customer Services + Improvement (G200)	0	31,266	31,614
TRANS	G201 Assist Dir - HR + Payroll (G201)	0	33,900	34,106
TRANS	G202 Assist Dir - Leisure (G202)	0	31,843	31,792
TRANS	G203 Sportivate (G203)	0	(1,000)	
TRANS	G206 Street Games (G206)	0	0	(2,378)
TRANS	<b>Total for Transformation Directorate</b>	<b>3,046,545</b>	<b>3,160,826</b>	<b>3,346,161</b>
Total	<b>Total for: General Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>

## APPENDIX 3

### Housing Revenue Account

Description	Full Years Budget £	6 months Budget £	6 months Actuals £	6 months Variance £	Revised Outturn £
<b>Expenditure</b>					
Repairs and Maintenance	4,431,671	2,215,836	2,117,246	(98,590)	4,484,369
Supervision and Management	4,290,000	2,145,000	2,173,621	28,621	4,472,209
Special Services	733,591	366,796	293,348	(73,448)	625,477
Supporting People	776,455	388,228	365,920	(22,308)	806,529
Tenants Participation	88,807	44,404	38,240	(6,164)	77,765
Provision for Doubtful Debts	200,000	100,000	100,000	0	200,000
Debt Management Expenses	10,500	5,250	5,250	0	11,125
<b>Total Expenditure</b>	<b>10,531,024</b>	<b>5,265,512</b>	<b>5,093,625</b>	<b>(171,887)</b>	<b>10,677,474</b>
<b>Income</b>					
Rents	(20,666,580)	(9,472,183)	(9,511,503)	(39,321)	(20,692,055)
Garage Rents	(330,000)	(165,000)	(52,909)	112,091	(115,438)
Garage Site Rents	(36,000)	(18,000)	(34,724)	(16,724)	(36,000)
Supporting People	(837,500)	(418,750)	(354,294)	64,456	(764,927)
Special Services	(264,000)	(132,000)	(164,809)	(32,809)	(384,855)
Leasehold Flats and Shops Income	(12,650)	(6,325)	(1,833)	4,492	(18,620)
Income - Repairs and Maintenance	(14,990)	(7,495)	(10,429)	(2,934)	(16,490)
Income - Supervision & Management/Rents/Rates/Taxes	(410)	(205)	(3,421)	(3,216)	(3,480)
Other Income	(17,400)	(8,700)	(215)	8,485	(40,524)
<b>Total Income</b>	<b>(22,179,530)</b>	<b>(10,228,658)</b>	<b>(10,134,137)</b>	<b>94,521</b>	<b>(22,072,388)</b>
<b>Net Cost of Services</b>	<b>(11,648,506)</b>	<b>(4,963,146)</b>	<b>(5,040,512)</b>	<b>(77,367)</b>	<b>(11,394,914)</b>
<b>Appropriations</b>					
Debt Repayment	3,500,000	1,750,000	1,750,000	0	3,440,050
Interest Costs	3,368,222	1,684,111	1,684,111	0	3,500,000
Depreciation	2,127,647	1,063,824	1,063,824	0	2,210,234
Transfer to Major Repairs Reserve	1,202,356	601,178	601,178	0	1,119,769
Contingency for Inflation	56,278	28,139	28,139	0	31,026
Contribution to/(from) HRA Reserves	1,374,000	687,000	687,000	0	1,074,000
<b>Net Operating (Surplus) / Deficit</b>	<b>(20,003)</b>	<b>851,106</b>	<b>773,740</b>	<b>(77,367)</b>	<b>(19,835)</b>

## CAPITAL PROGRAMME SUMMARY

## APPENDIX 4

Fund	Full Years Budget £	6 months Budget £	6 months Actuals £	6 months Variance £	Revised Budget £
<b>General Fund Assets</b>					
ASS AMP - PV Lodges	14,265	7,133	9,134	2,002	14,265
ASS AMP - The Tangent	3,970	1,985	3,970	1,985	4,000
ASS AMP - Leisure Buildings	0	0	0	0	3,750
ASS AMP - PV Mills Creative Industries	0	0	0	0	11,253
ASS AMP - Subject to Executive Approval	481,765	240,883	0	(240,883)	227,985
ASS Bolsover Public Realm & Infrastructure	423,820	211,910	306,648	94,738	423,820
ASS Photovoltaic System	90,000	45,000	77,525	32,525	90,000
ASS Pleasley Vale Mills HLF	45,960	22,980	43,386	20,406	45,960
ASS CCTV - Various Schemes	29,322	14,661	0	(14,661)	29,322
	<b>1,089,102</b>	<b>544,551</b>	<b>440,663</b>	<b>(103,888)</b>	<b>850,355</b>
<b>HOR Project Horizon</b>	<b>2,979,906</b>	<b>1,489,953</b>	<b>81,480</b>	<b>(1,408,473)</b>	<b>1,597,654</b>
<b>ICT Schemes</b>					
ICT ICT infrastructure	118,592	59,296	56,914	(2,382)	129,592
ICT Idox Uniform Estates Management	16,100	8,050	12,250	4,200	16,100
ICT Fleet Management System	11,002	5,501	10,114	4,613	11,002
	<b>145,694</b>	<b>72,847</b>	<b>79,278</b>	<b>6,431</b>	<b>156,694</b>
<b>Leisure Schemes</b>					
LEI Clowne Leisure Centre Equipment	31,000	15,500	31,000	15,500	31,000
LEI Clune Street Recreation Ground	6,944	3,472	693	(2,779)	6,944
LEI P Vale Outdoor Education Centre Ph 2	47,134	23,567	0	(23,567)	47,134
	<b>85,078</b>	<b>42,539</b>	<b>31,693</b>	<b>(10,846)</b>	<b>85,078</b>
<b>Private Sector Schemes</b>					
PS Disabled Facility Grants	250,000	125,000	117,504	(7,496)	300,000
PS Pte Sector Decent Homes	18,611	9,306	0	(9,306)	18,611
PS Group Repair (WT)	0	0	0	0	5,372
PS Carr Vale Group Repair	0	0	0	0	1,270
PS New Houghton Group Repair	0	0	0	0	5,887
PS Church Drive Energy Project	0	0	0	0	9,579
PS Station Road Shirebrook	0	0	0	0	1,340
PS Verney & Crompton Street	154,954	77,477	650	(76,827)	157,391
	<b>423,565</b>	<b>211,783</b>	<b>118,154</b>	<b>(93,629)</b>	<b>499,450</b>
<b>Vehicles and Plant</b>					
VEH Vehicles - General Fund	899,980	449,990	401,582	(48,408)	972,500
	<b>899,980</b>	<b>449,990</b>	<b>401,582</b>	<b>(48,408)</b>	<b>972,500</b>
<b>Total General Fund</b>	<b>5,623,325</b>	<b>2,811,663</b>	<b>1,152,850</b>	<b>(1,658,813)</b>	<b>4,161,731</b>

**CAPITAL PROGRAMME SUMMARY**

**APPENDIX 4**

<b>Fund</b>	<b>Full Years Budget £</b>	<b>6 months Budget £</b>	<b>6 months Actuals £</b>	<b>6 months Variance £</b>	<b>Revised Budget £</b>
<b>Housing Revenue Account</b>					
HRA Group Dwellings Safety Work	150,000	75,000	0	(75,000)	0
HRA Window Replacement	5,000	2,500	0	(2,500)	0
HRA Electrical Rewiring Decent Homes	150,000	75,000	39,521	(35,479)	150,000
HRA External Wall Insulation	0	0	0	0	191,634
HRA Cavity Wall + Loft Insulation	5,000	2,500	350	(2,150)	14,692
HRA External Door Replacements	500,000	250,000	231,702	(18,298)	632,976
HRA Heating Upgrades	400,000	200,000	139,337	(60,663)	470,673
HRA Environmental Works	50,000	25,000	0	(25,000)	50,000
HRA Decent Homes - External	500,000	250,000	230,888	(19,112)	265,711
HRA Kitchen Replacements - Decent Homes	400,000	200,000	50,088	(149,912)	493,970
HRA Re Roofing	750,000	375,000	0	(375,000)	128,000
HRA Regeneration Mgmt & Admin	69,320	34,660	34,660	0	69,320
HRA HRA New Build - New Houghton	2,025,185	1,012,593	1,355,789	343,197	2,025,185
HRA Sprinkler Systems	16,000	8,000	0	(8,000)	16,000
HRA New Bolsover	300,000	150,000	0	(150,000)	0
HRA HRA New Build - New Houghton -Dist Payments	50,000	25,000	45,191	20,191	59,000
HRA GD Boiler Replacement	150,000	75,000	0	(75,000)	150,000
HRA Vehicles - HRA	188,020	94,010	41,130	(52,880)	261,730
<b>Total HRA</b>	<b>5,708,525</b>	<b>2,854,263</b>	<b>2,168,656</b>	<b>(685,607)</b>	<b>4,978,891</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>11,331,850</b>	<b>5,665,925</b>	<b>3,321,506</b>	<b>(2,344,419)</b>	<b>9,140,622</b>
<b>Capital Financing</b>					
<b>General Fund</b>					
Specified Capital Grant	(250,000)	(125,000)	(117,504)	7,496	(300,000)
Private Sector Contributions	(29,322)	(14,661)	0	14,661	(120,975)
Prudential Borrowing	(899,980)	(449,990)	(401,602)	48,388	(1,267,842)
Reserves	(278,312)	(181,281)	(178,245)	3,036	(375,312)
External Grant	(423,820)	(211,910)	(306,648)	(94,738)	(265,820)
Capital Receipts	(3,741,891)	(1,828,821)	(148,851)	1,679,970	(1,831,782)
	<b>(5,623,325)</b>	<b>(2,811,663)</b>	<b>(1,152,850)</b>	<b>1,658,813</b>	<b>(4,161,731)</b>
<b>HRA</b>					
Major Repairs Allowance	(3,487,320)	(1,743,660)	(763,737)	979,923	(2,683,976)
Direct Revenue Financing	(2,213,205)	(1,106,603)	(1,396,919)	(290,317)	(2,286,915)
External Grant	(8,000)	(4,000)	(8,000)	(4,000)	(8,000)
	<b>(5,708,525)</b>	<b>(2,854,263)</b>	<b>(2,168,656)</b>	<b>685,607</b>	<b>(4,978,891)</b>
<b>TOTAL CAPITAL FINANCING</b>	<b>(11,331,850)</b>	<b>(5,665,925)</b>	<b>(3,321,506)</b>	<b>2,344,419</b>	<b>(9,140,622)</b>

**Activity 2014/15**

**PWLB Borrowing**

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

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: -

<b>PWLB Borrowing</b>	<b>Maturity Profile</b>
<b>Term</b>	<b>30 September 2014</b>
	<b>£</b>
12 Months	1,000,000
1-2 years	1,000,000
2-5 years	1,000,000
5-10 years	19,900,000
10-15 years	20,200,000
over 15 years	62,000,000
<b>Total PWLB Debt</b>	<b>105,100,000</b>

At 30 September 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 six months was £1,841,525.

**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 £714.29 were incurred during the first six months which effectively arose from overdrawn bank balances. At the 30 September 2014 the only temporary borrowing undertaken by the Council is £560,843 which is the investment balances held on behalf of Parish Councils.

## Temporary Investments

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

Counterparty	Balance at 1/4/14	Deposits	Withdrawals	Interest received	Balance at 30/9/14
	£	£	£	£	£
Bank of Scotland	4,900,000	100,000	(5,000,000)	5,371	5,371
Barclays	5,000,000	0	0	9,431	5,009,431
BNP Paribas (MMF)	0	26,707,000	(25,607,000)	3,289	1,103,289
Ignis (MMF)	1,990,000	16,803,000	(13,793,000)	11,525	5,011,525
Natwest	4,520,000	480,000	0	12,494	5,012,494
	16,410,000	44,090,000	(44,400,000)	42,110	16,142,110

## Fixed Investments

Counterparty	Balance at 1/4/14	Deposits	Withdrawals	Interest received	Balance at 30/9/14
	£	£	£	£	£
Lloyds	0	5,000,000	0	10,932	5,010,932
Goldman Sachs International Bank	0	5,000,000	0	3,321	5,003,321
Nationwide	0	2,000,000	0	2,946	2,002,946
	0	12,000,000	0	17,199	12,017,199

## Interest Received

Interest received on investments at 30 September 2014 was £59,309. This level of interest is slightly above the profiled estimate for the annual investment interest of £41,322.

## 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)	106,199,000	114,199,000
Operational Boundary	106,199,000	109,199,000