

## EXECUTIVE AGENDA

**Monday 4<sup>th</sup> March 2019 at 1000 hours in the  
Council Chamber, The Arc, Clowne**

Item No.	PART 1 – OPEN ITEMS	Page No.(s)
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.  Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.	
4.	<b>Items recommended by Scrutiny Committees;</b>	
	(A) Review of Delivery of Environmental Health & Licensing by the Customer Service and Transformation Scrutiny Committee.	5 to 28
	<u>Recommendations on Page 7</u>	
	(B) Review of the Authority's Perception of Young People by the Healthy, Safe, Clean and Green Communities Scrutiny Committee.	29 to 64
	<u>Recommendations on Page 31</u>	
	(C) Review of Income Generation by the Growth Scrutiny Committee.	65 to 116
	<u>Recommendations on Page 67</u>	
5.	<b>Policy and Budget Framework Items;</b>  None.	

6. **Non Key Decisions;**
- |     |  |            |
|-----|--|------------|
| (A) | Corporate Plan Targets Performance Update – October 2018 to December 2018. (Q3 – 2018/19). | 117 to 134 |
|     | <u>Recommendation on Page 119</u>  |            |
| (B) | Single Equality Scheme 2019 – 2023.  | 135 to 164 |
|     | <u>Recommendations on Page 137</u>   |            |
| (C) | Voluntary Community Sector Support.  | 165 to 169 |
|     | <u>Recommendations on Page 168</u>   |            |
| (D) | Future High Streets Fund Bid Outline.  | 170 to 173 |
|     | <u>Recommendations on Page 172</u>   |            |
| (E) | Corporate Plan 2015 – 2019 - Statement of Delivery.  | 174 to 180 |
|     | <u>Recommendations on Page 176</u>   |            |
7. **Key Decisions;**
- |     |   |            |
|-----|---|------------|
| (A) | Award of Contract to Supply UPVc External Doors and Windows to Council Housing. | 181 to 183 |
|     | <u>Recommendations on Page 182</u>  |            |
| (B) | Award of Contract to Provide Void Cleaning to Council Housing.                  | 184 to 186 |
|     | <u>Recommendations on Page 185</u>  |            |
| (C) | Award of Contract to Provide Damp Investigations and Associated Remedial Work.  | 187 to 189 |
|     | <u>Recommendations on Page 188 &amp; 189</u>                                    |            |
| (D) | Business Rates Discretionary Retail Discount.                                   | 190 to 195 |
|     | <u>Recommendations on Page 192</u>  |            |
8. **Exclusion of Public;**
- To move:-
- That the public be excluded from the meeting during the discussion of the following items of business to avoid the disclosure to them of exempt information as defined in Part 1 of Schedule 12A to the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006). *[The category of exempt information is stated above each item].*

9. **Non Key Decision;**

Exempt – Paragraph 3

(A) B@Home Progress Update. 196 to 206

Recommendations on Page 202

10. **Key Decisions;**

Exempt – Paragraphs 1, 2 and 3

(A) Management of Corporate Debt – Write Off of Outstanding Amounts. 207 to 213

Recommendations on Page 209

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<b>Review of Delivery of Environmental Health &amp; Licencing</b>
---

**Report of the Chair of Customer Service & Transformation Scrutiny Committee**

This report is public

**Purpose of the Report**

- To present to Executive the completed report for the recent Review of Delivery of Environmental & Health & Licencing.

**1. Report Details**

- 1.1 The Customer Service and Transformation Scrutiny Committee agreed to undertake a Review of Delivery of Environmental & Health & Licencing, as part of the 2018/19 work plan following consideration of a range of topics suggested at the Annual Scrutiny Conference.
- 1.2 This was agreed following the Review of The Strategic Alliance in 2017/18, as a result of the following approved recommendation:

*“CS&TSc17/18 2.1 – That the Customer Service and Transformation Scrutiny Committee consider the following areas of the Strategic Alliance for review:-*

- *Delivery of the Environmental Health and Licensing Service.*
- *The Differences between the Pay Agreements in the 2 Councils in the Strategic Alliance and JE and the Impact this has on forming joint services.*
- *The Criteria for the Creation of new Shared Services.”*

Following discussion at the Scrutiny Conference 2018 and further analysis at Committee, this was the only topic that was ranked as ‘high priority’ via the prioritisation tool.

- 1.3 Environmental Enforcement was reviewed by Healthy, Safe, Clean & Green Communities Scrutiny Committee during 2017/18 and Members were clear that any review of this service area must not duplicate any element of the previous review.



#### 1.4 The aims of the review were:

- To establish how the service operates across the two Councils in relation to members accessing the service.
- To identify the advantages of the arrangement.
- To identify the disadvantages of the arrangement.
- To make recommendations as to improvements in the service which will improve the service received by Members of Bolsover District Council.

The key issues identified were as follows:

- Review of existing Service Level Agreement
- Assess current protocol for Member communication/interaction
- Review equality of access to the service from both Districts – location of offices/rotation of staff at offices.
- Assessing the advantages/efficiency of the current arrangement and ensuring Members are better informed as to how the service is delivered within the District.
- Provide clarity over existing arrangements and determine whether any changes are required to this element of the Strategic Alliance going forward.

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

2.1 The Committee have put together three recommendations which will hopefully support further sustainability and development of the joint Environmental Health & Licensing service.

2.2 The key issues arising from the review are:

- The development and approval of a revised Service Level Agreement;
- A review of the online 'Report It' system to ensure that customer engagement remains efficient, with systems that are simple to use.

2.3 It is hoped that the recommendations set out in this review report will further improve a service that is already performing well. Given the upheaval of creating a merged service across the Strategic Alliance, Members commend that work ethic of Officers who have continued to strive for excellent and efficient service delivery.

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

3.1 All Scrutiny Committees are committed to equality and diversity in undertaking their statutory responsibilities and ensure equalities are considered as part of all Reviews. The selection criteria when submitting a topic, specifically asks members to identify where the topic suggested affects particular population groups or geographies.

3.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

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

- 4.1 Executive could choose not to endorse the recommendations of the review, where they feel the course of action recommended is beyond the delivery capacity of the Authority.

#### **5. Implications**

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

- 5.1.1 None from this report.

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

- 5.2.1 In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in s.21 of the Local Government Act 2000 and subsequent legislation which added/amended these powers e.g. the Local Government and Public Involvement in Health Act 2007.
- 5.2.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

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

- 5.3.1 None from this report.

#### **6. Recommendations**

- 6.1 That Executive endorses the recommendations of the review outlined in section 2 of the attached report.
- 6.2 That for recommendations approved by Executive, monitoring by Committee takes place over a twelve month period via the PERFORM system with an update report to Committee at the end of the monitoring period.

## 7. Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC: <i>Revenue</i> - £75,000 <input type="checkbox"/> <i>Capital</i> - £150,000 <input type="checkbox"/> NEDDC: <i>Revenue</i> - £100,000 <input type="checkbox"/> <i>Capital</i> - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	Aim: Transforming Our Organisation  Priority: Maximising opportunities with North East Derbyshire District Council through the Strategic Alliance

## 8. Document Information

Appendix No	Title	
5A.1	Review of Delivery of Environmental & Health & Licencing.	
<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)		
Please contact Scrutiny & Elections Officer where further information is required.		
Report Author		Contact Number
Joanne Wilson, Scrutiny & Elections Officer		01246 242385



**Review of Delivery of Environmental  
Health & Licensing  
July – October 2018  
CUSTOMER SERVICE & TRANSFORMATION  
SCRUTINY COMMITTEE**

## Contents

---

Chair's Foreword .....	3
1. Introduction .....	4
1.1 The Current Service Structure.....	4
2. Recommendations.....	7
3. Scope of the Review .....	8
4. Method of Review .....	9
5. Analysis of evidence and key findings .....	11
5.1 Assessment of the advantages/efficiency of the current arrangement .....	11
5.2 Assessment of current protocol for Member communication/interaction .....	14
5.3 Review equality of access to the service from both Districts .....	15
5.4 Review of existing Service Level Agreement .....	16
6. Conclusions .....	17
Appendix 1: Stakeholders .....	18
Appendix 2: Bibliography.....	19

## Chair's Foreword

---

This review topic was primarily chosen as a result of Member concerns that Bolsover residents were receiving a 'lesser' service, as a result of the Partnership arrangement via the Strategic Alliance.

While it may be the case that a few Members were aware of issues, the evidence gathered has proven that the service is operating in an equitable manner. The re-design of processes following the merger of the two teams, has ensured that good practice has been shared across both authority areas. Internal evidence shows that the service has overcome a wide range of issues in terms of changes in staffing; pay structures and terms and conditions; an overhaul of supporting IT/data systems; different operating/organisational cultures; and different back office and finance systems.

Externally, statistics clearly show that customer satisfaction has not only been maintained for Bolsover residents, but has in fact improved.

Having reviewed the evidence presented, we now feel on the whole very satisfied and reassured by current delivery.

**Councillor Rose Bowler**  
**Chair of the Customer Service & Transformation Scrutiny**  
**Committee**

# 1. Introduction

---

The Customer Service & Transformation Scrutiny Committee agreed to undertake a Review of Delivery of Environmental Health & Licensing, as part of the 2018/19 Work Programme. This was agreed following the Review of The Strategic Alliance in 2017/18, as a result of the following approved recommendation:

*“CS&TSc17/18 2.1 – That the Customer Service and Transformation Scrutiny Committee consider the following areas of the Strategic Alliance for review:-*

- Delivery of the Environmental Health and Licensing Service.*
- The Differences between the Pay Agreements in the 2 Councils in the Strategic Alliance and JE and the Impact this has on forming joint services.*
- The Criteria for the Creation of new Shared Services.”*

Following discussion at the Scrutiny Conference 2018 and further analysis at Committee, this was the only topic that was ranked as ‘high priority’ via the prioritisation tool.

Environmental Enforcement was reviewed by Healthy, Safe, Clean & Green Communities Scrutiny Committee during 2017/18 and Members were clear that any review of this service area must not duplicate any element of the previous review.

Members assessing the suggested topic noted that communications was a key issue, including knowledge of staff roles and who to contact. There was concern that if the Strategic Alliance were to cease, the service is solely employed by North East Derbyshire District Council (NEDDC).

## 1.1 The Current Service Structure

As part of the review process, Members wanted further clarity as to the current service structure. The Joint Environmental Health Service undertakes a diverse range of statutory duties and supports the wider public health agenda working in partnership with other stakeholders and agencies, to achieve effective and efficient outcomes for all. On a daily basis it investigates service requests and complaints from businesses and the general public and undertakes proactive interventions in business premises ensuring compliance with the law by way of a risk-based approach. It also provides general advice and support on a whole range of health and environment matters, ranging from energy efficiency advice, to responsible dog ownership. The range of duties and functions of the service are detailed below.

**Commercial – Line Manager – (6 x Officers in total)**

Commercial undertake duties associated with business premises, and public health matters such as communicable diseases. The service areas comprise of:

- Food safety and hygiene
- Food Hygiene Rating Scheme
- Health and safety at work
- Communicable diseases
- Food and water sampling
- Animal licensing

**Environmental Enforcement – (5 x Officers in total)**

Environmental Enforcement undertake duties associated with environmental crime.

The service areas comprise of:

- Stray dogs
- Fly tipping and littering
- Abandoned vehicles
- Dog fouling

**Environmental Protection – (6 x Officers in total)**

Environmental Protection undertake duties associated with environmental conditions and the service areas comprise of:

- Air quality
- Contaminated land
- Planning consultations and development advice
- Prescribed processes
- Nuisance from commercial premises

**Housing and Pollution – (8 x Officers in total)**

Housing and Pollution undertake duties associated with the health, safety and welfare of the domestic environment. The service areas comprise of:

- Housing conditions
- Drainage
- Nuisance from domestic premises
- Pest control
- Public health burials

**Home Improvement – (3 x Officers in total)**

Home Improvement undertake duties to provide support and assistance on matters associated with the home and these service areas comprise of:

- Home repairs advice
- Support and welfare advice to vulnerable residents
- Affordable warmth and fuel poverty
- Disabled facilities grants
- Handy van Service (fixed term contract)



**Licensing – (5 x Officers in total)**

Licensing undertake duties around persons and premises selling alcohol and vehicle hire. These service areas comprise of:

- Taxi licensing
- Premises and persons licenses
- Scrap metal licenses
- Gambling licenses
- Charitable collections

**Technical Support – (8 x Officers in total)**

Technical Support provide technical and administrative support to the whole Environmental Health Service and handle customer enquiries. Duties comprise of:

- Managing customer contacts and processing complaints
- Management of Environmental Health ICT systems
- Processing Disabled Facilities Grants
- Processing statutory returns
- Scanning and document control
- Stray dog invoicing and correspondence
- Licensing administration

**Community Outreach – (Bolsover District Council only) – (3 x Officers in total)**

Community Outreach provides support and assistance to the vulnerable residents of Bolsover District Council, which is tailored to their individual needs. The duties can include the following topics, although the list is not exhaustive:

- Support around financial hardship
- Support in tackling food and fuel poverty
- Disability or social isolation
- Support to promote a healthy lifestyle

## 2. Recommendations

PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response
CS&TSc18/19 2.1	That the Healthy, Safe, Clean and Green Communities Scrutiny Committee keep the Customer Service & Transformation Scrutiny Committee briefed on the implementation of scrutiny recommendation HSCGC17/18 1.14.	That the online 'Report It' system is reviewed and refreshed to ensure that the facility remains customer friendly and simple to use.	June 2019.	Scrutiny & Elections Officer	Officer time.	An 'Interim Report' is due to be considered by Healthy, Safe, Clean and Green Communities Scrutiny Committee in March 2019. Final implementation of this recommendation was scheduled for December 2018 and an update will be given to Members following the March report.
CS&TSc18/19 2.2	That the Council's legal team produces a revised Service Level Agreement for approval by Executive and the Strategic Alliance Joint Committee.	That the Service Level Agreement for the Joint Service remains deliverable and fit for purpose.	September 2019	Joint Head of Corporate Governance & Monitoring Officer/Team Leader (Contentious)	Officer time.	This is currently being worked on by the service following attendance at Scrutiny Committee, with a view to completion by September 2019.
CS&TSc18/19 2.3	That the Customer Service & Transformation Scrutiny Committee receive the draft Service Level Agreement prior to submission to Executive for consideration	That Members are satisfied that the Service Level Agreement for the Joint Service remains deliverable and fit for purpose.	July 2019	Joint Head of Corporate Governance & Monitoring Officer/Team Leader (Contentious)	Officer time	Officers will be able to bring a draft to Informal Committee in July 2019, prior to submission to Executive/Strategic Alliance Joint Committee, for further discussion as part of the Post-Scrutiny Monitoring process.

### 3. Scope of the Review

---

The Customer Service & Transformation Scrutiny Committee agreed to undertake a Review of Delivery of Environmental Health & Licensing, as part of the 2018/19 Work Programme. This was agreed following the Review of The Strategic Alliance in 2017/18.

As part of the evidence gathering process for the Review of The Strategic Alliance, Members reviewed the existing staffing structures across the three directorates (at the time) which identified both shared and BDC only posts, alongside the employing authority. This sought to address the following issues identified in the scope:

- Which services are combined?
- Who is based where?

Members are uncertain as to what the arrangements are in place in relation to some shared services employees in terms of who employs, where they are based and how they can be contacted. As part of the 2017/18 Review of The Strategic Alliance, Members noted that as one of the only hosted, shared services, Members are concerned that BDC colleagues feel alienated from the service and feel discouraged from using the service as those providing the service are not BDC employees.

The aims of the review were:

- To establish how the service operates across the two Councils in relation to members accessing the service.
- To identify the advantages of the arrangement.
- To identify the disadvantages of the arrangement.
- To make recommendations as to improvements in the service which will improve the service received by Members of Bolsover District Council.

The key issues identified were as follows:

- Review of existing Service Level Agreement
- Assess current protocol for Member communication/interaction
- Review equality of access to the service from both Districts – location of offices/rotation of staff at offices.
- Assessing the advantages/efficiency of the current arrangement and ensuring Members are better informed as to how the service is delivered within the District.
- Provide clarity over existing arrangements and determine whether any changes are required to this element of the Strategic Alliance going forward.

### **The Committee comprised the following Members:**

Councillor R. Bowler (Chair)	Councillor J. Smith (Vice Chair)
Councillor P. Cooper	Councillor P. Bowmer
Councillor E. Stevenson	Councillor M. Crane
Councillor A. Joesbury	Councillor R. Turner
Councillor R. Heffer	

Support to the Committee was provided by the Scrutiny & Elections Officer and the Governance Officer.

## **4. Method of Review**

---

The Committee had an initial meeting to agree the scope of the review, and agreed to complete the review via a document review and presentation of verbal and written evidence by Officers to Committee.

Two evidence gathering sessions were held where Members heard from our Environmental Health Managers; the Solicitor to the Council; and the Legal Team Leader (Contentious).

Members also reviewed the following documents:

- Environmental Health Joint Service background information and duties of each team July 2018
- Customer and Elected Member Contact Details
- Environmental Health operational Risk Management Review 280917
- Environmental Health Structure Chart for Commercial Protection Enforcement Licensing 30 04 2018
- Environmental Health Structure Chart for Housing Pollution Home Improvement and Community Outreach 30 04 2018
- Environmental Health Structure Chart for Technical Support 30 04 2018
- Environmental Health Customer Satisfaction Survey 2015/16
- Environmental Health Customer Satisfaction Survey Manager checklist 2017/18
- Environmental Health Communication Strategy Dec 2015
- Environmental Service Review, Strategic Alliance Joint Committee, 26 October 2011
- Legal Agreement for an Environmental Health Shared Service Partnership, June 2012
- Minutes of Strategic Alliance Joint Committee, December 2011.
- Officer Authorisation Scheme – DD 122 – 17 – JA.

The shared service delivers Statutory functions. The review aimed to establish whether the Service Level Agreement referred to in 2012, is still fit for purpose to effectively comply and deliver the requirements of relevant statutory functions.

Originally, Members were also keen to establish how NEDDC Members view the service and whether the shared service is delivering as they expect. It became apparent during the course of the review that the NEDDC Organisation Scrutiny Committee had also identified concerns with this area of delivery. As the offer to attend evidence gathering meetings was not practical due to meeting clashes, Officers endeavoured to keep the NEDDC Scrutiny Chair briefed during the course of the review.

Members also considered possible attendance at NEDDC Licensing Committee; a joint meeting with NEDDC Members (potentially at Mill Lane site) and a visit to Mill Lane Offices (to view the Licensing application process). However, the information gathered during the course of the review, led Members to conclude that these additional measures were not necessary and would not provide any further clarity to their queries.

## **Equality and Diversity**

Within the process of the review, the Committee has taken into account the impact of equalities. Key considerations have been:

- Equity of access to the service by residents from both Districts.
- Equity in access and communications with Members of both Districts.

## **5. Analysis of evidence and key findings**

---

### **5.1 Assessment of the advantages/efficiency of the current arrangement**

#### **Initial set-up of the Joint Environmental Health Partnership**

The Joint Environmental Health Service provides services to both Bolsover District Council (BDC) and North East Derbyshire District Council (NED) and following agreement in 2012, was formally established in March 2013 with the appointment of staff. This was a particularly tense time with staff from both authorities reapplying to posts in the new service, which also naturally led to some staff departing the service.

There were two completely different computer systems, however as the BDC system was chosen, alongside the appointment of two BDC staff as managers, it was perceived as a BDC takeover. Staff had to cleanse and migrate all the data into one system, this was essential as initially there was no access to NED data for managers to address performance or workload. As the newly appointed managers they took on two different councils, two different ways of working and two very different cultures, with NED underperforming service and BDC a high-performing service.

Initially all work was duplicated with reporting to two different back office services – particularly separate finance and customer services at both BDC and NED. The required job evaluation process resulted in 80% of staff receiving a decrease in their salaries, with a long appeal process which knocked morale.

In order to ensure success and re-instill a positive outlook there has been a continued focus that the formation of a joint service has allowed the two authorities to combine their resources and expertise, providing flexibility and resilience such that it can shift its resources to accommodate demands on the service.

The service currently receives around 9,000 queries a year, which filters through the Technical Support Team. 98-99% of this contact is via telephone and email. The Technical Support team ensure work is allocated to the correct Officer. This reinforces the need for Members to ensure all calls are logged via the correct channels to avoid any duplication. It also shows that Members concerns regarding lack of access for face-to-face service is unfounded as our customers do not use this as a core means of communication/service request.

#### **Financial Arrangements**

The service is hosted by NED with the costs of the service split 50/50. NED recharge BDC for 50% of the service costs, however all income goes straight to the respective Council. As such there are two different income budgets (BDC and NED). The only exception to that is the Community Outreach Service, which only operates for BDC.

Due to the savings required by NED at the time, it was felt they were better placed to accommodate the service. Officers have worked together to ensure that a well-balanced service is created drawing on the positives from both areas. It's a continuing ongoing transformation and efficiencies are being found all the time. It was only when the service went to Mill Lane that everyone was all together and managers could truly begin to re-build the teams.

A key consideration for Members was whether the service would have continued to work well if it had remained separated. Officers acknowledged that it was working very well. However, a lot of savings have been made by becoming a joint service.

There wouldn't be the same pool of expertise with the same level of flexibility. Staff can be moved between areas as they have transferable skills – the principles of working are the same. To cease the joint service would undo a huge amount of development work and efficiencies.

Officers were keen to emphasise that what isn't recognised is what a success the joint service has been although it has been hard work. The service is seen as a role model for other councils – Derbyshire Dales and Amber Valley Officers have gone around with our Environmental Enforcement Officers to see how we do our work and we are held in high regard. Despite the size of our service we are lean on staff but still have the required flexibility and resilience.

## Customer Satisfaction

As part of the evaluation, Members wished to understand if the move to a Joint Service had impacted satisfaction levels. When reviewing satisfaction levels under the current Corporate Plan (2015-19), the results from the Customer Satisfaction Surveys show an overall improvement:

- 2015/16 – 89.1% of customers satisfied with service received
- 2017/18 – 92.4% of customers satisfied with service received

*Table 1: Joint Environmental Health Service Customer Satisfaction Survey 2015/16*

	Number of questionnaires posted.	Number of questionnaires returned	Number of customers satisfied	Percentage of customers satisfied
<b>Businesses</b>	154	46	43	93.5%
<b>General Public</b>	546	146	128	87.7%
<b>Totals</b>	<b>700</b>	<b>192</b>	<b>171</b>	<b>89.1% (overall)</b>

Table 2: Joint Environmental Health Service Customer Satisfaction Survey 2017/18

	Number of questionnaires posted.	Number of questionnaires returned	Number of customers satisfied	Percentage of customers satisfied
<b>Businesses</b>	150 (BDC) 188 (NEDDC)	30 (BDC) 59 (NEDDC)	29 (BDC) 57 (NEDDC)	96.7% (BDC) 96.6% (NEDDC)
<b>General Public</b>	436 (BDC) 265 (NEDDC)	125 (BDC) 64 (NEDDC)	115 (BDC) 56 (NEDDC)	92% (BDC) 87.5% (NEDDC)
<b>Totals</b>	<b>1039</b>	<b>278</b>	<b>257</b>	<b>92.4% (overall)</b>

Whilst the sample size was small for the 2017/18 survey it was larger than the previous survey two years ago. Overall the level of satisfaction with Environmental Health service provision remains quite high and has improved from the last survey. This provides reassurance to Officers that the Joint Service is being run in a manner that ensures good satisfaction levels across both Districts.

When looking at figures solely relating to BDC, Officers are aware of previous surveys prior to the joint service and there has been no impact on customers and no impact from the joint service. Satisfaction levels have changed as follows:

- Pre Joint Service (2013) – 90% of customers satisfied
- 2017/18 – 92.9% of customers satisfied with service received

Key learning points for the service, as a result of the 2017/18 survey are as follows:

- Keep customers updated on their complaint/service request as much as possible.
- Get back to customers when we say we are going to.
- Do not use jargon/communicate using simple terminology.
- Ensure the same Officer inspects businesses to reduce burden and save time.
- Provide a pro-active Environmental Health Service.
- Avoid busy periods when inspecting businesses.
- Consider automated application forms where possible.
- Speed up the Disabled Facilities Grant process.

### Current Challenges for the Service

As part of the review, Members wished to understand the current strains on the service. Managers noted a current increase in demand on advice for planning applications, which was having an impact on the Environmental Protection Team – the number of consultations officers are having to respond to for large, complex applications has really increased.



Also, the Housing and Pollution Team were providing increased support to the Building Resilience Programme, delivered in the Shirebrook area. In addition to this, the team was experiencing an increase in public health funerals, filthy and verminous premises and hoarding cases – these are complex cases with vulnerable people. Nevertheless, Managers feel that the flexibility and resilience of the service, is a strength enabling delivery via a pool of people with the required expertise, who can be move to cover demand across the service, when required.

Further challenges involved responding to Freedom of Information requests (both Councils), legislative changes, HMO Licensing and Abandoned vehicle reports. An internal review is taking place on the process for Abandoned vehicles due to a substantial increase in numbers.

Members concluded that over the five years of the joint service, managers have been building relationships within various teams, aligning processes, investing in staff development and new computer systems in order to ensure efficient and effective service delivery. The joint service allows for a greater pool of expertise, knowledge and resource to be available to meet service demands. It was noted that information on team duties and service areas is available in the Service Plan, which could be provided to Members as and when required.

## **5.2 Assessment of current protocol for Member communication/interaction**

A key issue identified during the 2017/18 Review of The Strategic Alliance was communication in relation to the Alliance and its achievements. A survey completed by BDC Members indicated a clear need for better communication with Members as to current working arrangements, key projects and ongoing achievements. Members concluded that as an interim measure prior to the agreement of further areas for review, improved communications was critical. A programme of Member's Briefings, either written and/or group presentation was recommended, alongside improved publicity as to the effectiveness of the arrangement:

*“CS&TSc17/18 2.4 – A programme of Member's Briefings covering the Strategic Alliance, our shared services and the achievements to date, either written and/or group presentation, is developed for the 2018/19 municipal year, with a commitment to evaluate the programme following the 2019 elections.”*

During the course of this review in September 2018, a presentation was also given to BDC Council, following this recommendation from the 2017/18 Review of The Strategic Alliance.

When hearing from Officers in the service, they acknowledged that Environmental Health Management were aware that there were concerns over inadequate communication with Bolsover Members about the work done by the service and have introduced Member “drop in” surgeries at The Arc every Wednesday morning from 9am to 1pm. When Members queried the current success of the Members' Surgery, Officers acknowledged that it had not been widely used to date. It would continue in

its current guise but could be adapted to different times/days if Members felt this would help.

Officers were clear that Member contact is very important. They appreciate the difficulty of not being formally based at The Arc but can be located there whenever needed. Staff are regularly located on the first floor hot desks at The Arc on Thursdays and regular meetings also take place with both Portfolio Holders. Managers also noted that out of the 45 staff in the joint service, 20 are new having been recruited over the last four years, so many may not have had any contact with Members. Arrangements can be made for Members to meet relevant staff.

Other update reports will also be introduced on service activities and enforcement work. The Environmental Health Service Annual Report will provide further service detail when available.

As the Committee has already made this previous recommendation for improved communications, no further recommendation will be made at this stage pending the implementation of the 2017/18 recommendation.

### **5.3 Review equality of access to the service from both Districts**

One of the key areas of investigation for Members was how residents accessed the service, particularly as all staff were based at Mill Lane as their primary office base.

Officers noted that for all environmental health service requests, communications should be sent to:

Bolsover: [enquiries@bolsover.gov.uk](mailto:enquiries@bolsover.gov.uk) or 01246 231111

NEDDC: Ext. 7873 or [Environmentalhealthadmin@ne-derbyshire.gov.uk](mailto:Environmentalhealthadmin@ne-derbyshire.gov.uk)

Officers were keen to re-emphasise the need for all communication to be via the Contact Centre/main enquiries email address to ensure that requests for service were managed equitably and that calls were not duplicated in the system as a result of separate communications with individual Officers. They noted that they were still experiencing a number of situations where Members were contacting Officers directly rather than logging issues centrally using the system. In terms of performance managing response times of the service, it was important that all calls were logged in the same manner.

With specific reference to Licensing services, Members were very conscious that Bolsover customers were required to go to Mill Lane. The key issue for Members was the distance travelled outside the District and why we could not offer the service within the District to limit travel and increase access by public transport.

In response, Managers noted that any of the services requiring face-to-face contact could be offered at The Arc or a Contact Centre, but they had their own concerns that this could create an under-used resource if we were to have an Officer sitting waiting for someone to come in. It was clear from the information

provided that a number of service requests could be handled over the phone. Officers also noted that they had not received any complaints in relation to accessing services.

Members suggested that an improvement would be to offer pre-arranged appointments at both The Arc and Contact Centres to ensure that Officer time was not unduly impacted. Officers agreed that this would be possible with current resources and they were also currently looking at additional options for online applications. In addition, should a customer present at a BDC Contact Centre, it is possible to speak to Environmental Health Officers over the phone with support from customer service staff. Furthermore, the 'Report It' function can be accessed within the main reception area at The Arc within the Digital Services area.

Officers requested that where Members come across a situation where customers cannot access our services, to let Managers know so adjustments to delivery can be made. All routine requests however would need to be put through the contact centres.

During the course of reviewing evidence, a number of Members commented on the process of accessing the service as a member of the public. Where members had had to do this as a resident they had found the process complicated and confusing. There was resounding agreement that a guide(s) would be beneficial which explained each element of the service; how to register a request for service. It was noted that a recent review by Healthy, Safe, Clean and Green Communities Scrutiny Committee had made a recommendation that the Report It system be reviewed:

*“HSCGC17/18 1.14 – That the ‘Report It’ system on the website is fully reviewed, with ‘user’ testing, alongside the wider recommendation to improve publicity on communication channels and how to report incidents.”*

#### **Recommendation:**

**That the Healthy, Safe, Clean and Green Communities Scrutiny Committee keep the Customer Service & Transformation Scrutiny Committee briefed on the implementation of scrutiny recommendation HSCGC17/18 1.14.**

## **5.4 Review of existing Service Level Agreement**

As part of the review process, Members heard evidence from the Council’s legal team in reference to the original creation of the Joint Service. Previous reports, including the Legal Agreement, allude to a Service Level Agreement (SLA) as being a required document to be produced as part of the creation of the Environmental Health Service Partnership. Further investigation has shown that due to the numerous changes in staffing since the creation of the ‘Partnership’, a final version cannot be found on file. Due to the time elapsed since the creation of the Partnership and the changes in delivery, Members agreed that it was appropriate to go ahead and produce an SLA based on the current requirements of the ‘Partnership’.

Members considered a range of potential clauses that could be incorporated in to a revised SLA and agreed that legal Officers should take account of the following:

1. Statement of relationship to Environmental Health shared service agreement and business case.
2. Outline of developments since the service commenced.
3. Outline of services to be provided. This to include section on communication with members and how to access the service. May include services not provided.
4. Delivery/service standards
5. Performance management arrangements and reporting arrangements
6. Responsibilities of the 2 Councils in relation to the service.
7. Funding arrangements. (Income/expenditure/recharge arrangements)
8. The current staffing structure including management arrangements. Host or employing authority/base location and flexible mobile working
9. SLA review date.
10. What procedures to follow if procuring services or goods.

Members concluded that the SLA should be complimentary to both current business and the original Legal Agreement from 2012.

It was agreed that Officers from the legal team should share the proposal with the Chair of NEDDC Organisation Scrutiny Committee, as part of their ongoing briefing on the review work.

**Recommendation:**

**That the Council's legal team produces a revised Service Level Agreement for approval by Executive and the Strategic Alliance Joint Committee.**

**That the Customer Service & Transformation Scrutiny Committee receive the draft Service Level Agreement prior to submission to Executive for consideration.**

## **6. Conclusions**

---

The Committee have put together three recommendations which will hopefully support further sustainability and development of the joint Environmental Health & Licensing service.

The key issues arising from the review were:

- The development and approval of a revised Service Level Agreement;
- A review of the online 'Report It' system to ensure that customer engagement remains efficient and effective, with systems that are simple to use.

It is hoped that the recommendations set out in this review report will further improve a service that is already performing well. Given the upheaval of creating a merged service across the Strategic Alliance, Members commend that work ethic of Officers who have continued to strive for excellent and efficient service delivery.

## Appendix 1: Stakeholders

---

Stakeholders engaged during the Review:

- Portfolio Holder – Housing and Community Safety
- Joint Strategic Director – Place
- Joint Head of Housing & Community Safety
- Environmental Health Managers
- Joint Head of Corporate Governance & Monitoring Officer, Bolsover District Council/North East Derbyshire District Council
- Team Leader (Contentious)/ Deputy Monitoring Officer, Bolsover District Council/North East Derbyshire District Council
- BDC Members
- NEDDC Members

Stakeholders impacted by the Review:

- Portfolio Holder – Housing and Community Safety
- Joint Strategic Director – Place
- Joint Head of Housing & Community Safety
- Environmental Health Managers
- Joint Head of Corporate Governance & Monitoring Officer, Bolsover District Council/North East Derbyshire District Council
- Team Leader (Contentious)/Deputy Monitoring Officer, Bolsover District Council/North East Derbyshire District Council
- BDC Members
- NEDDC Members

## Appendix 2: Bibliography

---

Bolsover District Council and North East Derbyshire District Council, (2011), Minutes of Strategic Alliance Joint Committee December 2011.

Bolsover District Council and North East Derbyshire District Council, (December 2015), Environmental Health – Communication Strategy 2015/16.

Bolsover District Council and North East Derbyshire District Council, (2017), Operational Risk Management Register – Joint Environmental Health (Reviewed & Updated Sept 2017)

Bolsover District Council and North East Derbyshire District Council, (April 2018), Environmental Health Structure Charts.

Bolsover District Council and North East Derbyshire District Council, (July 2018), Customer and Elected Member contact channels for the Joint Environmental Health Service.

Bolsover District Council and North East Derbyshire District Council, (July 2018), Joint Service Background Information.

Joint Assistant Director Planning and Environmental Health, (2017), DD-122-17-JA Authorisation of Officers – Environmental Health, North East Derbyshire District Council. <http://www.bolsover.gov.uk/images/LIVE/DelegatedDecisions//DD-122-17-JA---Authorisation-of-Officers-Environmental-Health.pdf>

Joint Directors of Development and Health & Well Being (Jointly with the Chief Executive), (2011), Strategic Alliance Joint Committee: Agenda Item 7(b) – Environmental and Planning Services Review (Exempt Report), Bolsover District Council and North East Derbyshire District Council

Solicitor to the Council, (2012), Council: Agenda Item 11 – Legal agreement for the Environmental Health and Licensing Service with North East Derbyshire District Council, Bolsover District Council.

<http://web.bolsover.gov.uk/reportsagendas/Reports/report12882.pdf>



**We speak  
your language**

---

**Polish**

**Mówimy Twoim  
językiem**

---

**Slovak**

**Rozprávame  
Vaším jazykom**

---

**Chinese**

**我们会说你的语言**

---

If you require  
this publication in  
**large print**  
or another format  
please call us on  
**01246 242424**

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<b>Review of The Authority's Perception of Young People</b>
---

**Report of the Chair of Healthy, Safe, Clean & Green Communities Scrutiny Committee**

This report is public

**Purpose of the Report**

- To present to Executive the completed report for the recent Review of The Authority's Perception of Young People.

**1. Report Details**

- 1.1 The Healthy, Safe, Clean & Green Communities Scrutiny Committee agreed to undertake a Review of The Authority's Perception of Young People, as part of the 2018/19 Work Programme, following consideration of a range of topics suggested at the Annual Scrutiny Conference.
- 1.2 The issue was initially raised by Bolsover District Youth Council (The Young Voice) and suggested as an area for review by scrutiny. When considering possible review topics during the Scrutiny Conference 2018 and subsequently as part of setting the Committee Work Programme, it was felt that Scrutiny could add further momentum/support to the existing work of Youth Council on stereotypes.
- 1.3 The review supports the Corporate Plan Aim of 'Supporting Our Communities to be Healthier, Safer, Cleaner and Greener'. While it does not directly support a specific Priority of the Corporate Plan, it does link to the area of Social Inclusion as per the Committee Terms of Reference in the Constitution.
- 1.4 The aims of the review were:
  - To establish the current approach across frontline services when interacting with young people and to ensure the Council portrays a positive image.

The key issues identified were as follows:

- Clarify existing protocols when working with young people to ensure a positive approach is taken which values their involvement/interaction.
- Clarify current satisfaction with council services by young people – specifically where the service is solely for them i.e. leisure programmes.



- Ensure practices are in place which encourage young people to engage with the Council and that accessing services is a positive experience.
- How should the Council engage with Young People?
- What is the experience of Young People accessing our services?
- What is the problem of 'stereotyping' and what effect does it have?
- What can we do to influence how we operate/communicate to improve how Young People access services?
- Do we portray a positive image of Young People?

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

- 2.1 The Committee have put together two recommendations which will hopefully assist the Council in maintaining and further enhancing its positive approach when dealing with young people.
- 2.2 The key findings arising from the review are:
- That the Council's existing policies and protocols embed a positive approach to service delivery to young people.
  - That the CSP continue to review current delivery to ensure that engagement with (and reward to) vulnerable/'at risk' young people requiring additional support/mediation services is maintained, wherever resources allow.
  - That further consideration be given to equality of access to leisure provision, with particular reference to the location of provision and ensuring wherever possible that this is spread across the District.
  - That the Council continues to work closely with The Young Voice (the Youth Council), as a mechanism of ensuring young people are fully engaged in our planning and decision-making processes; and able to feedback to the Council as and when required on the quality of our services.
- 2.3 It is hoped that the recommendations set out in this review report will help in ensuring the Council continues to promote positive engagement with/involvement of young people.

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

- 3.1 All Scrutiny Committees are committed to equality and diversity in undertaking their statutory responsibilities and ensure equalities are considered as part of all Reviews. The selection criteria when submitting a topic, specifically asks members to identify where the topic suggested affects particular population groups or geographies.
- 3.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.
- 3.3 Within the process of the review, the Committee has taken into account the impact of equalities. As part of the document review, the Equality Impact Assessments for both our Customer Service Code of Practice & Standards and the Compliments, Comments and Complaints procedure have been examined. Members are satisfied that our current approach complies with the requirements of current equalities legislation.

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

- 4.1 Executive could choose not to endorse the recommendations of the review, where they feel the course of action recommended is beyond the delivery capacity of the Authority.

#### **5. Implications**

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

- 5.1.1 None from this report.

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

- 5.2.1 In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in s.21 of the Local Government Act 2000 and subsequent legislation which added/amended these powers e.g. the Local Government and Public Involvement in Health Act 2007.
- 5.2.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

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

- 5.3.1 None from this report.

#### **6. Recommendations**

- 6.1 That the Executive endorses the recommendations of the review outlined in section 2 of the attached report.
- 6.2 That for recommendations approved by Executive, monitoring by Committee takes place over a twelve month period via the PERFORM system with an update report to Committee at the end of the monitoring period.

## 7. Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC: <i>Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> NEDDC: <i>Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	Aim: Supporting Our Communities to be Healthier, Safer, Cleaner and Greener

## 8. Document Information

Appendix No	Title	
5B.1	Review of The Authority's Perception of Young People	
<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)		
Please contact Scrutiny & Elections Officer where further information is required.		
<b>Report Author</b>		<b>Contact Number</b>
Joanne Wilson, Scrutiny & Elections Officer		01246 242385



**Review of The Authority's Perception  
of Young People  
September 2018 – January 2019  
HEALTHY, SAFE, CLEAN & GREEN  
COMMUNITIES SCRUTINY COMMITTEE**

## Contents

---

Chair's Foreword .....	3
1. Introduction .....	4
1.1 The Young Voice – Stereotypes of young people 2017/18 .....	4
1.2 Historical research by The Young Voice .....	5
2. Recommendations .....	7
3. Scope of the review .....	9
4. Method of Review .....	10
5. Analysis of evidence and key findings .....	11
5.1 Clarify existing protocols when working with young people to ensure a positive approach is taken which values their involvement/interaction.....	11
5.2 Clarify current satisfaction with council services by young people – specifically where the service is solely for them i.e. leisure programmes. ....	19
5.3 Ensure practices are in place which encourage young people to engage with the Council and that accessing services is a positive experience.....	21
5.4 How should the Council engage with Young People? .....	24
5.5 What is the experience of Young People accessing our services? .....	24
5.6 What is the problem of 'stereotyping' and what effect does it have?.....	27
5.7 What can we do to influence how we operate/communicate to improve how Young People access services? .....	28
5.8 Do we portray a positive image of Young People?.....	28
6. Conclusions .....	29
Appendix 1: Stakeholders .....	30
Appendix 2: Bibliography.....	31

## Chair's Foreword

---

As is usual practice, our annual Scrutiny Conference was held to discuss scrutiny review options for the coming municipal year. Various review options were given for Committee to make a decision. The outcome of this was to review the Authority's Perception of Young People, who we are engaging in our services.

The main purpose of the review was to obtain evidence that showed the Authority took appropriate steps to ensure we were not stereotyping young people, or in any way discriminating against young people, as age is a protected characteristic as defined in the Equality Act 2010.

Members were hopeful that the review process would not raise any concerns, but felt it was important to carry out a thorough check and balance of all front-facing service areas. The wide range of evidence gathered shows there are no areas of concern. The recommendations agreed aim to keep a watching brief of how we operate and Members are mindful that any future work with the Youth Council would need to be via mutual agreement.

**Cllr Sandra Peake**

**Chair of the Healthy, Safe, Clean & Green Communities Scrutiny Committee**

# 1. Introduction

---

As part of the Scrutiny Conference 2018, Members sought suggestions for review topics from a range of sources, including the Bolsover District Youth Council.

This topic was chosen following discussion by all Members at Scrutiny Conference and further detailed consideration by the Scrutiny Committee as part of setting their Work Programme for 2018/19.

As a result of current work being carried out the Youth Council, discussed subsequently at section 1.1, Members concluded this was an area where Scrutiny could add additional momentum to their campaign work. This issue impacts on young people across the District but would also have an intergenerational and wider cultural impact around interaction and respect. Members acknowledged that this was considered a significant issue by the Youth Council.

Committee Members concluded that if the review was to focus specifically on how the Council interacts and perceives young people, this inward assessment should naturally lead to adding value to our current approach. They acknowledged however, that the Youth Council's focus was much wider than this and relates to how young people are viewed by both agencies and fellow residents alike.

The review was not related to value for money or efficiencies, but in fact focussed on our cultural values as an organisation and a District. The Council deliver a wide range of services in partnership which often requires a coordinated approach to working with young people, having a common approach is key.

## 1.1 The Young Voice – Stereotypes of young people 2017/18

During 2017/18, the Young Voice worked on tackling negative stereotypes of young people. The Youth Council worked in groups to look at what a stereotype is and what prejudice involves. They used the following definitions as part of their project:

**Stereotype – Definition:**

*“A widely held but fixed and oversimplified image or idea of a particular type of person or thing”*

**Prejudice – Definition:**

*“A preconceived opinion that is not based on reason or actual experience”*

Members of the Youth Council identified that people can be stereotyped in a variety of ways because of their “differences” e.g.:

- Age
- Ethnicity
- Religion

- Income
- Gender
- Sexuality
- Disability/learning disability/Special Needs
- Mental Health
- Labelling – Goth/Geek/Nerd/Hoodie

The Youth Council feel stereotyping is a big problem for young people.

Some of the activities they identified to assist in breaking down barriers were as follows:

- Opportunities to lead the debate through chairing meetings – including being a Lead Youth Councillor.
- Mental Health Ambassadors at Shirebrook Academy.
- Positive Activities Rewards Scheme – Schools can each nominate students to undertake fun Outdoor Activities at Pleasley Vale or Extreme wheels activities. Schools can nominate students for improved behaviour or for doing something good for the community.
- Visit to June Full Council being arranged.
- Talks on Mental Health, Stigma and Hate Crime delivered to Youth Council.
- Fundraising for Young Minds charity.

## 1.2 Historical research by The Young Voice

Two previous pieces of work by the Youth Council, supported by the Performance team, both found that stereotypes were an issue for young people.

### 1.2.1 The Young Voice: Schools Summer Survey 2012

Between 3<sup>rd</sup> and 13<sup>th</sup> of July 2012 Bolsover District Council conducted a survey amongst secondary schools in the District, in conjunction with The Young Voice (the Bolsover District Youth Council). The survey had four aims:

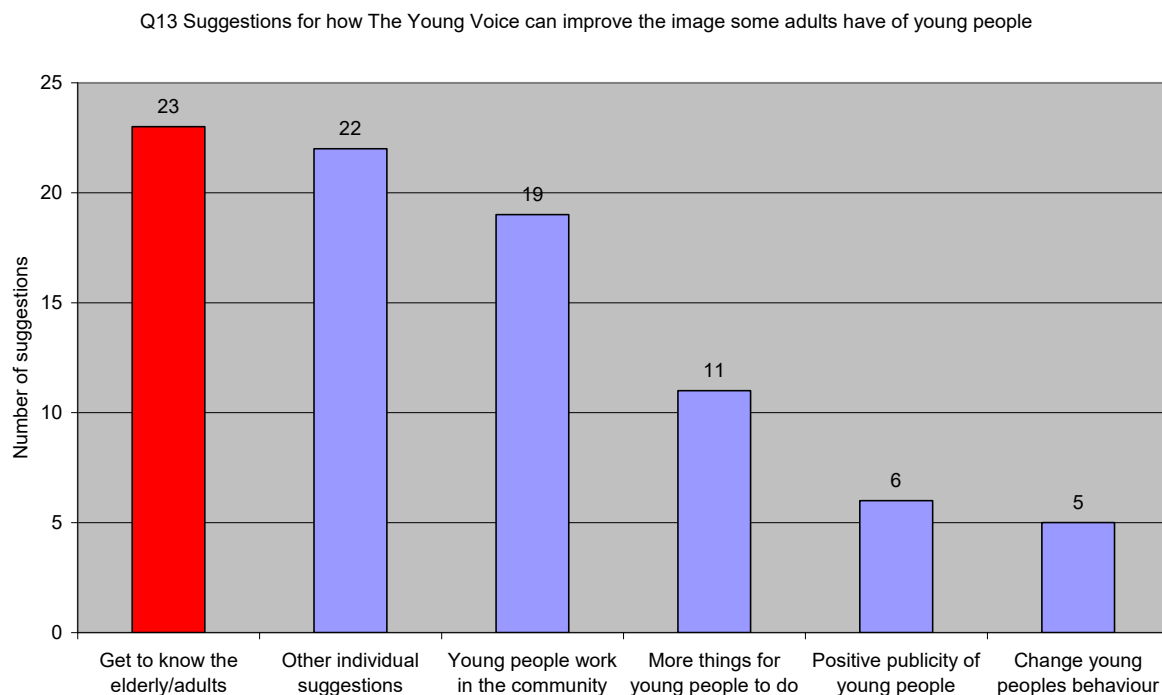
1. To measure awareness of and interest in the 'Active Bolsover' brand.
2. To see how young people's use of social media compared with the use made by Citizen Panel members (all aged 18+ years).
3. To identify the best way of engaging with young people in the District both in terms of providing information and seeking views via The Young Voice.
4. To identify a theme for the Young Voice to focus project work on in the 2012/13 school year.

The survey was distributed by each school and was completed during the school day, two schools conducted the survey on line and the remainder completed paper surveys.

362 responses were returned, unfortunately Bolsover School was unable to take part. Responses were split fairly equally between the five participating schools, Stubbin Wood had a smaller proportion of respondents as there are fewer students in the school, and Tibshelf School had the highest response rate.



One of the lines of questioning, related to how The Young Voice could meet its aim of improving the image that some adults have of young people. 82 young people made suggestions, the most suggestions – 23, were around the idea that young and older people should get to know each other better.



Some specific ideas were:

- “Invite adults from the local area to school-hosted events”
- “Let an adult have an insight of what it’s like for a young person in our time and let them see what it’s like rather than jumping to conclusions”
- “Have days where we put on a fun day for adults”
- “Get adults to be a young person and young people an adult for a day”
- “Let the younger people do fundraising for something important to the community”
- “Improve community by using adult and young volunteers together i.e. picking up litter, building new community projects”

### 1.2.2 The Young Voice: Young People’s Issues Survey 2015

Between April and May 2015, The Young Voice ran a survey which was completed by 1,954 young people aged 11-16 across six secondary schools, this is equivalent to almost 50% of the total number of secondary school children in Bolsover District. The survey asked which one of a range of 16 issues identified by the Youth Councillors, was of most interest to each person. 5% of respondents (99 out of 1954), selected ‘Negative stereotypes of young people’. This was particularly an issue within Bolsover and Tibshelf secondary schools.

## 2. Recommendations

PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response
HSCGC18/19 1.1	That the coverage of community leisure provision is monitored for a twelve month period to assess equality of access across the District.	Further clarity as to gaps in delivery and how the Council could adapt current marketing/ communications to encourage buy-in from areas with low/no delivery. This could then result in further improvements to how young people access our services.	March 2020	Physical Activity & Sports Development Manager	Officer time (for monitoring)  Any potential future provision identified from the monitoring would be covered by existing budget/external funding.	We are in support of the recommendation which has been put forward for community leisure provision to be monitored for a twelve month period to assess equality of access across the District. As detailed in the report, the Physical Activity & Sports Development team deliver a wide variety of programmes and we are keen for these to be accessed by as many residents as possible from across the Bolsover District. However, in order for us to provide such activities we do rely on accessing external funding from organisations such as schools, community groups and Parish

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>
						Councils. With that in mind we are happy to explore different opportunities to market our services to encourage buy-in from across the District.
HSCGC18/19 1.2	That the Healthy, Safe, Clean & Green Communities Scrutiny Committee approach Bolsover Youth Council with the proposal to consult in a partnership arrangement with local 'secondary age' young people, via their link to Secondary School Councils, as part of their usual schools engagement work.	Further clarity as to how the Council could adapt current practices/ communications to improve how young people access our services.	July 2019	Improvement Officer	Officer time/support to Youth Council	Pending agreement by the Youth Council on the proposal, the consultation can be accommodated as part of the Council support role to the Young Voice. Initial discussions with Young Voice at their meeting on 28 <sup>th</sup> January, show that there is full support for the idea. The final survey and method of completion is currently being agreed.

### 3. Scope of the review

---

The Healthy, Safe, Clean & Green Communities Scrutiny Committee agreed to undertake a Review of The Authority's Perception of Young People, as part of the 2018/19 Work Programme.

The issue was initially raised by Bolsover District Youth Council (The Young Voice) and suggested as an area for review by scrutiny. When considering possible review topics during the Scrutiny Conference 2018 and subsequently as part of setting the Committee Work Programme, it was felt that Scrutiny could add further momentum/support to the existing work of Youth Council on stereotypes.

The review supports the Corporate Plan Aim of 'Supporting Our Communities to be Healthier, Safer, Cleaner and Greener'. While it does not directly support a specific Priority of the Corporate Plan, it does link to the area of Social Inclusion as per the Committee Terms of Reference in the Constitution.

The aim of the review was:

- To establish the current approach across frontline services when interacting with young people and to ensure the Council portrays a positive image.

The key issues identified for investigation were as follows:

- Clarify existing protocols when working with young people to ensure a positive approach is taken which values their involvement/interaction.
- Clarify current satisfaction with council services by young people – specifically where the service is solely for them i.e. leisure programmes.
- Ensure practices are in place which encourage young people to engage with the Council and that accessing services is a positive experience.
- How should the Council engage with Young People?
- What is the experience of Young People accessing our services?
- What is the problem of 'stereotyping' and what effect does it have?
- What can we do to influence how we operate/communicate to improve how Young People access services?
- Do we portray a positive image of Young People?

#### **The Committee comprised the following Members:**

Councillor S. Peake (Chair)  
Councillor P. Cooper  
Councillor P. Smith  
Councillor T. Cannon  
Councillor D. Bullock

Councillor C. Moesby (Vice Chair)  
Councillor T. Munro  
Councillor K. Walker  
Councillor J. Bennett  
Councillor J. Clifton

Support to the Committee was provided by the Scrutiny & Elections Officer.

## 4. Method of Review

---

The Committee met on four occasions to consider the scope of the review, key issues they wanted to discuss and to carry out interviews and evidence gathering.

The Committee sought evidence by way of:

- Internal enquiries to frontline service areas to establish existing protocols for dealing with service users under 18 and 18-24.
- Internal enquiry to establish level of complaints received in relation to service access via young people.
- Questions to Youth Council at 20<sup>th</sup> June meeting.
- Analysis of Citizen Panel Surveys/Customer Satisfaction results to gauge satisfaction in young people with front line services.

Members considered examining the approach taken beyond the local level, but due to the focus of the review being around local perception, it was felt more pertinent to keep an internal focus on this occasion. The main focus for Members was to establish that as a core local service provider, our staff operate to an expected standard reinforcing positive behaviour and valuing the involvement of young people within the community.

Members were also hopeful of attending a Youth Council meeting during November, to further explore their responses of the 20<sup>th</sup> June Council meeting. However, due to circumstances beyond our control this was not possible. Nevertheless, Members were reassured, by one of the Councillors working with the Youth Council and schools, that the original research undertaken by the Youth Council for their own project around 'stereotypes' was wide ranging, involving all secondary schools.

A document review was completed of the following policies as part of the evidence gathering process:

- BDC Customer Service Code of Practice & Standards
- BDC Work Experience Placements Policy January 2011
- BDC Child Protection Policy 2016-19
- BDC Safeguarding Adults Policy 2016-19 (this would cover young vulnerable adults)
- Joint Apprenticeship Strategy 2017
- Derbyshire Safeguarding Children Board – Neglect Strategy
- Derbyshire Safeguarding Children Board – On Line Strategy

### **Equality and Diversity**

Within the process of the review, the Committee has taken into account the impact of equalities. As part of the document review, the Equality Impact Assessments for both our Customer Service Code of Practice & Standards and the Compliments, Comments and Complaints procedure have been examined. Members are satisfied that our current approach complies with the requirements of current equalities legislation.

## **5. Analysis of evidence and key findings**

---

### **5.1 Clarify existing protocols when working with young people to ensure a positive approach is taken which values their involvement/interaction.**

Following discussions with a number of front-facing services, the following policies/protocols have been identified as governing how we currently operate.

#### **Customer Standards/Complaints**

The Council has Equality Impact Assessments (EIAs) in place for the Customer Service Code of Practice & Standards and the Compliments, Comments and Complaints procedure (not the policy as this is legislation led).

The assessments show that no equality impact has been identified on anyone because of their age. This is because anyone requiring support, to make a complaint or access Council services, would be given it. This message is also strengthened in the Customer Service training delivered.

#### **HR – Work Experience**

To ensure our approach to work placements meets nationally expected standards, the service operates to the BDC Work Experience Placements Policy 2011.

Bolsover District Council as a local employer sees work experience placements as an extremely important link between us as an employer and secondary schools, colleges and other establishments who may wish to give young people a taste of the 'World of Work'. The exposure to work is a significant step in preparing the way for young people to move into adult and working life. Work experience placements are an opportunity to develop and understanding of the world of work and an insight into a specific area/occupation.

Work experience placement requests vary from the traditional one/two week placement requested by schools, to requests for one day per week over a set number of weeks. They typically involve work shadowing and the completion of small tasks that do not form a core part of the Council's work.

The Council is committed to ensuring equality of opportunity for work experience placements. To monitor its success in delivering work experience placements to all sections of the community, monitoring data will be gathered from all students. This will be analysed to identify trends and reported to Equalities Working Group on an annual basis, to help inform the review of this Policy.

## HR – Apprenticeships Programme

The Joint Apprenticeship Strategy 2017 acknowledges that across both Authorities within the Strategic Alliance, apprentices are afforded opportunities which develop their skills, knowledge and experience in a supported environment whilst being paid the National Living Wage and accessing the same terms and conditions as other Council employees. The Apprenticeship Strategy is intended to provide direction in the area of apprenticeships. It is the responsibility of employees, managers, members and key stakeholders to champion and influence support for apprentices.

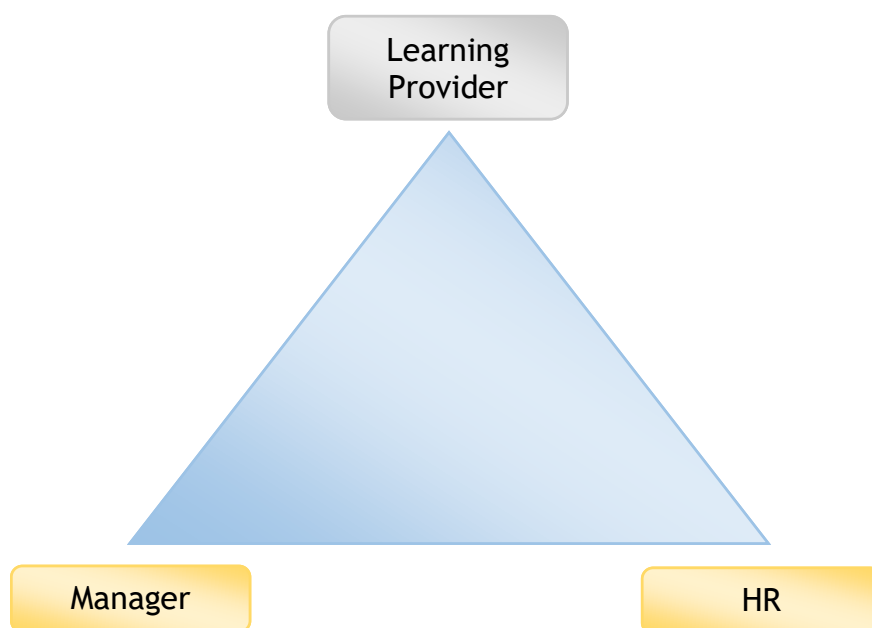
The BDC Apprenticeship Charter outlines the following commitment by the Authority:

*“We will support apprentices by creating opportunities for their skills, knowledge and experience to be developed in a supportive environment whilst also ensuring that they are paid fairly and have access to the same terms and conditions as other employees.”*

**Fairness** – Apprentices will be paid a fair rate. The Council has committed to pay employees recruited specifically to an apprenticeship vacancy the National Living Wage, which is higher than the Apprentice Rate. Existing staff undertaking apprenticeship training will continue to be paid their current salary. All recruitment will be undertaken in line with Council policy and procedures. Our apprentices receive the same terms and conditions as other employees.

**Quality** – Apprentices will have access to high quality training and induction which has gone through a competitive process offering the best opportunities to them.

**Support** – Apprentices will have access to support from the learning provider, their manager and the HR section. All apprentices will have access to appropriate time off to support them in their development.



## **Leisure – Go Active**

The service operates to corporate policies in respect of customer standards, safeguarding and equalities. As such there would be nothing within their approach to customer service that would involve young people, as service users, being treated differently.

Young people are actively encouraged to engage in healthy, active lifestyles with access to services such as Junior Gym sessions for 11-14 year olds; Junior RPM for 11-14 year olds; Netball (8-15 and 16+); Football Stars (5-13 yrs); Super Tots (18mths-6yrs); and Sports Splash Holiday Scheme (6-13).

All sessions involving young people, particularly school age upwards, operate on a set of “ground rules”. These acceptable standards of behaviour are set jointly with the young people involved in the session to encourage positive engagement in the activity, but also showing that we value their input and ability to take responsibility and contribute equally alongside all those attending the session. Where unacceptable behaviour occurs this is challenged by both staff and the other young people in the session.

## **Leisure – Extreme Wheels**

The service operates to corporate policies in respect of customer standards, safeguarding and equalities. As such there would be nothing within their approach to customer service that would involve young people, as service users, being treated differently.

The Extreme Wheels Service operates nationwide and can be commissioned directly by outside agencies such as Parish/Town Councils and those involved in youth engagement/diversionary activities.

In addition, the service is also deployed within the local community based on calls for service to Derbyshire Police, as part of diversionary activity alongside officers from the Community Safety Partnership.

Our extreme sports programme offers high impact bespoke extreme and action sport activities that can be provided anywhere in the country for a wide range of clients. Whether this is in the local park or a major international event, BDC provide tailor made programmes of exciting and dynamic activities to meet client’s needs. Regardless of the type of organisation, we provide specialist advice and assistance in deciding the most appropriate activities, advice on health and safety matters, risk assessments information and even guidance on event management in relation to our activities.

Our Extreme Wheel’s team all have a personal interest in these activities from undertaking or competing in their own time to instructing in these extreme/action sports. While initial coaching qualifications are a requirement for staff, there is a significant amount of CPD and ‘on-the-job’ training that takes place. Operationally the team ensures a mix of experienced and new staff where possible and always ensures



continuity in staffing to enable relationships built with the young people attending to be maintained.

All sessions involving young people operate on a set of “ground rules”. These acceptable standards of behaviour are set jointly with the young people involved in the session to encourage positive engagement in the activity, but also showing that we value their input and ability to take responsibility and contribute equally alongside all those attending the session. Where unacceptable behaviour occurs this is challenged by both staff and the other young people in the session.

## **Leisure – Community/Schools Provision**

The service operates to corporate policies in respect of customer standards, safeguarding and equalities. As such there would be nothing within their approach to customer service that would involve young people, as service users, being treated differently.

A wide variety of programmes are delivered via BDC's Physical Activity & Sports Development team, as a result of external funding secured. Often the service is bought in by schools, community groups or Parish Councils with delivery of a specified programme over a set time period. Operationally the team ensures a mix of experienced and new staff where possible and always ensures continuity in staffing to enable relationships built with the young people attending to be maintained.

All sessions involving young people, whether in a school or community setting, operate on a set of “ground rules”. These acceptable standards of behaviour are set jointly with the young people involved in the session to encourage positive engagement in the activity, but also showing that we value their input and ability to take responsibility and contribute equally alongside all those attending the session. Where unacceptable behaviour occurs this is challenged by both staff and the other young people in the session.

### **Bolsover STEP**

Our Sports Training and Education Programme, more commonly known as STEP includes a wide variety of coaching courses essential for anyone involved in sport. The programme includes a number of workshops which are hosted at our Offices in Clowne, or other sites within the District such as PASS Centre in Pinxton and Tibshelf Sports Pavilion. All courses are delivered by qualified tutors and are all three-hours in duration.

The courses are aimed at anyone involved in sport and provide opportunities for individuals to develop their knowledge, keep up to date with any changes and share good practice. Workshop attendees receive a certificate of attendance as well as a resource pack or handouts, containing further information and useful contacts. The ethos is to encourage and support as many individuals as possible to become volunteers, sports leaders and coaches, with the aim of sustaining and creating additional sporting opportunities within the District.

The courses are aimed at residents 16 years and over and generally attract those 16 plus and those 30 plus who are returning to sport/improving coaching skills, although as personal data on 'age' is not captured it is not possible to ascertain the numbers who have benefitted. The team not only deliver workshops for those that are over 16, but as part of developing the next generation of coaches work with Bolsover District School Sport Partnership to support young people who attend secondary schools within the District to develop their sports leadership skills and gain qualifications. Young people are able to develop their knowledge and experience, linking into volunteering opportunities and increasing their chances of gaining employment in the leisure industry. The team have recently created a Casual Activity Assistant post whose main role is to assist qualified sports coaches to deliver various sport and physical activities, which is open to anyone aged 16 and above.

### Pleasley Vale Outdoor Activity Centre

Pleasley Vale Outdoor Activity Centre is registered with the Adventurous Activity Licensing Service to provide a wide range of activities such as:

- Kayaking;
- Open Canoeing;
- Bellboating;
- Abseiling;
- Mountain biking;
- and Climbing, amongst others.

They also offer non-licensable activities such as:

- Forest Schools/Skills
- Bushcraft
- Outdoor Cooking
- Archery
- Weaselling
- KMX Karting

Programmes are designed bespoke to the customer needs and allow the Officers to cater for Schools, Youth Groups, Diversionary/Inclusions initiatives, corporate programmes, birthday parties and health initiatives.

While all staff come to the post with relevant coaching qualifications, there is also an element on 'on-the-job learning', to enable staff to adapt sessions to different client groups where additional/specialist support may be required i.e. diversionary/inclusion initiatives.

All sessions involving young people operate on a set of "ground rules". These acceptable standards of behaviour are set jointly with the young people involved in the session to encourage positive engagement in the activity, but also showing that we value their input and ability to take responsibility and contribute equally alongside all those attending the session. Where unacceptable behaviour occurs this is challenged by both staff and the other young people in the session.

### Bolsover School Sports Partnership

A specific area of delivery by the Schools Sports Partnership, is the provision of sports leader training to both pupils and designated midday supervisors (Play Leaders). This is delivered via a combination of external funding (supported by Bolsover Partnership) and subscription by local schools to the Schools Sports Partnership. The training is delivered in conjunction with school staff with a responsibility for physical education and supports the Government's 'Active lunchtimes' Policy.

The PlayMaker Award is a great introduction into leadership giving learners knowledge of how to organise small games and activities that can be used during curricular and extra-curricular time, lunchtimes, breaks, as well as in sports clubs outside school hours.

The PlayMaker Award aims to help learners develop leadership skills such as organisation, communication and teamwork, as well as helping to build confidence and self-esteem as they take on the responsibility of assisting in leading their peers and younger children.

Anyone can become a PlayMaker and the recommend age range is 9-11. The Award is delivered at a local level based on Sports Leader UK guidelines, over approximately six hours

The Mini Leader training is a programme aimed at both KS1 and KS2 who show a passion for leadership in sport. It is a great way to improve children's confidence skills as well as their organisational skills. The Mini Leader training lasts for 90 minutes with the first 30 minutes aimed at the theory side of being a Mini Leader and then an hour is based on delivering the practical elements of the programme.

Within the Bolsover District all KS2 schools have received the training and this has now also been offered to children in KS1, with KS2 Mini Leaders and Play Makers assisting them. This training runs across the academic year in order to prepare them for the challenges of becoming a Mini Leader.

The School Sports Organising Crew are also taught about the governance and 'committee' style skills required when acting as the decision making body, on behalf of their peers.

When surveyed as part of the conclusion of the training, all the young people involved agreed that helping the younger students to play together nicely was the best part.

## **Joint Environmental Health & Licensing Service**

As part of any face-to-face contact by the service when visiting properties across the Districts, Officers would not deal directly with young people. When visiting a property as part of a service request Officers would deal with the property owner/adult requesting the service, where minors are present at a property attended Officers would not engage with them as a general rule. However, as all staff are trained in safeguarding, Officers would be mindful of assessing the situation and where they have concerns for any minors/young people present, they would take the necessary steps in line with our policies.

As part of a multi-team approach, the Council operates an Environmental Enforcement, Cleansing and Educational Group, which is led by the service. The aim of the Group is to effectively coordinate the Council's actions against the incidence of dog fouling, littering and fly tipping by the use of statutory enforcement powers, cleansing, educational initiatives and publicity. The Group consist of officers from Streetscene, Environmental Health and Community Safety. By meeting together the

Group are able to share intelligence from service requests and complaints which assist in the planning of initiatives and enforcement approaches, which focus resources on the areas of greatest need.

The only occasion where Officers do directly engage with young people, is when they are delivering educational programmes, either directly as Environmental Health or in partnership with Streetscene. On these occasions, Officers will be engaging groups of young people in a school or community setting alongside other responsible adults i.e. teachers, community leaders. The education programmes aim to promote positive citizenship and engage young people in a manner that encourages them to take responsibility and be viewed as an active member of society.

This area of delivery is prioritised within the current Corporate Plan through Target H 12 'Annually undertake 10 local environment and educational initiatives in targeted areas to deal with dog fouling, littering or fly tipping'. This area of delivery has been scrutinised recently by this Committee with a recommendation as follows:

*HSCGC17/18 1.11 – That a formal programme of educational initiatives is maintained as a combined approach by Streetscene and Environmental Enforcement, with greater consideration given to coverage across the whole of Bolsover District. The programme should be adapted to be age specific to suit the school/group as required and cover primary/secondary and community events.*

The programme is offered across both Districts to all primary schools and Officers are currently developing how the programme can be adapted for secondary schools. While this is offered widely, Members accept that it is at the schools discretion as to whether they take up the offer. On these occasions, Officers engage groups of young people in a school or community setting alongside other responsible adults i.e. teachers, community leaders. The education programmes aim to promote positive citizenship and engage young people in a manner that encourages them to take responsibility and be viewed as an active member of society.

## **Streetscene**

The Recycling Team within Streetscene, work alongside Environmental Health to support delivery of Corporate Plan Target H 12 discussed above. Their key focus is currently on primary age young people and addresses knowledge around recycling and litter problems. As and when the programme of environmental and educational initiatives is adapted for secondary schools, it is hoped that this element will be incorporated.

As with previous teams, the service operates to corporate policies in respect of customer standards, safeguarding and equalities. As such there would be nothing within their approach to customer service that would involve young people, as service users, being treated differently. In addition, Officers would always be working alongside school staff/other responsible adults.

## **Housing/CAN Rangers**

Community Action Network (CAN) Rangers provide a highly visible, uniformed, presence in residential and public areas, town centres and high crime areas. Unlike Police Community Support Officers (PCSOs), the CAN Rangers do not have any police powers. Rather, they are meant to be the eyes and ears of the community, looking to improve the quality of life of an area and help it along the path to regeneration. They will also try to resolve anti-social behavioural issues in the initial stages, liaising with the police and other agencies as the need arises.

As well as providing a link between local residents and key agencies such as the local authority and the police, the CAN Rangers also undertake initiatives to provide education and advice on environmental issues, and can issue Community Protection Notices/Fixed Penalty Notices for such offences.

When considering how the Rangers work with young people, this would never be as a result of 'pre-planned' engagement. Day-to-day interaction would be a result of working alongside partner agencies i.e. Extreme Wheels when deployed at specific sites, or as a result of enforcing an ABC (Acceptable Behaviour Contract) alongside ASB officers. Rangers would never transport young people and would always work alongside the police where safeguarding was a concern. In the past, Rangers have also worked with Streetscene Officers within schools covering engagement/education on littering and environmental issues.

The Council's Parenting Officer works with parents of identified youngsters following referrals via ASB (Anti-Social Behaviour) and MAT (Multi-Agency Team) Officers, and run a series of positive parenting courses. The aim here is to give parents/carers the necessary tools to challenge unacceptable behaviour and create a positive outcome for the young people involved. At the opposite end of the scale, the team are also developing a programme called 'Timid to Tiger', aimed at parents/carers helping anxious youngsters. This is a locally adapted course to work alongside MAT Officers, assisting parents/carers to help improve both their confidence and their youngsters' confidence when dealing with anxiety.

## **Homelessness**

As a service, Officers would not deal with service provision to under 18s. Anybody presenting themselves as homeless in this age bracket would be referred directly to DCC for support. The service operates in compliance with the main council policies and procedures in relation to customer standards, equalities and safeguarding.

Those aged 18-24 would be eligible to access our waiting list but again a large part of our delivery involves working with Housing Support partner agencies.

## **Community Safety**

The Responsible Authorities that make up the Community Safety Partnership (CSP) would rely on their own authorities' protocols in relation to how they engage with young people. The CSP team being the Community Safety Officer and Assistant Community Safety Officer, as BDC employees, would comply with BDCs protocols when carrying out the work of the CSP.

Any information shared between partner agencies relating to young people is done under the County-wide Information Sharing Agreement which BDC are signed up to.

### **5.2 Clarify current satisfaction with council services by young people – specifically where the service is solely for them i.e. leisure programmes.**

Following discussions with a number of front-facing services, the following data/approaches to measuring satisfaction have been identified. A key disadvantage in answering this element fully, is that for the most part the Council does not gather data from this age group as a matter of course.

## **Customer Standards/Complaints**

With regard to specific complaints, there are no examples held on file of complaints by young people, or on behalf of young people, because of their age. However, should one be made, this would be thoroughly investigated and would involve the Equalities Officer in that investigation.

There might be some legitimate reasons why it might not be appropriate for (say) under 18s to have authority/ accept responsibility/ receive Council services. These could be because of materials used in the case of Environmental Health (pest control), legislation in the case of Housing, etc.

## **Leisure – Go Active**

Very little information is retained by way of customer feedback, specifically for this age group. Through last year's leisure members survey (2017) only 3% of respondents who were 24 or younger. As part of the recent survey completed in October 2018, only 1 respondent was under 16yrs and 11 respondents were aged between 16-24 years. There were 252 respondents in total and these figures show a slight increase in response rate for this age group (4.76%).

They do not routinely gather satisfaction data in relation to sessions such as Junior Gym; Party bookings; Café; and the Play Kingdom. However, a Customer Feedback Form is available from Go Active reception and all completed forms are logged and reviewed, with any necessary action taken by the Duty Managers. The form does not gather age data of the respondent so this cannot be linked back to how we provide



services to a specific age group. In addition, the customer does not have to provide their details as part of submission of the form (this is optional).

### **Leisure – Community/Outreach provision**

Both Extreme Wheels and Pleasley Vale Outdoor Activity Centre undertake the following:

- A 'Smiley Face' customer satisfaction survey carried out yearly to young people, no set sample size with different venues and sessions consulted with on a yearly basis.
- Social media feedback from users at sessions via Extreme Wheels Instagram and Facebook.
- Evaluation in term of statistics for certain clients, namely Community Safety Partnership, public health and Parish Councils. The information captured is on the number of participants, gender, age breakdown and any young people who come in contact with the team through the session. No qualitative information is captured.

The success/satisfaction with each activity is judged on numbers attending and maintaining attendance for the duration of the scheme. This is a core criteria by which providers buying-in BDC services, measure satisfaction with provision.

### **Joint Environmental Health & Licensing Service**

The service does not hold any customer satisfaction data for the age group that the review is considering.

As mentioned previously in section 5.1, specific work is underway in conjunction with the Youth Council, looking at adapting the environmental education programme to secondary schools to ensure the programme content is appropriate. This is jointly delivered with Streetscene and is currently open to all Primary Schools, subject to them requesting the programme within their curriculum activity. A key measure of success is where schools request repeat visits to ensure core messages are maintained, and a number have taken up this approach.

### **Streetscene**

As mentioned previously, Officers within Streetscene support delivery of the schools education programme with an environmental despoilment and waste recycling focus. Streetscene approach all schools but take up by the schools is voluntary. The response from those who have taken up the programme is very positive, with a number of requests for return visits by staff.

Officers from the Streetscene\Environmental Health attend and participate in community events to deliver these programmes (i.e. Bolsover Food Fayre). Public events are chosen based on the size of the event and potential footfall/audience

## **Homelessness**

The team would not collate satisfaction data/customer feedback which could be broken down by age range (this is not a data requirement of the service). The Housing Support Agencies would take on the more detailed support role required in our homelessness cases and would therefore be more likely to gather customer feedback/satisfaction data to support their service delivery. For BDC purposes, where we give housing advice, basic customer data would be collated but this would not cover those under 18 as mentioned previously.

### **5.3 Ensure practices are in place which encourage young people to engage with the Council and that accessing services is a positive experience.**

## **Electoral Services**

At primary and secondary school level, the team delivering the Elections service is able to work alongside schools as part of the delivery of citizenship curriculum. This would naturally take place within the school setting alongside teaching staff, with the aim of encouraging active citizenship and engagement with the democratic process.

As there are no Post-16 facilities within the District, we would need to work with partnership with colleagues in neighbouring Authorities in Bassetlaw D. C, Mansfield D.C. and Chesterfield B.C.

## **The Young Voice**

The Bolsover District Young Voice (Youth Council) meets formally five times a year. All secondary schools in the District (Tibshelf, Shirebrook, Bolsover, Frederick Gent, Heritage High and Stubbin Wood) elect or nominate six young people each to represent them as their Youth Councillors.

The Young Voice was started as a pilot project and has gone from strength to strength and we award the Youth Council a budget to spend on projects it identifies each year.

The aims of the Youth Council are to:

- Build on existing consultation with young people to inform improvements to service delivery;
- Engage young people in Bolsover District in local democratic processes and institutions;
- Provide schools with a learning tool to enhance the teaching of citizenship;



- Develop a positive image of young people across the District.

In addition, The Young Voice has a dedicated page on the Council website for young people to find out about their current work.

## **Derbyshire Youth Council**

Our engagement practices at a District level mirrors delivery at a County level, with Derbyshire County Council (DCC) supporting their own Youth Council. They have operated a Youth Council since 2002, with each Youth Council serving a 2-year term.

The Youth Council is made up of 37 young people between the ages of 11 and 18. Each youth councillor is elected from across the county to have their say about things affecting young people, make their views known to top-level-decision-makers and influence big decisions.

117 young people stood as candidates in the last election in 2018 and more than 22,000 young people took part in the Big Vote to elect the new Derbyshire Youth Council which has representatives from schools, colleges, academies, special schools and looked after young people.

Local councillors and MPs listen to the youth council's views and take them into account when they're creating new policies and plans for young people's services.

In the past, youth councillors have:

- worked closely with DCC Elected Members and Officers
- discussed young people's issues with Government Ministers
- spoken in the House of Commons
- played a key role in promoting young people's issues across the East Midlands
- served on the Derbyshire Children's Partnership Board
- taken part in meetings, conferences, events, roadshows, consultations and visits
- helped allocate YOUTHINC with grant funding to youth projects across Derbyshire

## **Community Safety**

With regard to how the Community Safety Partnership (CSP) seeks to view young people in a positive manner, the Bolsover and North East Derbyshire CSPs used to run the Positive Behaviour Initiative which aimed to reward and publicise the positive behaviour of young people.

Plans had originally been in place to relaunch this project during Spring 2018, but this has been postponed due to a recognition that reductions in staffing levels from the agencies who supported the project (by giving out the reward tickets) would limit the success of the project. While the CSP are still exploring options for how the project

(or something similar) could be funded and delivered via current resources, the present reductions in external funding and staffing are of concern in ensuring a viable scheme. In addition, there are now greater demands being placed on monies allocated by the Police & Crime Commissioner (PCC) to the area, in proving clear outcomes for a larger number of beneficiaries, with detailed evaluations completed. It should be noted that this project is not open to schools.

Members appreciate that as partner agencies we are currently facing unprecedented effects on our ability to deliver services, as we may have done four-five years ago. As a Committee, Members are mindful to ensure there is an appropriate cost/benefit ratio to any recommendation of the review. Therefore, based on the evidence gathered, Members are mindful not to make a formal recommendation in relation to this project at this point. Members do however encourage CSP Officers to continue to explore options to operate projects such as this, where resources allow.

Anti-social behaviour within the District, currently being addressed by CSP partners, is achieving positive outcomes. This is a result of a targeted approach to the issue which will continue. The CSP is also looking at possible early intervention initiatives to support this ongoing work.

A current scheme working with young people in the Shirebrook area 'Safe Watch', operates much like a Neighbourhood Watch for young people. In conjunction with Neighbourhood Watch colleagues, an App is being developed as a means of communicating key messages across those young people who have signed up. While this is led by the young people involved, it will allow a clear line of communication for the CSP/BDC Officers with the young people engaged.

The subsequent sub-sections were addressed at the meeting of BDC Council on 20<sup>th</sup> June 2018. The Young Voice attended the meeting in relation to agenda item 14, with Councillors posing a series of questions to Young Voice Members.

## **5.4 How should the Council engage with Young People?**

Members of the Bolsover District Youth Council responded to this area of enquiry by saying that young people should be treated fairly, with their concerns listened to. Where young people are consulted on ideas for action, the Council should endeavour to deliver the ideas discussed to ensure engagement with young people is not tokenistic.

The anecdotal information gathered from front-facing services, particularly community/outreach Leisure services, shows that the young people accessing the services are fully engaged in how activities are delivered. In particular with services such as Extreme Wheels where diversionary activities have been commissioned, the young people's perception of the staff and service delivered is key in order to have the desired effect in reducing anti-social behaviour.

## **5.5 What is the experience of Young People accessing our services?**

When consulting members of The Young Voice, it was noted that a lot of young people access The Arc and Extreme Wheels Roadshows. A number of Members remarked that if they don't live in Clowne, or near to it, it is much harder to access leisure facilities and they would appreciate greater access to provision across the District.

While it is clear that services comply with our Equalities Policy, this does indicate that as a Council we may need further consideration around equality of access to services. When looking at community leisure provision, this is very much dependant on external funding to deliver, for example Parish and Town Councils buying in our services. A wide range of activities take place during spring/summer and during school holidays. The table below gives an indication of activity from April 2018-December 2018, with a number of activities focussed on the school holidays:

<b>Session</b>	<b>No. of sessions held</b>	<b>Venue</b>
Sports Splash Holiday Programme	29	The Arc, Clowne
Street Games Youth Hub	6 (1 per week)	Bakestone Moor Rec, Whitwell Funded by Whitwell Parish Council
Active Communities Street Sports	6 (1 per week)	Doe Lea Resource Centre Funded by Ault Hucknall Parish Council

<b>Session</b>	<b>No. of sessions held</b>	<b>Venue</b>
Active Communities Street Sports	2	Terrance Lane Rec, Pleasley Funded by Pleasley Parish Council
Active Communities Street Sports	3	Rotherham Road Rec, New Houghton Funded by Pleasley Parish Council
Youth Service Sports Activity	5	Creswell Youth Club Funded by Youth Service
Clowne P.C. Summer Activities	1	Villa Park, Clowne Funded by Clowne Parish Council
Extreme Wheels Diversionary/Positive Activities - Bolsover	29 up to 14/12/18, 1 per week Fri eves	Hornscroft Park and Assembly Rooms (indoors) – Funded by CSP & Police
Extreme Wheels Public Health - Shirebrook	20, 1 per week Fri eves	Shirebrook Skatepark – Funded by Public Health
Extreme Wheels Public Health - Whitwell	20, 1 per week Wed eves	Whitwell Skatepark – Funded by Public Health
Extreme Wheels Positive activities, Holidays - Doe Lea	15 up to 14/12/18, 1 per week Wed eves	Doe Lea Centre – indoors and outdoors – Funded by Ault Hucknall PC
Extreme Wheels Positive activities, Holidays - Tibshelf	6, 1 per week schools holidays	Shetland Rd Rec Ground – Funded by Tibshelf PC
Extreme Wheels Positive activities, Holidays - Pinxton	6, 1 per week schools holidays	Village Hall, Funded by Pinxton PC
Extreme Wheels Positive activities, Holidays - Pleasley	8, 1 per week schools holidays	Terrace Lane & Rotherham Rd Recs, - Funded by Pleasley PC
Extreme Wheels Positive activities, Holidays - South Normanton	8, 1 per week schools holidays	South St Recreation Ground & Skatepark, - Funded by South Normanton PC
Extreme Wheels Positive Rewards – Young Voice	4	Tibshelf School and Stubbin Wood School – Funded by Youth Council
Extreme Wheels Galas and Shows - Bolsover Gala	1 session, 4 activities	Hornscroft Park – Funded by Gala Committee
Extreme Wheels Galas and Shows - Shirebrook Town Show	1 Session, 3 activities	Shirebrook Town Park – Funded by Shirebrook Town Council

<b>Pleasley Vale Outdoor Centre Sessions</b>	<b>No of sessions held</b>	<b>Venue</b>
Saturday and School Holidays - District Wide	25 days Saturdays and School Hols	Open to public from District – Funded by Public Health.
Arc Schools Holiday Programme	12 days	Open to public from District – Funded by Splash Holiday Programme.
Parish Councils – School Holiday programmes	13 days	Open to public from South Normanton PC, Pinxton PC and Clowne PC – Funded by Parish Councils.
Positive Rewards Programme – Young Voice	6 days	Bolsover, Shirebrook, Heritage Secondary Schools – Funded Youth Council.
'I can do it' programmes – Schools Programme	26 days	Glebe, Langwith Bassett, Bolsover Infant, New Bolsover, Duckmanton, Brockley Infant and Primary Schools – Funded by Schools.
Transition Days – Secondary School Year 7	1 day, 180 Students	Tibshelf School – Funded by School.
Scouts and Guides	3 days	Bolsover – Funded by Scouts.
Environmental and Adventure Sessions	6 days, 367 students	Clowne Junior School – Funded by School.
Adventure Fest	1 day Over 500 people	Open day at PV with over 12 activities on offer for free – Funded by Public Health.

However during autumn/winter months, demand for sessions tends to reduce. If there is any specific demand for activities from young people, the team will always look to see if they can support.

Current sessions are as follows (correct as at 28.11.18):

<b>Session</b>	<b>Day</b>	<b>Times</b>	<b>Ages</b>	<b>Cost</b>	<b>Venue</b>
Whitwell Youth Hub (multi sports indoors and outdoors)	Tuesday	7-9pm	12-19 years	Free	Friendship Hall, Bakestone Moor Funded by Whitwell Parish Council as part of Active Communities Programme
Youth of Barlborough (YOB) (multi sports)	Wednesday	7-9pm	8-16 years	£1.50	Barlborough Village Hall Funded by Youth of Barlborough
Pinxton Youth Hub (multi sports)	Friday	6.30-8pm	12-19 years	£1	Pinxton Miners Welfare

Session	Day	Times	Ages	Cost	Venue
					Funded by Pleasley Parish Council as part of Active Communities Programme
Extreme Wheels Winter Divisionary Activities – Bolsover	Fri eve, weekly	6pm to 8pm	10 to 19 years	Free	Bolsover Assembly Room until end March 19 - Funded by CSP and Police
Extreme Wheels Winter Diversionary Activities – Doe Lea	Wed eve, weekly	6pm to 8pm	10 to 19 years	Free	Doe Lea Centre until end of March 19 – Funded by Ault Hucknall PC

In addition, Extreme Wheels offer a specific volunteering programme:

Programme	Day	Ages	Description
Volunteering Programme – Extreme Wheels Academy	Weekly, all year round	12 to 19 years	Targeted volunteering programme to provide training, qualifications and employability skills to provide potential employment with Extreme Wheels – Funded by Building Resilience and Public Health.

Staff endeavour to ensure all communities can access the services available, however due to external funding, service demand and buy-in from local groups/Parish Councils, it is not always possible to achieve equal delivery across the whole District. As such this could be a useful area to monitor engagement and delivery, as a service area with recognised success in positively engaging with young people.

### **Recommendation:**

**That the coverage of community leisure provision is monitored for a twelve month period to assess equality of access across the District.**

## **5.6 What is the problem of ‘stereotyping’ and what effect does it have?**

Members of the Youth Council noted that young people feel judged all the time. They felt it was important to be aware of how our Officers speak to young people and of holding/portraying prejudicial views. They felt it could cause a rift in local communities.

From the work they had done they noted that young people had lost confidence and this had a huge impact on friendships and isolation. They felt young people were not taken seriously and not listened to.

From reviewing the face-to-face activity that we do have either at our main sites such as The Arc, or in school and community settings, the evidence suggests that our staff are professional at all times, with no evidence that they hold stereotypical views.

## **5.7 What can we do to influence how we operate/communicate to improve how Young People access services?**

In response to this question Young Voice members attending Council suggested that Councillors offer this question out to schools to get a wider viewpoint. They felt this could be part of a bigger survey.

Following further discussion, Committee Members felt that this could be carried out as part of future engagement/consultation in partnership with the Youth Council, if they were willing to support the piece of work as part of their schools engagement.. Members acknowledged that there was a direct link back to all the secondary school councils, but that it was important not to duplicate any of the Youth Council's existing work as it was clear some of this had already been covered by the work of the Youth Council on Stereotypes/Perception. In addition, Members were conscious not to consult and raise expectations, where it may not be possible to implement alternative arrangements.

Members recognised that the working relationship between the Council and the Youth Council operated on delivering in partnership and mutual interests/agreement. They also accept that should the Youth Council be unable to work with the Council on this, that the recommendation is likely to prove undeliverable. If they are willing, the aim would be for the Youth Council Members from each school to approach their school councils as a representative body with questions focussed on how we could change how we operate/communicate to improve how young people access our services.

### **Recommendation:**

**That the Healthy, Safe, Clean & Green Communities Scrutiny Committee approach Bolsover Youth Council with the proposal to consult in a partnership arrangement with local 'secondary age' young people, via their link to Secondary School Councils, as part of their usual schools engagement work.**

## **5.8 Do we portray a positive image of Young People?**

When endeavouring to establish whether BDC portrays young people in a positive light, there was mixed opinion from the Young Voice members questioned. All members of Young Voice agreed that young people need an opportunity to speak. They agreed that Young Voice gives them a chance and shows that BDC values young people positively. Others noted that Young Voice had increased their confidence levels so they feel more able to speak to Councillors/adults. This also helped young people to become role models and be able to speak on behalf of others.

## Community and Celebration Events

During the course of the municipal year, the Council runs various events which celebrate the achievements of young people across the District.

One key event is the Bolsover District Annual Sports Awards ceremony. In partnership with the Bolsover District School Sport Partnership, we celebrate the achievements of top sports people, teams, club officials and volunteers from across the District and local schools. Both young people and adults are celebrated alike for their achievements and positive contribution to their school/community.

Through a combination of Young Voice and our delivery at Parish/community level Members feel satisfied that we endeavour to portray young people in a positive light at all relevant opportunities.

## 6. Conclusions

---

The Committee have put together two recommendations which will hopefully assist the Council in maintaining and further enhancing its positive approach when dealing with young people.

The key findings arising from the review are:

- That the Council's existing policies and protocols embed a positive approach to service delivery to young people.
- That the CSP continue to review current delivery to ensure that engagement with (and reward to) vulnerable/'at risk' young people requiring additional support/mediation services is maintained, wherever resources allow.
- That further consideration be given to equality of access to leisure provision, with particular reference to the location of provision and ensuring wherever possible that this is spread across the District.
- That the Council continues to work closely with The Young Voice (the Youth Council), as a mechanism of ensuring young people are fully engaged in our planning and decision-making processes; and able to feedback to the Council as and when required on the quality of our services.

It is hoped that the recommendations set out in this review report will help in ensuring the Council continues to promote positive engagement with/involvement of young people.



## Appendix 1: Stakeholders

---

Stakeholders engaged during the Review:

- Portfolio Holder – Cllr Dooley (Partnerships & Transformation)
- Bolsover District Youth Council Members
- Improvement Officer (Equalities)
- Joint Information and Policy Officer
- Customer Standards and Complaints Officer
- Joint Head of Housing & Community Safety
- Joint Head of Streetscene
- Joint Streetscene & Waste Services Manager
- Electoral Services Manager
- Joint Environmental Health Managers
- Community Safety Officer
- Leisure Operations Manager/ Physical Activity & Sports Development Manager
- Outdoor Recreation Officer
- Housing Needs Manager
- Customer Services Manager
- Bolsover School Sports Partnership
- Joint HR & OD Manager

Stakeholders impacted by the Review:

- Young people across the District
- The Young Voice – Bolsover District Youth Council Members
- BDC Physical Activity & Sports Development team

## Appendix 2: Bibliography

---

Bolsover District Council, (2016), Child Protection Policy.  
<http://www.bolsover.gov.uk/index.php/99-your-council/safeguarding-children-and-adults/667-safeguarding-adults-and-children?highlight=WyJzYWZlZ3VhcmRpbmciLCJhZHVsdHMiLCJwb2xpY3kiLCJzYWZlZ3VhcmRpbmcgYWR1bHRzliwic2FmZWd1YXJkaW5nIGFkdWx0cyBwb2xpY3kiLCJhZHVsdHMgcG9saWN5IlQ=>

Bolsover District Council, (2016), Safeguarding Adults Policy.  
<http://www.bolsover.gov.uk/index.php/99-your-council/safeguarding-children-and-adults/667-safeguarding-adults-and-children?highlight=WyJzYWZlZ3VhcmRpbmciLCJhZHVsdHMiLCJwb2xpY3kiLCJzYWZlZ3VhcmRpbmcgYWR1bHRzliwic2FmZWd1YXJkaW5nIGFkdWx0cyBwb2xpY3kiLCJhZHVsdHMgcG9saWN5IlQ=>

Bolsover District Council, (2011), Work Experience Placements Policy.

Bolsover District Council and NE Derbyshire District Council, (2017), Joint Apprenticeship Strategy.

Bolsover District Council and North East Derbyshire District Council, (2018), Joint Customer Service Code of Practice and Standards,  
[http://www.bolsover.gov.uk/images/LIVE/J/Customer\\_Service\\_C\\_of\\_P.pdf](http://www.bolsover.gov.uk/images/LIVE/J/Customer_Service_C_of_P.pdf)

Derbyshire Safeguarding Children Board, (2018), Neglect Strategy  
[http://derbyshirescbs.proceduresonline.com/docs\\_library.html](http://derbyshirescbs.proceduresonline.com/docs_library.html)

Derbyshire Safeguarding Children Board, (2017), On Line Safety Strategy  
<https://www.derbyshirescb.org.uk/professionals/online-safety.aspx>

Derbyshire Youth Council webpages:

[https://www.derbyshireyouthinc.com/something\\_to\\_say/derbyshire\\_youth\\_council/](https://www.derbyshireyouthinc.com/something_to_say/derbyshire_youth_council/)

The Young Voice webpages: <http://www.bolsover.gov.uk/index.php/26-resident/consultation/426-young-voice?highlight=WyJ5b3VuZylsInZvaWNlIiwidm9pY2UnliwieW91bmcgdm9pY2UiXQ==>



**We speak  
your language**

---

**Polish**

**Mówimy Twoim  
językiem**

---

**Slovak**

**Rozprávame  
Vaším jazykom**

---

**Chinese**

**我们会说你的语言**

---

If you require  
this publication in  
**large print**  
or another format  
please call us on  
**01246 242424**

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<b>Review of Income Generation</b>
------------------------------------

**Report of the Chair of Growth Scrutiny Committee**

This report is public

**Purpose of the Report**

- To present to Executive the completed report for the recent Review of Income Generation.

**1. Report Details**

- 1.1 The Growth Scrutiny Committee agreed to undertake a Review of Income Generation, as part of the 2017/18 work plan following consideration of a range of topics suggested at the Annual Scrutiny Conference.
- 1.2 While the Committee agreed the scope of this review early in the municipal year 2017/18, due to changes in staffing internally the review did not progress as planned. As a result we further refined the scope in January 2018, which allowed us to re-focus on assessing how we had generated Income to date and identify new ways of increasing income to the Authority. Due to the changes during 2017/18, Members agreed to continue the review in to 2018/19, to ensure a full investigation was completed.
- 1.3 The core reason for taking this review forward, was to identify additional ways to reduce the impact of the loss of the Revenue Support Grant. This was in addition to examining work that has already been achieved developing additional income streams to the Authority. As part of the review, Members looked at our existing approach across various service areas, alongside how our approach was defined via policy/strategy.
- 1.4 The aims of the review were:
  - to consider what has already been done to generate income
  - to consider what other authorities have done to generate income
  - to make recommendations on ways for the authority to generate income

The key issues identified were as follows:

- Potential ways to generate income
- Does the Council have a policy on trading/charging that is aligned to Council strategy and a delivery plan?

- Does the authority have staff with relevant skills and professional development to lead?
- How is the move to greater commercialism impacting on the current/future workforce of the council and what training and development may be needed?
- Sustainable or one-off? What are the options?
- Risk management – how to protect council interests but use opportunities (what is considered acceptable in terms of level of risk/reward?)
- What does the authority have available by way of assets and/or services in order to generate new income?
- Working collaboratively, could the authority invest across other authorities to pool investment and share risks?

1.5 As documented throughout the attached report, there were a number of areas of investigation that have ultimately been subsumed in to the Transformation Plan 2018. Members acknowledge that there will now be a specific route for delivery of these initiatives, via the Transformation Governance Group, and urge those involved to look at the initiatives we have identified as a priority for further exploration over the next twelve months.

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

2.1 The Committee have put together 11 recommendations which will hopefully assist the Council in identifying new investments and mechanisms for income generation.

2.2 The key issues arising from the review are:

- How we currently market our services and expertise externally;
- Our approach to investments and being risk aware, not risk averse;
- How we manage and develop our existing assets;
- How we embed a culture of commercialisation across the organisation, in order to secure the future financial stability of the Council

2.3 It is hoped that the recommendations set out in this review report will help the Council move forward with new approaches to income generation, and identifying improvements to the management of our existing assets to create further income sustainability.

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

3.1 All Scrutiny Committees are committed to equality and diversity in undertaking their statutory responsibilities and ensure equalities are considered as part of all Reviews. The selection criteria when submitting a topic, specifically asks members to identify where the topic suggested affects particular population groups or geographies.

3.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

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

- 4.1 Executive could choose not to endorse the recommendations of the review, where they feel the course of action recommended is beyond the delivery capacity of the Authority.

#### **5. Implications**

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

- 5.1.1 None from this report. Any future investments and service/staffing changes would be subject to separate approval via Executive or Delegated Decision, subject to the level of finance required. A number of initiatives identified will be considered as part of the Transformation Plan 2018.

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

- 5.2.1 In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in s.21 of the Local Government Act 2000 and subsequent legislation which added/amended these powers e.g. the Local Government and Public Involvement in Health Act 2007.
- 5.2.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

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

- 5.3.1 None from this report.

#### **6. Recommendations**

- 6.1 That the Executive endorses the recommendations of the review outlined in section 2 of the attached report.
- 6.2 That for recommendations approved by Executive, monitoring by Committee takes place over a twelve month period via the PERFORM system with an update report to Committee at the end of the monitoring period.

#### **7. Decision Information**

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
--	----

<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	<p>Aim: Unlocking our Growth Potential</p> <p>Priorities: Supporting Enterprise; Unlocking Development Potential; Enabling Housing Growth</p> <p>Aim: Transforming Our Organisation</p> <p>Priorities: Making the best use of our assets; Ensuring financial sustainability and increasing revenue streams</p>

## 8. Document Information

<b>Appendix No</b>	<b>Title</b>
5C.1	Review of Income Generation.
<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)	
Please contact Scrutiny & Elections Officer where further information is required.	
<b>Report Author</b>	<b>Contact Number</b>
Joanne Wilson, Scrutiny & Elections Officer	01246 242385



# **Review of Income Generation**

## **September 2017 – January 2019**

### **GROWTH SCRUTINY COMMITTEE**



This page is intentionally blank.

# Contents

---

Chair's Foreword .....	4
1. Introduction .....	5
2. Recommendations .....	6
3. Scope of the review .....	13
Review Membership .....	13
4. Method of Review .....	14
Equality and Diversity .....	14
5. Analysis of evidence and key findings .....	15
5.1 Analysis of Income from rental agreements at core sites .....	15
5.2 Analysis of Income from Leisure Services .....	18
5.3 How do we currently market our services to residents and businesses? ....	26
5.4 Our approach to investments and commercial delivery .....	27
5.5 Achievements through our existing Transformation Programme 2015-19 ..	33
5.6 How does our approach compare to neighbouring authorities? .....	35
5.7 The Future of Pleasley Vale Mills Scrutiny Review (April 2013).....	36
5.8 NEDDC Review of Income Generation .....	37
6. Conclusions .....	38
Appendix 1: Stakeholders .....	40
Appendix 2: Bibliography.....	41
Appendix 3: Survey of East Midlands Scrutiny Network (March 2018).....	42

## Chair's Foreword

---

While we agreed the scope of this review early in the municipal year 2017/18, due to changes in staffing internally the review did not progress as planned. As a result we further refined the scope in January 2018, which allowed us to re-focus on assessing how we had generated income to date and identify new ways of increasing income to the Authority.

We felt it was important to look at income generated by both assets and services, rather than focussing on one specific area. Due to further changes to the Transformation Programme during 2018, it was agreed to roll the review forward in to the 2018/19 municipal year, in order to be able to fully consider the options available to the Council for further Income Generation. While we have tried to complement existing activity where possible, Members have also identified specific ideas for further consideration. This is reflected in our recommendations.

**Councillor Jen Wilson**  
**Chair of Growth Scrutiny Committee**

# 1. Introduction

---

The core reason for taking this review forward, was to identify additional ways to reduce the impact of the loss of the Revenue Support Grant. This was in addition to examining work that has already been achieved developing additional income streams to the Authority.

As part of the review, Members looked at our existing approach across various service areas, alongside how our approach was defined via policy/strategy. Members are aware that a range of revised practices and structures have been implemented over the last 10 years, and in particular since 2011 with the formation of the Strategic Alliance.

There have been two key Transformation Programmes, with the third revision now being developed and finalised. It is clear the Authority has continued to review its working practices, endeavouring to take a more commercial approach to service development and delivery.

The evidence gathered by Members however, shows that there is still further room for improvement in service design and delivery, and the need to invest in technology and staffing, where deemed necessary, in order to facilitate this. Furthermore, where services are trying to take a more commercial approach, it is clear that our marketing approaches; analysis of take up/service usage; and co-ordination could be further enhanced.

## 2. Recommendations

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>
GSc17-19 1.1	That a feasibility study is considered in relation to the replication of The Tangent 'model' at other sites within the District, for both the generation of additional rental income and provision of additional support to the SME sector.	Additional provision for the SME sector within the District resulting in increased NNDR, employment and training opportunities.	March 2020	Joint Head of Property & Commercial Services	Officer time.  Potential to deliver via Transformation Plan 2018.	Timescales look achievable. The Council may have to purchase land, which is not a barrier but an added cost.
GSc17-19 1.2	That a feasibility study is considered in relation to the development of a dedicated conference/civic function facility, for the generation of additional income (both rental and return on investment).	Additional income from rental income, civic events and return on investment. Improved community facilities	March 2020	Joint Head of Property & Commercial Services	Officer time.  Potential to deliver via Transformation Plan 2018.	We have two sites, The Arc and The Tangent. The suggestion would be to review these sites first.
GSc17-19 1.3	That the Transformation Governance Group give due consideration to the schemes suggested by Leisure and others in relation to potential	Increased income generation; further; improvements to	March 2020	Joint Head of Partnerships & Transformation/Leisure	Officer time.  Potential to deliver via	Officers acknowledge Members ideas for development and will take this

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>
	Leisure developments/ investments at Pleasley Vale and the surrounding area, which have been put forward as an option for delivery in the revised Transformation Programme.	health and wellbeing offer to residents and customers; increased tourism footfall and overnight stays.		Operations Manager	Transformation Plan 2018.	on board when developing plans for submission to the Transformation Governance Group.
GSc17-19 1.4	That the feasibility of a permanent Business Improvement/Engagement post be considered to further secure the future growth of the PVOAC site, in line with other Business Improvement posts within Leisure Services.	Increased income generation to ensure site remains self-financing and further sustainability to the future of the site.	March 2020	Joint Head of Partnerships & Transformation/ Leisure Operations Manager	Officer time  Leisure staffing budget – could be self-financing from increased business generated.	Officers acknowledge Members ideas for development and will take this on board when developing plans for submission to the Transformation Governance Group, in conjunction with recommendation 1.3.
GSc17-19 1.5	That the feasibility of a permanent post for Extreme Wheels covering business improvement and volunteering be considered,	Maintaining increased income and engagement levels, further	March 2020	Joint Head of Partnerships & Transformation/ Leisure	Officer time  Requires mainstream staffing budget	Current funding is secured to the start of Sept 2019. The process for

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>
	pending analysis of the achievements via the temporary post.	expanding the profile of the service.		Operations Manager	or extension of grant funding.	securing continuation funding will start in June 2019 to ensure current programmes have a smooth transition in their current form.
GSc17-19 1.6	That a Corporate Marketing Strategy is produced to reflect a revised approach to marketing the commercial services of the Council.	Improved coordination to marketing of Council services, leading to increased income generation.	March 2020	Communications, Marketing & Design Manager	Officer time	We do not have a Marketing Strategy currently, more a Media Pack that outlines what we have available in terms of placing adverts, sponsorship opportunities and hiring rooms. We also have an Advertising and Sponsorship Policy and both these documents need updating to reflect the new

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>
						Transformation Programme.
GSc17-19 1.7	That the feasibility of the initiative proposed with the Transformation Plan 2018 for a 'Services Pack', being taken forward as a priority – to include Parishes/VCS organisations; residents and businesses.	Increased income generation, improved coordination to marketing of Council services.	March 2020	Joint Head of Corporate Governance & Monitoring Officer/ Communications, Marketing & Design Manager	Officer time	Awaiting outcome of Services Review through Transformation Governance Group, before any work can commence on this.
GSc17-19 1.8	That Executive considers a more targeted approach is taken to the marketing of our services, with the creation of an additional resource – a Commercial/Marketing Officer, with a specific remit for co-ordinating income generation via services to residents/businesses.	Increased income generation, improved coordination to marketing of Council services.	March 2020	Joint Head of Partnerships & Transformation/ Joint Head of Corporate Governance	Officer time, feasibility study/business case for post, staffing budget (explore self-financing options)	Members' comments have been taken on board. Given the current initiative in the Transformation Plan 2018 to complete a programme of service reviews, a preferred option would be to review existing resources in the first instance.



<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>
						This may result in a new post but may also lead to revised delivery from existing resources.
GSc17-19 1.9	That Budget Scrutiny Committee give due consideration to future revisions to the Treasury Management Strategy (as required by the Budget & Policy Framework) and ensure that the new Corporate Investment Strategy is sufficient to allow the Authority to generate the required return on investments.	That the Strategies adopted by the Authority remain fit for purpose and compliant.	May 2019 onwards	Head of Finance & Resources/ Scrutiny & Elections Officer	Officer/ Member time	Agreed. The Strategies will be considered by the Committee on an annual basis unless changes are required more frequently.
GSc17-19 1.10	That the Transformation Governance Group considers the initiative within the Transformation Plan 2018, to develop the overnight stay offer within the District, as a priority for further	Increased capacity for overnight stays, increased tourism footfall, potential income generation if progressed as	March 2020	Joint Head of Property & Commercial Services	Officer time. Potential to deliver via Transformation Plan 2018.	Identification of an end user/operator should be the first stage in the process. Without an operator the overnight stay offer will be

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>
	feasibility/development planning.	an investment opportunity.				difficult to deliver. This may be something that can be considered as part of Leisure's facility at Pleasley Vale.
GSc17-19 1.11	That the Transformation Governance Group considers the initiatives from Housing & Community Safety and Others in relation to Private Rents and residential property within the Transformation Plan 2018, as a matter of priority for feasibility and implementation.	Increased income generation, improved quality of private rented sector.	March 2020	Joint Head of Housing & Community Safety	Officer time.  Potential to deliver via Transformation Plan 2018.	The aim is to develop sites that are considered unsuitable for open market sale, ensuring development of underused land and an increase in properties for the private rented sector. This would require the creation of a wholly owned company. This could also incorporate purchase of

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>
						individual properties via auction to add to the private rented stock created via the company.

### 3. Scope of the review

---

The Growth Scrutiny Committee agreed to undertake a review of Income Generation with the core focus:

“To identify additional ways to reduce the impact of the loss of the Revenue Support Grant in addition to work that has already been achieved”.

The aims of the review were:

- to consider what has already been done to generate income
- to consider what other authorities have done to generate income
- to make recommendations on ways for the Authority to generate income

The key issues identified for analysis as part of the review were as follows:

- Potential ways to generate income
- Does the Council have a policy on trading/charging that is aligned to Council strategy and a delivery plan?
- Does the Authority have staff with relevant skills and professional development to lead?
- How is the move to greater commercialism impacting on the current/future workforce of the Council and what training and development may be needed?
- Sustainable or one-off? What are the options?
- Risk management – how to protect Council interests but use opportunities (what is considered acceptable in terms of level of risk/reward?)
- What does the Authority have available by way of assets and/or services in order to generate new income?
- Working collaboratively, could the Authority invest across other authorities to pool investment and share risks?

#### Review Membership

##### 2017/18

Councillor J. Wilson (Chair)  
Councillor T. Alexander  
Councillor A. Anderson  
Councillor P. Barnes  
Councillor G. Buxton

Councillor P. Smith (Vice Chair)  
Councillor J. Clifton  
Councillor M. Dixey  
Councillor S. Statter  
Councillor T. Connerton

##### 2018/19

Councillor J. Wilson (Chair)  
Councillor T. Alexander  
Councillor A. Anderson  
Councillor P. Barnes  
Councillor G. Buxton

Councillor K. Reid (Vice Chair)  
Councillor D. Watson  
Councillor M. Dixey  
Councillor S. Statter  
Councillor T. Connerton

## 4. Method of Review

---

As the Review spanned two municipal years, the Committee met formally on thirteen occasions to consider the scope of the review, identify key issues they wanted to discuss and to carry out interviews and evidence gathering.

The Committee sought evidence by way of verbal evidence to Committee, written information requests, a document review of key documents such as the Transformation Programme 2015-19 and questioning with key officers. In addition, a number of one to one meetings took place with individual service areas, due to time constraints, outside of the Committee schedule, which allowed additional information to be gathered.

In addition, a set of questions was circulated via the East Midlands Scrutiny Network to gauge a better understanding of the approaches taken by neighbouring authorities. This has then be collated and shared back to the Network to assist fellow councils in their review work.

### Evidence

- Information request to Head of Finance & Revenues.
- Information request to HR & Organisational Development Manager.
- 1-1 meetings with Leisure Officers outside of the formal Committee meetings.
- 1-1 meetings with Property and Estates Officers outside of the formal Committee meetings.
- Electronic survey of authorities subscribed to the East Midlands Scrutiny Network (Appendix 3).
- Verbal briefing to Committee by Communications, Marketing & Design Manager.
- Verbal presentation to Committee by CEO, Joint Strategic Director – Place, Joint Head of Finance & Revenues and Joint Head of Property & Commercial Services.
- Informal meeting with Joint Strategic Director – People and Head of Partnerships & Transformation.

### **Equality and Diversity**

Within the process of the review, the Committee has taken into account the impact of equalities and diversity.

## 5. Analysis of evidence and key findings

---

### 5.1 Analysis of Income from rental agreements at core sites

As part of the review, Members looked at the forecast rental income for 2017-21 from the following sites:

- The Arc
- Pleasley Vale Mills
- The Tangent

Detailed discussions took place with lead officers within Property & Commercial Services and Leisure Services. Questions were raised in relation to whether the Council had identified what property it could sell; what clauses were included on rental agreements/leases and what changes it could make to rental amounts.

Members wanted clarity over the kind of lease that could be offered by the Council, to maximise income from its rented commercial units, e.g. longer leases with the option of rent increases built in, or peppercorn rents until a business was up and running.

Officers from Property & Commercial Services clarified that the non-housing property and land portfolio of the Council covers five key sectors:

- Business Parks – multiple managed workspaces contained within one site
- Industrial / Storage – for industrial / warehousing / storage spaces
- Office
- Retail
- Miscellaneous – In general, property which at one time was utilized by the Council to deliver services such as small storage garages, the former contact centre buildings, etc.

The majority of the commercial property portfolio is at two key sites, Pleasley Vale Business Park and The Tangent Business Hub. Together they comprise of a mixture of industrial warehousing, storage units, workshops and offices.

The relocation to The Arc as the Council Offices, provided an opportunity to co-locate with partners following the principles of One Public Estate. As a result the site hosts a number of tenancies including the NHS, Derbyshire County Council, Alliance Electronics and Breedon House Nursery. The letting strategy at The Arc targets secure, long-term lease arrangements and co-location with partners.

Outside of the above sites, the remaining properties are located across the District, which are smaller in size and vary in their use, offering workshop and storage space to small and medium sized enterprises (SMEs), as well as retail units in Bolsover and Clowne.

## 2018/19 Occupancy and Vacancy Rates (as at December 2018)<sup>1</sup>

Historically, occupancy rates have been calculated on both 'occupancy of units' and 'occupancy of floor area', to take account of the impact the size of the unit has on the ability to lease. When comparing both approaches in the table below, it is clear that acknowledging the occupancy of the sites based on floor area gives a better reflection of occupancy.

At Pleasley Vale Business Park, 197 are in a lettable condition with only 7 being void due to their state of disrepair (totalling 3,544 sq. ft.). For the 'Other' properties, the portfolio is varied, and as such there is not a definitive sq. ft. of lettable floor space available for the purposes of an occupancy schedule.

Site	Number of Units (lettable condition)	Units Occupied	Units Under Offer	Occupancy based on units	Occupancy (Based on Floor Area)
Pleasley Vale	197	129	0	65%	80%
Tangent Business Hub	40	30	2	75% (80% including under offer)	81% (87% including under offer)
The Arc	5	5	0	100%	100%
Other	20	18	1	90% (95% including under offer)	Not known

## Financial summary<sup>2</sup>

Year		Pleasley Vale	The Tangent	Other Properties	Staffing Costs*	Net (Profit)/ cost
<b>2015/16</b>	Net Revenue	(252,236)	(20,397)	(45,175)		
	Capital Programme	143,976	0	9,321		
	<b>Final Position</b>	<b>(108,260)</b>	<b>(20,397)</b>	<b>(35,854)</b>	<b>92,472</b>	<b>(72,039)</b>
<b>2016/17</b>	Net Revenue	(162,719)	(19,938)	(78,489)		
	Capital Programme	187,947	0	8,755		
	<b>Final Position</b>	<b>25,228</b>	<b>(19,938)</b>	<b>(69,734)</b>	<b>92,472</b>	<b>28,028</b>

<sup>1</sup> Bolsover District Council, (2018), Item 7(F) Executive 031218 'Corporate Commercial Property Performance Update'.

<sup>2</sup> Bolsover District Council, (2018), Item 7(F) Executive 031218 'Corporate Commercial Property Performance Update'.

Year		Pleasley Vale	The Tangent	Other Properties	Staffing Costs*	Net (Profit)/ cost
2017/18	Net Revenue	(191,130)	(39,876)	(60,121)		
	Capital Programme	54,777	7,889	29,052		
	<b>Final Position</b>	<b>(136,353)</b>	<b>(31,987)</b>	<b>(31,069)</b>	<b>92,472</b>	<b>(106,937)</b>

\*staffing costs are at the 2018/19 salary rates and are calculated using the percentage of time/resource allocated by staff members of the Property and Commercial Services Team to these properties. They do not include a proportion of salary costs of the Senior Management Team or other department costs.

\*\* Net revenue is the recovered income (rent, service charge, recharges for services and utilities) minus overheads (repairs and maintenance, contractors, security, cleaning, utilities, insurances, NNDR etc.).

The non-housing stock properties are currently generating a net profit to the Council, and whilst the margins are small, the income generated covers both the repairs and maintenance and the capital investment required to maintain the portfolio whilst making a return.

Over the last 3 years, the lettings process has been strengthened and as a result, the team are able to assess the quality of the tenant, understand their operational activities, and undertake credit/background checks on individuals and / or companies prior to any lease completion. The business parks standard lease has also been strengthened, with the covenants protecting the Council as Landlord, as well as surety, condition schedules, and deposits all being implemented as standard practice.

It was acknowledged that the Tangent had proved successful in Shirebrook, with Phase 2 of the development also being quickly leased. Members were keen to see this replicated elsewhere in the District. Members also commented on the need for additional premises for SMEs within the south of the District near M1 J28, but acknowledged the complication of being close to other industrial areas of neighbouring authorities. Nevertheless, Members felt there was still a gap in the market that should be explored further, particularly given the success of the approach used at The Tangent.

### **Recommendation:**

**That a feasibility study is considered in relation to the replication of The Tangent 'model' at other sites within the District, for both the generation of additional rental income and provision of additional support to the SME sector.**

### **Conference/Meeting facilities at The Arc**

Members also sought further clarity on the current usage of the meeting rooms and the Dance Studio at The Arc, and whether there was any further capacity across the site to generate additional rental income.



Officers within Property & Commercial Services confirmed that there are 5 available workspaces which are all leased out. Within the main building, the 2nd floor is occupied by Derbyshire County Council, whilst the former Chamber Suites 1 & 2 have recently been let to the NHS Derbyshire Community Health Service. The former construction block is fully occupied by Alliance Electronics, and there is a land lease in place for Breedon House Nursery. The site has no further capacity for additional occupation and is 100% let.

In relation to the meeting rooms and ground floor Dance Studio, it was acknowledged that better co-ordination was needed internally between Property & Commercial Services, Governance and Leisure. It was noted that further use was likely to come from NHS Derbyshire Community Health Service, once staff were further established within The Arc. However, due to the need to maintain delivery of Council business, there was no capacity to accommodate additional bookings on top of the existing ad-hoc use by Parish Councils and Voluntary/Community Organisations.

Members felt that the inability to offer conference/civic facilities on a larger scale, due to not having a more traditional 'Town Hall' within our property portfolio, was putting us at a disadvantage to neighbouring authorities. Given the size of the market and potential income from conference/meeting facilities and the civic function/wedding industry, Members felt that there was sufficient evidence to consider a feasibility study on how this could be accommodated either through our own current property portfolio, or potential investment in such a facility.

**Recommendation:**

**That a feasibility study is considered in relation to the development of a dedicated conference/civic function facility, for the generation of additional income (both rental and return on investment).**

## **5.2 Analysis of Income from Leisure Services**

As part of the review, Members looked at the forecast income for 2017-21 from a number of service areas. The core focus for Members in relation to Leisure was the income generated from the Go! Active facility at The Arc, Pleasley Vale Outdoor Activity Centre and Extreme Wheels.

The Budget Outturn reports for 2016/17, 2017/18 and 2018/19 (Forecast Budget) show the following position of both (budget surplus) and cost:

2016/17

	<b>Go Active Clowne Leisure Centre</b>	<b>Pleasley Vale Outdoor Activity Centre</b>	<b>Extreme Wheels</b>
<b>Outturn 2016/17 (£)</b>	105,821	36,775	(6,787)
<b>Comment</b>	Budget estimates for new Leisure facility were forecast based upon benchmarking other facilities and knowledge of the service. Key variants were NNDR and the number of memberships sold. The outturn was considered within accepted budget tolerance levels based on the business plan.	Outturn broadly in line with accepted budget tolerance levels. Staffing costs under spent.	Outturn slightly exceeded expectation, delivering a small surplus.

2017/18

	<b>Go Active Clowne Leisure Centre</b>	<b>Pleasley Vale Outdoor Activity Centre</b>	<b>Extreme Wheels</b>
<b>Outturn 2017/18 (£)</b>	62,471	40,669	(11,076)
<b>Comment</b>	Centre operating within accepted budget tolerance levels. The outturn is broadly in line with the agreed business plan and a surplus is forecast in year 3 of the business plan (2019/20).	Outturn broadly in line with accepted budget tolerance levels.	Outturn slightly exceeded expectation, delivering a surplus.

	<b>Go Active Clowne Leisure Centre</b>	<b>Pleasley Vale Outdoor Activity Centre</b>	<b>Extreme Wheels</b>
<b>Forecast Budget Outturn 2018/19*</b>	88,220	42,029	(1,554)
<b>Comment</b>	The forecast outturn is broadly in line with the agreed business plan and a surplus is forecast in year 3 of the business plan (2019/20).	Forecast outturn within accepted budget tolerance levels.	Forecast outturn within accepted budget tolerance levels.

\*Many of the programmes delivered through Leisure Services are provided at various venues, both indoor and outdoor, and as demand for the services fluctuates, so does the income profile. The department are also proactive in securing grant funding for much of the outreach programmes that they deliver. The figures shown in the 2018/19 table, are based upon income forecasts for Q4. Actual outturn may differ.

## **Go! Active @ The Arc**

In 2017, the Council opened a new leisure facility incorporating a 25m pool, flume and small teaching pool; 100+ station fitness suite; group exercise rooms and cycling studio; outdoor pitches; soft play area; sports hall; thermal suite; and café.

The original drivers for change when creating the facility were:

- A level of unprecedented financial challenge;
- An ambition to protect leisure facilities for our communities;
- An ambition to improve the quality of provision for local residents;
- The need to create financially sustainable facilities;
- To increase participation in physical activity;
- To address health inequalities/poor health;
- An ambition to help to protect other services.

A presentation to Budget Scrutiny Committee during the course of the review, showed that the centre was operating as expected in the original business case. The cost of operating the existing facilities prior to Go! Active was a subsidy £210,000 p.a. The original business case targets were as follows, with future years generating a surplus:

- 2017/18 - £88k subsidy
- 2018/19 - £33k subsidy

The facility remains on target to achieve the forecast 2019/20 surplus, however there is one factor that has had a significant negative effect on the above targets. The original business case benchmarked NNDR from competitor facilities operated by neighbouring local authorities. The actual ratings assessment was £70,000 above

forecast which was a significant setback. Officers are comfortable that in spite of the NNDR setback, through transformation projects, the facility will achieve or exceed all business plan targets.

When considering the financial basis for investing in Go! Active and the cost of the previous facilities in Creswell and The Arc, the Council will on average benefit from a reduced subsidy in excess of £200k in future years.

In addition to the financial benefits, the investment in the new facility has had a significant impact on participation levels as shown in the table below:

	<b>Previous to Go Active</b>	<b>Go Active</b>	<b>% Increase</b>
<b>Visits to facility</b>	9,800	26,800	173%
<b>Visits to swimming</b>	4,800	7,702	60%
<b>Visits to gym</b>	1,900	9,736	412%
<b>Visits to fitness classes</b>	430	4,510	949%
<b>Swimming lesson attendances</b>	1,160	3,428	195%
<b>Public swimming availability</b>	45 (hours per week)	81 (hours per week)	79%
<b>No of stations available in gym</b>	44	100	127%
<b>No of fitness classes</b>	24 (per week)	137 (per week)	470%

In relation to further options for internal use of the facilities, Members felt there should be greater consideration given to the use of the Go! Fuel café facility, when catering for internal meetings and events. Members felt this was a 'quick win' in terms of realigning current practices. Members acknowledge that this has also been put forward by a number of service areas as part of the Transformation Plan 2018 and were minded to encourage the Transformation Governance Group to explore the feasibility of this as a priority. However, during the course of the review this initiative has now been taken forward and as of November 2018, the Go! Fuel facility is providing all internal catering. All requests via the internal booking system and direct to Property & Commercial Services, are now being delivered by Leisure services. This covers all hosted external meetings (drinks are not provided for staff internal meetings) and will include catering for large events such as Employee Awards and external Partnership events. Members welcome this change in approach as a means of further securing sustainable income to the Go! Fuel facility.

## Pleasley Vale Outdoor Activity Centre (PVOAC)

The Outdoor Activity Centre operates and maintains an AALA License (Adventurous Activities Licensing Authority) which only a handful of Local Authorities in the Country have. The PVOAC is only one of a few facilities in the Country that is fully accessible for disabled people.

Most of the adventurous activities are staged for the local communities and this often involves targeted and specialist intervention programmes which are highly respected. The Centre can cater for almost any size of group and offers a range of adventure and team building activities including:

- Canoeing
- Team building
- Abseiling
- Bush craft
- Kayaking
- Raft building
- Climbing
- Forest schools/skills
- Orienteering
- Mountain biking
- Bellboating
- Caving
- Problem solving
- Archery

The recent budget reports and outturns (discussed above) show that the centre is operating within its allocated budget and the subsidy levels agreed by Members. However, as discussed below, Members feel there is potential for the site to develop further, leading to increased income generation. When considering possible areas for development, Officers have a clear short, medium and long-term plan:

Short-term	Link PVOAC with the 365 membership offer to provide limited subsidised places during the school holiday periods. Refresh website coverage, with potential dedicated site. Work with Derbyshire County Council to look at securing Bolsover Countryside Partnership Manager post to continue with the Visit Sleep Cycle Repeat feasibility study. Feasibility for a post to address Volunteering levels.
Medium-term	Feasibility for a permanent Business Improvement/Engagement post for PVOAC to further secure future growth of site.
Long-term	Visit. Sleep. Cycle. Repeat (see below); Ability to offer School residential provision; secure viability of site

As part of a presentation to Committee during the course of the review, Members were informed about the 'Visit. Sleep. Cycle. Repeat.' Destination Plan. The work was carried out by Bolsover Countryside Partnership (hosted by Derbyshire County Council) with a grant of nearly £30,000 from the Rural Development Programme for England, awarded by D2N2 Local Enterprise Partnership. The grant was used to employ the consultants Blue Sail, who worked with partners from the North Derbyshire - North Nottinghamshire Visitor Economy Consortium. The plan will guide future investment over the next 10 years, aiming to realise the tourism potential of the *Visit. Sleep. Cycle. Repeat.* geography, broadly North East Derbyshire and North West Nottinghamshire; using the outstanding heritage and opportunities for leisure cycling – to create a stronger destination that stands out from the competition.

The objective is to grow overnight stays, encourage visitors to explore further and to support the growth of tourism and cycling-related businesses. The Plan sets out the potential and what needs to be done over the next five years but looks beyond to 2027.

This Plan sets out what is required to stimulate market growth beyond what will occur naturally:

- Encouraging existing visitors to stay longer and spend more
- Attracting new visitors, with a focus on short breaks, because people staying overnight have a higher per head spend than day visitors.
- Creating an environment that stimulates and supports small business to thrive and creates the visitor facilities to support tourism activity.

However, since January 2019, Bolsover Countryside Partnership Manager who is leading on the 'Visit, Sleep, Cycle, Repeat' feasibility on behalf of Bolsover District Council and Derbyshire County Council, post is under review as a short fall of £13,000 has to be secured before the end of March or the post will cease. At the meeting of Executive in February 2019, Members agreed to increase their contribution to Bolsover Countryside Partnership, funding 50% of the cost, subject to Derbyshire County Council matching the contribution.

Further information gathered at the latter end of the review, confirms a number of initiatives to be considered as part of the new Transformation Plan 2018. The following proposals by Leisure Services and others, are:

- PV Centre development
- Expand MTB trail at Glapwell
- Create Cycling Strategy and District Cycle Map
- Set up camping sites
- Create a velo rail system

Members recognise that the primary function of the Pleasley Vale Mills site is an industrial business park and that changes to the Leisure offer on the site need to take due consideration of the business centre tenants. Members are keen to ensure that the Council protects the current and future income of the site from business centre tenants, by ensuring leisure functions are sympathetically introduced. Nevertheless, they see this as a clear option for consideration, for further income generation and sustainability of the site as a whole.

**Recommendation:**

**That the Transformation Governance Group give due consideration to the schemes suggested by Leisure and others in relation to potential Leisure developments/investments at Pleasley Vale and the surrounding area, which have been put forward as an option for delivery in the revised Transformation Programme.**

**That the feasibility of a permanent Business Improvement/Engagement post be considered to further secure the future growth of the PVOAC site, in line with other Business Improvement posts within Leisure Services.**

## Extreme Wheels

Extreme Roadshows was established in 2000 and has had notable success across Bolsover, Derbyshire, East Midlands and Nationwide in keeping up to date with the latest developments and trends in people's lifestyles. It is highly respected amongst our Local Authorities, community groups and Police forces etc. and in recent years has gained a high reputation amongst the event sector. In 2012, Extreme Wheels offered its services by exhibiting at national 'Event Trade Shows' and being the only local authority exhibiting at such exhibitions, which still continues today. As a result it has seen bookings and enquires from McLaren UK, Ferrari UK, Ride London and Waddington Air Show for Extreme Wheels to attend these events.

Extreme Wheels offers high impact bespoke extreme/action sport activities, along with Pro BMX and Trials biking Stunt shows that can be provided anywhere in the country for a wide range of clients. Whether this is in the local park or a major international event, we can provide tailor-made programmes of exciting and dynamic activities. Regardless of the type of organisation, we provide specialist advice and assistance in deciding the most appropriate activities for the occasion, advice on health and safety matters, risk assessments information and even guidance on event management in relation to our activities.

Our Wheeled and Action sports are extremely popular and we have a number of activities available for people of all ages and abilities to enjoy:

- Mobile Skate Park – We provide equipment, staffing and competition support for all abilities.
- BMX Racing Roadshow – We provide bikes and safety equipment. Our coaches are British Cycling BMX Level 2 qualified.
- BMX Sidehacks – BMXs with sidecars provides an exciting alternative to traditional BMXing where 2 people can take part simultaneously.
- Trials Biking – is the art and skill of riding your bike over and between obstacles, showing balance and fitness, ideally not touching the 'section' with anything except the bikes tyres.
- Go-Ride Coaching – A British Cycling development programme that aims to improve the basic ability of young people's cycling skills and get them involved with their local cycling club.
- KMX Karting - KMX karts are three wheeled high performance sports trikes that are part go kart, part BMX, from the ages of 6+.
- Mountain Biking – Our instructors are able to create rides that suit nearly all ability levels and ages. We provide all the equipment needed for the rides and have a fleet of 20+ mountain bikes of different sizes.
- Body Zorbs – An inflatable ball or 'body zorb' and can then safely collide with other users, roll, fall, headstand, battle and bounce without risk of injury.
- Master Blaster Laser Tag – Mobile laser tag arena. This is suitable for both indoor and outdoor locations at a venue of your choice.
- Mobile Climbing Wall – Both a mobile wall and baby bouldering wall for younger participants
- Slacklining – Participants walk along a flat line (slack line) whilst maintaining balance and momentum, with progression it is possible to do freestyle tricks or even yoga.



- Cycle Maintenance – This unit offers basic introductory sessions up to an advanced programme of courses.
- Pro Acton Sport Demo Shows – These deliver high impact, action packed demonstrations of our team riders' impressive skills and wow the crowds. As with most pro performers our action sports stars have competed at a national and world stage in their disciplines as well as appeared in numerous TV shows, adverts and videos. They are well known and respected by the action sports industry. We offer customised demo shows and workshops to suit your event incl. BMX freestyle and mountain bike/ trials bike display.
- Extreme Sports Academy – September 2018 saw the launch of the Academy which provides young people with an interest in extreme/actions sports the chance to volunteer with Extreme Wheels, with the view to gain qualifications, employability skills, and build on self-confidence and esteem. The young people will gain the skills and experience with a view to becoming the future coaches of Extreme Wheels and gain employment with the team once they have left school. 13 young people are regularly volunteering with another 8 young people on the waiting list.

During 2017/18, the programme performed well, with a financial outturn of £7,517 surplus. For the first two quarters of 2018, the programme is again forecasting a small surplus.

When considering possible areas for development, Officers have a clear short and medium-term plan:

Short-term	Review and refresh online marketing and promotion, with potential development of a dedicated micro-website. Feasibility for a temporary post to address Volunteering levels/Marketing of service (post would also enable further capacity to secure contracted Instructor posts)
Medium-term	Feasibility for a permanent Business Improvement/Engagement post for Extreme Wheels to further secure future growth of service.

Officers have seen the positive impact of the Business Improvement Co-ordinator post for the Go! Active facility and feel that utilising that resource or if required, a similar position for Extreme Wheels would provide stability for the service to maintain its profile.

Following initial meetings with Officers, a Delegated Decision was approved:

*Extreme Wheels Manager (volunteer coordinator and business improvement), via DD-028-18-LH.*

The delegated decision has enabled the recruitment of a part time manager (0.5 FTE post) to develop and head up the Extreme Sports Academy which will focus on giving young people and adults a chance to be involved in the extreme sports team. The post is fully funded by external funding secured from the Bolsover Partnership and Building Resilience Programme. The majority of the volunteers will be recruited from the Shirebrook area, with the remainder coming from across the District. Young



people have already been identified from existing participants to Extreme Wheels and all have expressed a strong interest to be part of the programme.

As the post is currently funded on a temporary basis for twelve months, Members recommend that the outcomes achieved as a result of the post, in line with the Service Level Agreement with Bolsover Partnership, are monitored with a view to extending the temporary arrangement to a permanent position, should it be successful. Members feel that if the post proves a viable mechanism for enhancing the service, there is merit in making this a permanent arrangement.

**Recommendation:**

**That the feasibility of a permanent post for Extreme Wheels covering business improvement and volunteering be considered, pending analysis of the achievements via the temporary post.**

### **5.3 How do we currently market our services to residents and businesses?**

As part of the review, Members raised a number of queries with the Communications, Marketing & Design Manager. As the development of the Go Active facility had proved so successful, Members wondered whether there was scope to extend the usage of this branding to other services delivered by the Council. Unfortunately, it became apparent that this was not possible, as the branding was specific to the leisure facility.

Members noted that they were aware of previous activity by a number of service areas, in terms of marketing services to businesses/local agencies and residents. Officers confirmed that a number of service areas were working with the Communications team to promote their package of services available to residents/businesses including:

- MOT testing
- Grounds maintenance
- Legal
- HR
- Payroll
- Governance
- Procurement
- Communications/reprographics/marketing/website development
- Commercial waste
- Leisure – Pleasley Vale Outdoor Activity Centre, Extreme Wheels, Community/Outreach provision

It was noted however, that this could be further improved, as while the Communications service was involved in the initial marketing/publicity, there was no capacity to complete follow up work to assess the impact of marketing campaigns and customer take-up. In addition, there was not always sufficient notice given to plan the various marketing campaigns effectively. One mechanism for improving this would be to refresh the Corporate Marketing Strategy to build in processes for marketing of services and customer analysis. The capacity of the service and due diligence for

undertaking the work etc., will need to be considered on a case by case basis for each service. It was agreed that there was a danger that services could generate business beyond the demand that the service could accommodate. In addition, Members felt there was also a resource gap in terms of marketing and commercial expertise and that the Council should seriously consider whether a dedicated post was required. As such, Members felt having an additional central resource for delivering marketing/commercial services, would ensure that the Council did not limit the scope for income generation.

Members commented that they were aware of various circumstances where the Council's approach to delivery had been held in regard and nationally recognised. They queried whether this type of detail could be collated in to a 'pack' which could be sold to public sector organisations. Officers confirmed that this was a potential missed opportunity, but that the tendency was to offer free advice via Officer Networks, which doesn't allow us to fully capitalise on our expertise. However, Officers agreed to take this on board as part of future corporate communications/marketing.

Members also raised concerns around the accessibility of the website and the need to improve how information was presented, including the search function and FAQs. The Communications team noted that this had also been identified by them as an issue and they were currently exploring options with IT services in terms of staffing resource and how work could be taken forward. As we have neared the end of the review, an additional post has been recruited to the Communications team – Web Development Officer, which should address the capacity issues in relation to website development. The post will secure the redevelopment of the corporate website and development of additional micro-sites, with a view to selling Web Development Services externally.

### **Recommendations:**

**That a Corporate Marketing Strategy is produced to reflect a revised approach to marketing the commercial services of the Council.**

**That the feasibility of the initiative proposed with the Transformation Plan 2018 for a 'Services Pack', being taken forward as a priority – to include Parishes/VCS organisations; residents and businesses.**

**That Executive considers a more targeted approach is taken to the marketing of our services, with the creation of an additional resource – a Commercial/Marketing Officer, with a specific remit for co-ordinating income generation via services to residents/businesses/local public and voluntary sector providers.**

## **5.4 Our approach to investments and commercial delivery**

During the course of the review, Members considered our approach to investment. The existing Treasury Management Strategy 2018/19 – 2021/22 outlines how the treasury management function will support the capital decisions approved within the Medium Term Financial Plan and the parameters for all borrowing and lending

associated with the day to day treasury management of the Council's cash flow requirements.

Within the strategy the Council is required to include a number of prudential indicators covering the next four financial years which show the impact of changes in the level of the Council's debt on its revenue accounts.

The Council is also required to determine a policy on the repayment of its debt each year through the Minimum Revenue Provision (MRP). The MRP is the amount of debt being repaid and is a charge against the revenue accounts of the Council.

The Investment Strategy, as set out in Sections 1.52 – 1.77 of the Treasury Management Strategy, defines the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss.

The Capital Expenditure Strategy sets out the Council's Capital Expenditure Programme for the medium term and covers how this expenditure will be financed.

The above policies and parameters provide an approved framework within which Officers undertake the day to day capital and treasury activities.

### **Information Request to Finance**

An information request to the Joint Head of Finance & Resources aimed to clarify the following:

- Does the Council have a policy on trading/charging that is aligned to Council strategy and a delivery plan?
- How are Fees and Charges reviewed and when did this last take place?
- Does the Authority have staff with relevant skills and professional development to lead on large scale investments and/or creation of SPVs (Special Purpose Vehicles)?
- Risk management – how does Income/Investment feature within our current Risk Strategy and Corporate Risk Register? How do we determine what is an acceptable level of risk?

Officers clarified that at present Fees and Charges are agreed annually at department level, based on service need. Charges linked to statutory provisions – such as for Housing, Planning and Licensing – are generally agreed via Executive or Delegated Decision. There was not however, a formal policy on trading/charging.

In terms of how we approach investment as an Authority, for the most part the focus was on being 'risk averse', especially given past experience for example with the Icelandic Banks investments. Nevertheless, there was now a move to consider more long-term investments where possible, while still remaining compliant with the rules laid out in the Treasury Management Strategy.

The Investment Strategy, within the Treasury Management Strategy sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss.

What was not in place however, was a more formal policy or Commercial Strategy, specifically defining what was considered a suitable investment, especially where the investment may be in a service or property beyond the traditional realms of a local authority. Members were aware of examples where authorities have invested in shopping centres and hotels amongst other businesses, and in some cases outside of the Authority boundary, in order to secure a good rate of return. Members considered the LGA guidance document 'Enterprising councils: Supporting councils' income generation activity' contains an overview of the key considerations when developing a Commercial Strategy and a range of case studies. This prompted further queries as to how we could and should invest.

This led Members to conclude that a recommendation to develop a formal Investment Strategy was pertinent. However, during the course of the review it became apparent that this was also a concern of Officers and had been suggested as an initiative for delivery via the refreshed Transformation Programme (Transformation Plan 2018). Following presentations to Budget Scrutiny and Executive on the potential scope of such a document, it was also clear that new guidance was in place within the 'Statutory Guidance on Local Government Investments issued under Section 15(1) (a) of the Local Government Act 2003', to provide further clarity as to the requirements of such a document. It is clear that we now need to develop a Corporate Investment Strategy, compliant with the new guidance, as part of the Treasury Management Strategy.

Further to the proposed corporate level strategy, Members were also consulted on the proposed Commercial Property Investment Strategy. Given the financial challenges faced, Executive have indicated a will to progress the development of an investment strategy for commercial property based around expanding its existing non-housing property portfolio. This is in order to develop revenue streams that provide a required level of return to offset the forecast budget deficits for forthcoming years. This approach can also support economic development and regeneration in the District through targeted investment.

During the development of the draft Commercial Property Investment Strategy, a number of key factors have been considered in order to shape an approach that ensures due diligence is undertaken. The strategy reflects the requirements within the 'Statutory Guidance on Local Government Investments issued under Section 15(1) (a) of the Local Government Act 2003', which came into force April 2018.

Consideration has also been given to a number of essential elements which will inform acceptable investment choices, specifically:

- Ethical investment (for instance, prohibiting investment in alcohol and tobacco production or sale, animal exploitation, gambling, sex establishments, arms trade or environmentally damaging practices)
- Geographic spread of investments
- Limits of individual and cumulative risk
- Timescales for the achievement of objectives
- The level of losses that can be tolerated
- The degree to which the Council can realistically become reliant on the income stream to provide services

Members acknowledge that understanding the performance of the Council's existing budget pressures and the performance of its existing non-housing property is essential in determining how future property investment opportunities should be approached. Members welcome the move to adopt such a document and are confident that sound scrutiny of its development and delivery, will ensure the desired benefits are realised. This is also clearly documented as an initiative being taken forward via the Transformation Plan 2018, and will be monitored via the Transformation Governance Group, with investments over a set limit being scrutinised via Committee as a matter of course when scrutinising the Key Decisions of Executive.

**Recommendation:**

**That Budget Scrutiny Committee give due consideration to future revisions to the Treasury Management Strategy (as required by the Budget & Policy Framework) and ensure that the new Corporate Investment Strategy is sufficient to allow the Authority to generate the required return on investments.**

**Information Request to HR**

Members also considered whether the organisation had staff with the necessary skills set to operate in a commercial manner. The following questions were posed to HR:

- How is the move to greater commercialism impacting on the current/future workforce of the council and what training and development is currently being provided and may be needed in the future?
- Could you confirm whether we currently 'sell' any element of our HR service to external partners to generate an income stream?

In response, Members were informed that the Authority is currently looking at creating a training programme in this area which will be synchronised with the new Transformation Programme and the growth towards a more entrepreneurial culture. Within particular service areas such as Leisure, staff have already been given briefings on sales/marketing etc. to help increase footfall, retention and income generation. Officers are also developing a Leadership training programme following the SAMT review for Service Managers which will set clear expectations for adopting a more commercial focus and assist managers in developing their skills in this area.

Our HR team have sold their services on an ad-hoc basis and are currently providing services to Parish Councils and occasionally other authorities.

**Information Request to Payroll**

In relation to Payroll, Members are aware that we offer Payroll services to Parishes.

Our question to Officers was:

- How many Parishes take up this service? How do we market that this service is available to other agencies?

At present two Parish Councils take up Payroll Services from the Authority. There is no marketing plan implemented at present, but as part of the Transformation Programme Officers are looking at marketing BDC services to other organisations such as Parish Councils, other local authorities etc. A significant amount of external work for HR & Payroll has come through Councillors recommending services to their Parish Councils or from known contacts who recommend us.

What Members were clear on however, is that any external work secured to date had not come via a coordinated approach to 'selling' our services either directly by the service or via a central 'Commercial' officer/manager post. This was therefore a point where further refinement could be achieved in this service area. The recommendation below complements initiatives agreed for delivery via the Transformation Plan 2018.

### **Recommendations:**

**That the feasibility of the initiative proposed with the Transformation Plan 2018 for a 'Services Pack', being taken forward as a priority – to include Parishes/VCS organisations; residents and businesses.**

### **Potential Asset Investment/Service development**

As part of ongoing discussions during the review Members also discussed the following options for large scale investment, as potential options for development.

- **Coalite**

Members were keen to ensure that the District gained maximum benefit from the redevelopment of the Coalite site and discussed various options for the area including hotel accommodation, a logistics hub and a manufacturing/innovation hub linking to Sheffield City Region and the Advanced Manufacturing Park.

As part of their initial work programming discussions in May 2018, it transpired that DCC were already examining the possibility of a logistics hub at the site and as such this was not progressed further by Members, although they supported the idea as a clear development option for the site.

As part of a presentation to Committee during the course of the review, Members were informed of the external investment secured to contribute to remediation and the development scheme for Coalite. £5.8m from D2N2 and £2m from Derbyshire County Council will enable the development of commercial land which will in turn generate additional business rate income for the Council.

Furthermore, in the Budget on 22 November 2017, the Chancellor announced an East Midlands Manufacturing Zone pilot. In January 2019 the Northern Derbyshire Manufacturing Zone was announced, to be developed by the D2N2 LEP, and will incorporate the Coalite site. A total of £220,000 will fund a total of 6 sites across Bolsover, North East Derbyshire and Chesterfield.



Members await the full implementation of the funding secured, in order to realise the further financial benefits of the site.

- Hotel Accommodation/Camping/Overnight stays

Members were also informed of the D2N2 Visitor Accommodation Strategy 2017. In 2017, consultancy Hotel Solutions was commissioned to research the current state of and future possibilities for visitor accommodation in the D2N2 LEP area. The study provides a robust assessment of the future opportunities for visitor accommodation development across Derbyshire and Nottinghamshire, and the requirements for public sector intervention to support and accelerate visitor accommodation development.

**Recommendation:**

**That the Transformation Governance Group considers the initiative within the Transformation Plan 2018, to develop the overnight stay offer within the District, as a priority for further feasibility/development planning.**

- Civic/Conference Facility

See discussion and recommendation at section 5.1.

- Dragonfly

Members clarified the investment to date through a presentation to Committee. It is clear that benefits have been realised from the initial investment and that the additional stakeholder investment recently approved will accelerate further sites. While Members appreciate that further investment is possible with potential of a good rate of return, they would urge Executive and Council (in relation to budgets) to consider all options available, including the option of additional JV Companies, to ensure that the financial risk taken by the Authority is spread across a number of investments rather than solely focussed in one area.

Members note that initiatives are suggested within the Transformation Plan 2018 and encourage detailed consideration of any feasibility study/business case against the principles of the new Commercial Property Investment Strategy.

- B@Home

Members clarified the investment to date through a presentation to Committee. It is clear that benefits have been realised from the initial investment. Again, while Members appreciate that further investment is possible they are also mindful of the restrictions the Council must comply with in terms of borrowing limits.

- Replicate The Tangent elsewhere in District

See discussion and recommendation at section 5.1.

- Private Rents

Members discussed at length the idea of developing a Management Company that private sector housing providers could buy in to as per commercial lettings agencies and/or potential to purchase current poor private rents as an investment. This idea is also contained within the Transformation Plan 2018 and Members feel that given the internal expertise in managing and letting our own stock that this is worth exploring further.

**Recommendation:**

That the Transformation Governance Group considers the initiatives from Housing & Community Safety and Others in relation to Private Rents and residential property within the Transformation Plan 2018, as a matter of priority for feasibility and implementation.

## 5.5 Achievements through our existing Transformation Programme 2015-19

The Corporate Plan 2015-19 has a specific aim – Transforming Our Organisation – with two of the four Priorities specifically supporting Income Generation:

- Making the best use of our assets
- Ensuring financial sustainability and increasing revenue streams

The key projects of interest to Members were:

Project	Outcome (taken from PERFORM)
Establish a delivery method for the development/refurbishment of key Council owned assets by October 2015	2016/17: Joint Venture Company (JV) launched 2016 with Woodhead Group. The Business Executive Group continues to work with Officers and Members to bring forward a second JV model to secure the future of Pleasley Vale Mills.
Initiate a build programme for new Clowne Leisure facility by 2015 and complete by 2016 (BDC)	Q4 2016/17: Build programme complete barring for final snags and finishing touches.
Introduce alternative uses for Council owned garage sites (BDC)	Corporate Plan Target of 20% of sites to be addressed (30 out of 152). As at Q2 2018/19, 14 sites have been developed or are to be developed. A further 22 sites have been identified as possible development sites. Officers intend to identify a number of other sites to market at the custom and self-build market.
Develop a series of plans for a sustainable leisure service by March 2017	Q4 2017/18: The following dynamic documents, ever changing and on track: <ul style="list-style-type: none"> <li>• Subsidy Reduction Plan</li> <li>• Marketing Plan</li> </ul> The following is complete – Sport Development and Physical Activity Plan. The built facilities strategies and playing pitch strategies are now complete with final versions in circulation for approval.



Project	Outcome (taken from PERFORM)
Increase on-line self-service transactions	<p>Baseline data from 2013/14 was 396 online transactions.</p> <p>2015/16: On-line transactions achieved 555 = 40% increase based on 2013/14 baseline data.</p> <p>2016/17: 925 transactions and 298 SELF accounts.</p> <p>2017/18 total: 2,227 on line transactions against a target of 1,100. Achieved above target. 1,435 residents now have SELF accounts.</p> <p>2018/19 (to date): 1721 transactions and 451 SELF accounts.</p> <p>Currently achieving a 10% increase for the current year. Roll out of 30+ 'New' online Self Service forms and re design of the 'Do it Online' area within Bolsover District Council Website - IT/Customer Service project to be implemented March 2019.</p>
Relocation of Bolsover and Shirebrook Contact Centre	<p>Bolsover – Complete</p> <p>Shirebrook – Works commenced on site, relocation planned for March 2019.</p>
'Media Pack' to promote advertising opportunities promoted	<p>Initial Pack developed in 2015/16, with ongoing revisions on an annual basis. Advertising and Sponsorship Policy in place and under regular review.</p> <p>To be extended further through initiatives in the new Transformation Plan 2018.</p>
Pleasley Vale Strategy (BDC)	<p>Heritage Lottery bid 2014 – rejected.</p> <p>JV explored with two private sector partners.</p> <p>Visit, Sleep, Cycle Repeat feasibility study and Destination Plan with DCC underway.</p>
Follow-on business units to support small businesses	<p>Development and completion of Tangent Phase 2 which created a £1m extension of 7 new industrial units to support local businesses. To date all of the units are now let to businesses.</p> <p><a href="http://woodhead-construction.co.uk/business-hub-expansion-starts-in-bolsover/">http://woodhead-construction.co.uk/business-hub-expansion-starts-in-bolsover/</a></p>
Service Review of Licensing provision	<p>Review commenced in 2015/16 with ongoing Transformation Action Plan being implemented. Ongoing LEAN review of processes and back office systems to ensure continuous improvement, including the introduction of Uniform Licensing system.</p>

Project	Outcome (taken from PERFORM)
Waste service review (March 2016)	Aligning services following the formation of the Strategic Alliance. £70k saving on plant, aligned terms and conditions.
Full implementation of SELF service website	Initial launch of the 'Do it Online' function completed in 2016/17, with ongoing refinement of the individual service forms. A further re-launch of an updated system is planned for April 2019.
Legal Team Organisational Review (Dec 2015)	Service Review delivered during 2016/17 creating a shared legal service across the Strategic Alliance.
Delivery of learning and development to support transformation	'Lean' transformation training delivered as part of the initial implementation 2015-19 Transformation Programme.

The evidence gathered indicates that we have delivered initiatives as planned. The Transformation Programme 2015-19 has generated £515,000 in savings and we feel that there is still further potential income to be generated from a number of the projects outlined, notably Pleasley Vale; development of units to support small businesses; and selling/marketing of our services externally.

## 5.6 How does our approach compare to neighbouring authorities?

As part of the review, Members surveyed our neighbouring authorities via the East Midlands Scrutiny Network, to establish current approaches being taken and lessons learnt.

This enabled the Committee to address the following aim of the review scope:

- to consider what other authorities have done to generate income

The following questions were asked:

1. Could you please provide two examples of your current key mechanisms of generating additional income, to address any shortfall in revenue as a result of the reduction/loss of the Revenue Support Grant?
2. What approaches have you taken to commercialisation of council services?
  - a. What has proved successful?
  - b. Where an idea has not proved successful, what were the barriers?

The results at Appendix 3, show that we are all taking a very similar approach to income generation regardless of size of authority and location. The ideas explored by neighbouring councils either mirror our current approach or are in line with the ideas the Committee have explored as part of the review. This gives the Committee reassurance that we are taking the right approach both within our current activity and in the areas highlighted for possible recommendation following initial research.

Some have had the benefit of large sites becoming available to enable more large-scale investment, for example:

- North Kesteven – looking to develop a Crematorium. (This initiative is also within our new Transformation Plan 2018).
- Blaby – investing in buildings and property for small scale housing development on a previous depot site. (This is similar to our developments via Dragonfly and B@Home)
- Gedling – Feasibility and development of a Pet Crematorium.

In terms of selling our services and expertise again there are a number of similarities:

- Charnwood – Provision of a commercial waste collection service
- North Kesteven – Establishment of Council owned Housing Company- Lafford Homes Ltd.; provision of Payroll Services for neighbouring authorities.
- Gedling – increased Trade Waste market; provision of MOT testing; establishment of a Parks and Street Care Teckal Company; establishment of a Leisure Teckal Company.
- West Lindsey – Trade Waste Service

In conclusion, we therefore feel that we are taking the right approach to commercialisation based on the existing expertise we have and the development options available to us.

## **5.7 The Future of Pleasley Vale Mills Scrutiny Review (April 2013)**

During the document review process for this review, it became apparent that a previous Scrutiny Review in 2012/13 by the Sustainable Communities Scrutiny Committee, had also looked in detail at both the Mills as commercial business lets and the Outdoor Activity Centre (PVOAC).

Bolsover District Council bought the Mill buildings in 1992, using compulsory purchase powers. Grant funding was subsequently received to convert the buildings for use as offices and by light industry. There is 340,000 square feet of floor space across the three mills and this provides rental accommodation for a variety of businesses.

As discussed in sections 5.1 and 5.2, Members acknowledge this site is a core asset for the Authority in terms of income generation. Specific recommendations identified which link to this review are as follows:

“... ”

2.6 *Marketing and advertising of the Outdoor Activity Centre must be improved in order to maximise participation and income.*

2.7 *That the provision of residential accommodation within Bolsover District be thoroughly considered in order to attract tourism to the area. ....”*

While further activity took place around marketing and advertising following the review, the provision of residential accommodation at the site has not been fulfilled to date. Following this review a range of activity took place to assess the feasibility of further development of the 'leisure' element of the Pleasley Vale Mills site.

Further investment into the facilities provided by PVOAC in 2012 resulted from an 'Aiming High for Disabled People' grant for the provision of an accessible jetty and a new bridge over the River Meden to improve access from the car park to the Boathouse.

Since 2014 Officers have submitted funding bids, explored joint venture partnerships, developed viability appraisals and worked with public partners with the aim of diversifying the uses which has in the main focused upon residential development and growing the leisure offer to something regionally significant with connectivity to the District's existing tourist attractions.

An opportunity arose in 2014 to look at the feasibility of relocating the outdoor centre into Mill 1 as part of an application to the Heritage Lottery Fund under its Heritage Enterprise strand. The bid included a 60-bed residential facility, a café/refectory, a large indoor climbing wall/high ropes course as well as office, storage and training facilities, although the HLF bid would only have funded repairs to the fabric of the building and fixed assets.

Ultimately, the HLF bid was unsuccessful, so the centre has continued as a split site operation with the inherent operational complexities that this entails, particularly the movement of school children between the two ends of the Vale.

The work carried out for the HLF bid did however raise the potential for the relocation of the dry side operation to the western end of the Vale and for the expansion of the centre's facilities, particularly the development of a residential offer.

As discussed at 5.2, Members are aware of the current initiatives within the Transformation Plan 2018 in relation to further development of PVOAC (pg16) and creation of camping sites (pg25) and support the move to finalise the relevant business case/feasibility studies, as an immediate action.

## **5.8 NEDDC Review of Income Generation**

As part of the background review of documents, the previous review completed by North East Derbyshire District Council was considered. The most notable recommendations were as follows:

"....

1.3 That Ned News be used frequently to advertise the chargeable services that the Council has to offer.

1.4 That service areas be allowed to reinvest a proportion of any efficiency savings made into service improvement to incentivise teams to be innovative and proactive.

1.9 That the Council consider renting space within its buildings here at Council House and other outside offices. ....”

In relation to 1.3, Members have questioned the current use of InTouch magazine to market our services and how the effectiveness of this marketing is monitored. As outlined previously at 5.3 we feel there should be a more co-ordinated approach to how services engage with the Communications Team, with a clear process for monitoring the ‘reach’ for such marketing. In addition, the proposal to produce a Services Pack for Parish Councils/VCS sector will enable a more co-ordinated approach to ‘selling our expertise’.

In relation to 1.4, as part of our standard budget setting/management process there is scope to reinvest savings made during the year, in addition to the option to make a saving a reduce a budget where this can be accommodated. In addition, there is a suggested initiative in the Transformation Plan 2018 for a Budget Challenge for every service area. While this is not identified as an initiative for immediate implementation, the focus here would be solely on generation of an agreed % savings.

In relation to 1.9, Members have considered our current approach to letting space within our premises. Our findings outlined in sections 5.1 and 5.2, show that while there is potential to hire meeting space at The Arc, current capacity to manage additional footfall within the site with the potential for limited additional income, means this is not a viable option at present.

### **Recommendations:**

**That the feasibility of the initiative proposed with the Transformation Plan 2018 for a ‘Services Pack’, being taken forward as a priority – to include Parishes/VCS organisations; residents and businesses.**

**That Executive considers a more targeted approach is taken to the marketing of our services, with the creation of an additional resource – a Commercial/Marketing Officer, with a specific remit for co-ordinating income generation via services to residents/businesses.**

## **6. Conclusions**

---

The Committee have put 11 recommendations which will hopefully assist the Council in identifying new investments and mechanisms for income generation.

The key issues arising from the review are:

- How we currently market our services and expertise externally;
- Our approach to investments and being risk aware, not risk averse;
- How we manage and develop our existing assets;
- How we embed a culture of commercialisation across the organisation, in order to secure the future financial stability of the Council.

As documented throughout the report, there were a number of areas of investigation that have ultimately been subsumed in to the Transformation Plan 2018. Members

acknowledge that there will now be a specific route for delivery of these initiatives, via the Transformation Governance Group, and urge those involved to look at the initiatives we have identified as a priority for further exploration over the next twelve months.

It is hoped that the recommendations set out in this review report will help the Council move forward with new approaches to income generation, and identifying improvements to the management of our existing assets to create further income sustainability.

## Appendix 1: Stakeholders

---

Stakeholders engaged during the review included:

- Chief Accountant
- Communications, Marketing & Design Manager
- Commercial/Property Development Manager
- Business Centres Manager
- Outdoor Recreation Officer
- Leisure Operations Manager
- East Midlands Scrutiny Network
- HR & Organisational Development Manager
- Joint Head of Finance and Revenues
- Joint Strategic Director – People
- Joint Head of Partnerships & Transformation

Stakeholders impacted by the recommendations include:

- BDC residents and service users
- Existing tenants of commercial lets at The Arc, The Tangent and Pleasley Vale Mills
- BDC Employees

## Appendix 2: Bibliography

---

Bolsover District Council, (April 2013), The Future of Pleasley Vale Mills Scrutiny Review, Sustainable Communities Scrutiny Committee.

Bolsover District Council, Leisure Service Plan 2015-19

Bolsover District Council, Property Service Plan 2015-19

Bolsover District Council School Sport PE Offer 2018/19

Bolsover District Council Treasury Management Strategy 2018/19:

<http://www.bolsover.gov.uk/index.php/90-your-council/budgets/262-your-council-financial-plans?highlight=WyJ0cmVhc3VyeSIsIm1hbmFnZW1lbnQiLCJzdHJhdGVneSIsInRyZWZdXJ5IG1hbmFnZW1lbnQiLCJ0cmVhc3VyeSBtYW5hZ2VtZW50IHNoF0ZWd5liwibWFuYWdlbWVudCBzdHJhdGVneSJD>

Bolsover Local Plan

[http://www.bolsover.gov.uk/images/LIVE/P/Plan\\_NLP\\_Publication\\_LPfBD\\_1805.pdf](http://www.bolsover.gov.uk/images/LIVE/P/Plan_NLP_Publication_LPfBD_1805.pdf)

Go! Active Brand Guidelines, v1.5, Bolsover District Council

LGIU Briefing: Asset enabled transformation, 21 March 2018.

Local Government Act 2003, Section 15(1) (a) '**Statutory Guidance on Local Government Investments**'.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/678866/Guidance\\_on\\_local\\_government\\_investments.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/678866/Guidance_on_local_government_investments.pdf)

North-East Derbyshire District Council, (April 2012), Review of Income Generation.

[http://www.ne-derbyshire.gov.uk/images/Repository/Income\\_Generation\\_Scrutiny\\_Review.pdf](http://www.ne-derbyshire.gov.uk/images/Repository/Income_Generation_Scrutiny_Review.pdf)

Pleasley Vale Outdoor Activity Centre Information Pack, Bolsover District Council

Room for Improvement – Strategic Asset Management in Local Government (2009), Audit Commission National Report:

<http://rds.eppingforestdc.gov.uk/documents/s17740/Local%20Govt%20Studies%20App%20VI.pdf>



## Appendix 3: Survey of East Midlands Scrutiny Network (March 2018)

The following is a summary of responses to our survey of the East Midlands Network. The ideas explored by neighbouring councils either mirror our current approach or are in line with the ideas the Committee are exploring as part of the review. This gives the Committee reassurance that we are taking the right approach both within our current activity and in the areas highlighted for possible recommendation following initial research.

### *1. Could you please provide two examples of your current key mechanisms of generating additional income, to address any shortfall in revenue as a result of the reduction/loss of the Revenue Support Grant?*

Authority	Response
Charnwood	Two particular examples of income generation at Charnwood are to increase the charges for the Council's garden waste collection service and the introduction of a lottery to support funding for the voluntary and community sector. A recent Cabinet report in respect of the latter scheme can be found at <a href="https://www.charnwood.gov.uk/files/papers/cab_18_january_2018_item_07_charnwood_lottery/Cab%2018%20January%202018%20Item%2007%20Charnwood%20Lottery.pdf">https://www.charnwood.gov.uk/files/papers/cab_18_january_2018_item_07_charnwood_lottery/Cab%2018%20January%202018%20Item%2007%20Charnwood%20Lottery.pdf</a> .
North Kesteven	<p>The authority has delivered a range of initiatives following the 2008 recession and changes to the Revenue Support Grant (RSG). Three notable approaches have been:</p> <ul style="list-style-type: none"> <li>• The development of <b>shared services</b> with neighbouring District Councils, and Lincolnshire County Council has generated £6million in savings in the last 6 years. This includes shared legal and procurement services (established in 2008), a shared revenues and benefits service (established 2011), and a shared ICT partnership (developed progressively since 2006);</li> <li>• The introduction of <b>charging</b> for green waste, generating over £700,000 per year;</li> <li>• A <b>transformation</b> programme generating savings of over £300,000 per year, and significant efficiency gains through the application of systems thinking.</li> </ul> <p>Further detail of plans to take the Council beyond the cessation of the RSG are contained in their ExCITe Strategy:  <a href="https://democracy.n-kesteven.gov.uk/ieListDocuments.aspx?CId=286&amp;MId=7115&amp;Ver=4">https://democracy.n-kesteven.gov.uk/ieListDocuments.aspx?CId=286&amp;MId=7115&amp;Ver=4</a> item 11</p>

Authority	Response
Blaby	<p>Some examples of measures Blaby has introduced, or is introducing, with a view to increasing income generation are:</p> <ul style="list-style-type: none"> <li>• Taxi MOT Testing – to be undertaken by our vehicle maintenance team at our new depot, commencing later this year.</li> <li>• Building Control Partnership – Blaby has been providing management and administrative support to a neighbouring authority for just over a year. From April we will be entering into a formal partnership arrangement with two local authorities which will build upon the existing arrangement as well as see Blaby provide Building Control Surveyors to those authorities. It is expected that this initiative will benefit all three authorities in terms of growing the income base across South Leicestershire and building more resilience. Blaby itself will benefit through selling the services of its staff and taking an agreed share of any growth in income.</li> </ul>
Gedling	<p>A recent review of Income Generation highlighted work undertaken by the authority's in house City and Guilds accredited training section, which has generated just under £20,000 from selling training courses to other authorities, training for taxi drivers and providing training to local small businesses.</p> <p>Members acknowledged that a rigorous programme of debt recovery by the Council is pursued, and that the percentage of Council Tax collected is above target, but considered that it is vital to continue to pursue a stringent policy for the collection of money owed.</p>
West Lindsey	<ul style="list-style-type: none"> <li>• Commercial programme – investing in commercial properties where internal rate of return is 3%+</li> <li>• Green waste charging</li> </ul>

**2. What approaches have you taken to commercialisation of council services?**

**a. What has proved successful?**

Authority	Response
Charnwood	In terms of commercialisation, the Council is looking at the option of providing a commercial waste collection service in the future. It is too early to answer questions a and b in respect of this project.
North Kesteven	<p>The Council introduced its ExCITe Strategy, which was approved by the Executive Board in October 2015. The aim of the Strategy has been to maximise returns and income from the areas of Economy, Construction, Investment and Trading. The key projects to date have been the establishment of the Council's owned Housing Company – Lafford Homes Ltd, modernising Treasury Management practices, the purchase of the only major allocated employment land in Sleaford and pursuing the option of establishing a Crematorium within the District.</p> <p>In relation to revenue generation via trading the Council has entered into agreements to provide payroll services for West Lindsey, Boston and for City of Lincoln. This model has the advantage of generating income, building resilience and capacity, without the complexity and uncertainty caused through the shared services model.</p>
Blaby	<p>Our Economic Development Strategy plays an important part in our approach to commercialisation, in particular as we see an increasing reliance upon business rates as a major funding stream. Through our ED Strategy we work closely with local businesses in order to promote growth within the District, and this approach has proven to be successful with a number of new developments either underway or soon to commence.</p> <p>The main workstreams we have in place in terms of income generation and commercialisation are:</p> <ul style="list-style-type: none"> <li>Investing in buildings and property – we are shortly to commence a small scale housing development on our former depot site in partnership with a local developer.</li> <li>Leisure – currently undertaking a leisure procurement process for management of our leisure centres which we anticipate will provide us with improved facilities and an increased management fee income.</li> </ul>

Authority	Response
	<ul style="list-style-type: none"> <li>• Strengthening services and efficiency – including a review of service for which we charge, with a view to ensuring that we achieve cost recovery as a minimum.</li> <li>• Selling what we do – e.g. building control, land charges.</li> <li>• Social value of partnerships – the aforementioned housing development is as much about provision of the right type of housing to meet the needs of our residents as it is about income generation.</li> <li>• External funding – generally looking to maximise external funding through work with our various partners.</li> </ul>
Gedling	<p>Other ideas under consideration include:</p> <ol style="list-style-type: none"> <li>a. Establishing a Parks and Street Care Teckal Company – tree services, grounds maintenance</li> <li>b. Establishing a Leisure Teckal Company</li> <li>c. Pet cremation and ashes burial service</li> <li>d. Increased trade waste market</li> <li>e. MOT services at the depot</li> <li>f. Housing Development</li> </ol> <p>Two areas that are currently going forward, not suggested by scrutiny, are a pet crematorium and tree pruning services. There is insufficient information at this stage to be able to judge the success of these two projects.</p>
West Lindsey	<ol style="list-style-type: none"> <li>a. Trade Waste Service</li> </ol>

**2. What approaches have you taken to commercialisation of council services?**

***b. Where an idea has not proved successful, what were the barriers?***

<b>Authority</b>	<b>Response</b>
Charnwood	In terms of commercialisation, the Council is looking at the option of providing a commercial waste collection service in the future. It is too early to answer questions a and b in respect of this project.
North Kesteven	Plans still in development so at this stage it is not possible to give a full answer to part B.
Blaby	In terms of what has not proven successful, we have previously looked into the possibility of creating a housing company to build and/or buy properties for rent on the open market. However, the main barrier we faced was our lack of in house resource and expertise needed to manage the properties, as well as the issue of economies of scale because we were looking at a relatively small number of properties initially. This proposal has, therefore, been postponed and instead we have entered into a development agreement to build on our former depot site – approximately 30 houses to be sold rather than rented.
Gedling	<p>A review into income generation was completed last year however it was felt there was limited scope to the Committee's suggestions as a number of the ideas contravened services that the Local Authority can charge for. A number of suggestions put forward were felt to not be viable by our legal team.</p> <p>See answer 2(a) for options considered for further investigation.</p>
West Lindsey	Key barriers where an idea has not proved successful include limited resources to deliver and legislation restricting activity.

This page is intentionally blank.



**We speak  
your language**

---

**Polish**

**Mówimy Twoim  
językiem**

---

**Slovak**

**Rozprávame  
Vaším jazykom**

---

**Chinese**

**我们会说你的语言**

---

If you require  
this publication in  
**large print**  
or another format  
please call us on  
**01246 242424**

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<p><b>Corporate Plan Targets Performance Update – October 2018 to December 2018 (Q3 – 2018/19)</b></p>
--

**Report of the Portfolio Holder - Corporate Governance**

This report is public

**Purpose of the Report**

- To report the quarter 3 outturns for the Corporate Plan 2015-2019 targets.

**1 Report Details**

1.1 The attached contains the performance outturn as of 31<sup>st</sup> December 2018.  
(Information compiled on 13/02/19)

1.2 A summary by corporate plan aim is provided below:

**1.3 Unlocking our Growth Potential**

- 14 targets in total (5 targets achieved previously – G02, G04, G06 G07 and G14)
- 8 targets on track
- 1 target has been flagged as an ‘alert’ as it may not achieve its intended outcome by March 2019:
  - **G11** - *Through a programme of targeted refurbishment bring 15 empty private sector properties back into use per annum.* So far this year 4 long term empty properties have been brought back into use which has resulted in 14 units of accommodation being provided. See appendix for further details.

**1.4 Providing our Customers with Excellent Service**

- 16 targets in total (2 target previously withdrawn – C16 and C04)
- 12 targets on track
- 2 targets have been flagged as ‘alert’ as they are unlikely to achieve their intended outcomes by March 2019:
  - **C13** *Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March 2019.* As reported previously this target has struggled to show any significant improvement



over the course of the corporate plan however a voids review has been undertaken and recommendations implemented.

- **C14** - *Attend 99% of repair emergencies within 6 working hours* – whilst the quarterly outturn is 97.40%, this % has not materially improved for a while.

## 1.5 Supporting our Communities to be Healthier, Safer, Cleaner and Greener

- 17 targets in total (6 target previously achieved – H05, H06, H08, H13, H14, H16, 1 target previously withdrawn – H15, 1 target suspended previously – H04)
- 8 targets on track
- 1 target flagged as an ‘alert’ due to it being unlikely that it will achieve its intended outcome by March 2019:
  - **H09** - *Achieve a combined recycling and composting rate of 49% by March 2019.* As reported previously plans to achieve by 2019 had been supported by the integration of cooked food waste collection in green bins; however, delays in commissioning the Arkwright treatment facility and low take-up in food waste diversion has hampered performance.

## 1.6 Transforming our Organisation

- 14 targets in total (6 targets achieved previously – T02, T03,T04,T05,T07 & T12 and 2 withdrawn previously - T01, T14)
- 2 targets on track
- 2 targets have been achieved:
  - **T 08** - *Fully deliver the electoral changes to District and Parish wards as a result of the Local Government Boundary Commission for England's electoral* - The Electoral Register was published on 1 December 2018, including all changes to boundaries, polling districts and places.
  - **T 11** - *Through successful delivery of projects within the Transformation programme achieve total income/savings of £600,000 by March 2019.* - This target has been superseded by the new transformation plan and programme from 01/04/18. Progress against this programme will be reported under the new corporate plan.

Under the previous transformation programme a total of £515k had been achieved across both Councils, with £260k attributable to Bolsover and £255k attributable to NEDDC. This compares favourably when viewed against an adjusted 3 year target (to reflect that the target ran for 3 of the 4 years of the corporate plan period i.e. £450k).

- 2 targets have been flagged as ‘alert’ as they are unlikely to achieve their intended outcomes by March 2019:
  - **T10** - *Reduce the level of Former Tenants Arrears by 10% through early intervention and effective monitoring by 2019.* This target has not shown

any % reduction during the corporate plan period due to newly arising former tenants' arrears exceeding those amounts recovered and/or written off.

- **T 13** - *Increase on-line self-service transactions dealt with by the Contact Centre by 20% each year.* - 1721 transactions in 2018/19 against a target of 2672 online transactions. As noted in the appendix there is a roll out of over 30 new online self-service forms and a re-design of the 'Do it Online' area on the website planned before the end of the financial year. These activities should encourage greater use of this facility.

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

- 2.1 Out of the 61 targets 30 (49%) are on track, 19 (31%) have been achieved (2 this time, 17 previously), 5 (8%) have been withdrawn (previously), and 6 (10%) are on alert and 1 (2%) is currently suspended.
- 2.2 This is an information report to keep Members informed of progress against the corporate plan targets noting achievements and any areas of concern.

## **3 Consultation and Equality Impact**

- 3.1 Not applicable to this report as consultation was carried out on the original Corporate Plan.

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

- 4.1 Not applicable to this report as providing an overview of performance against agreed targets.

## **5 Implications**

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

No finance or risk implications within this performance report.

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

No legal implications within this performance report.

### **5.3 Human Resources Implications**

No human resource implications within this performance report.

## **6 Recommendations**

- 6.1 That progress against the Corporate Plan 2015-2019 targets to be noted.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC:      Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input type="checkbox"/> NEDDC:   Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	Not applicable
<b>Links to Corporate Plan priorities or Policy Framework</b>	Links to all Corporate Plan 2015-2019 aims and priorities

## 8 Document Information

Appendix No	Title
1.	Corporate Plan Performance Update – Q3 Oct to Dec 2018
<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)	
All details on PERFORM system	
Report Author	Contact Number
Kath Drury, Information, Engagement and Performance Manager	01246 242280

**Bolsover District Council**  
**Corporate Plan Targets Update – Q3 October to December 2018**

**Status key**

	On Track	The target is progressing well against the intended outcomes and intended date.
	Achieved	The target has been successfully completed within the target date.
	Alert	The target is six months off the intended completion date and the required outcome may not be achieved. Also to flag annual indicators within a corporate plan target that may not be met.

**Aim – Unlocking our Growth Potential**

Key Corporate Target	Directorate	Status		Progress	Target Date																									
G 01 - Through the use of Key Account Management develop a relationship with a minimum of 50 local businesses by March 2019.	Growth	On track		Q3 - 138 Business engaged to date with the Team, including Subframes UK who are seeking assistance with the implications of HS2 on their site in South Normanton. Support continues to be given to businesses across Shirebrook through the Shirebrook Shopfronts Scheme, and the on-going work with Junction Arts and the artist engaged to develop the artwork for the shutters. BGF was also briefly re-opened this Quarter to allow the allocation of remaining funds of £26,282. A number of previous enquirers were contacted and 3 businesses successfully progressed through rigorous scrutiny as to which projects offered the best return on investment	Sun-31-Mar-19																									
G 03 - Optimise business growth (as measured by gross NNDR) by £2.5m by March 2019	Growth Operations	On track		<p>Accumulatively for the corporate plan period we have optimised business growth by £4,728,976</p> <table><thead><tr><th>Financial Year</th><th>Baseline</th><th>Out-turn</th><th>Difference</th><th>% Change</th></tr></thead><tbody><tr><td>2017/18</td><td>62,345,477</td><td>63,528,906</td><td>+1,183,429</td><td>+1.8%</td></tr><tr><td>2016/17</td><td>54,800,120</td><td>58,345,667</td><td>+3,545,547</td><td>+6.5%</td></tr><tr><td>2015/16</td><td>54,800,120</td><td>55,349,581</td><td>+549,461</td><td>+1.0%</td></tr><tr><td>31/03/15</td><td>54,800,120</td><td></td><td></td><td></td></tr></tbody></table> <p>This target will be marked up as achieved at Q4.</p>	Financial Year	Baseline	Out-turn	Difference	% Change	2017/18	62,345,477	63,528,906	+1,183,429	+1.8%	2016/17	54,800,120	58,345,667	+3,545,547	+6.5%	2015/16	54,800,120	55,349,581	+549,461	+1.0%	31/03/15	54,800,120				Sun-31-Mar-19
Financial Year	Baseline	Out-turn	Difference	% Change																										
2017/18	62,345,477	63,528,906	+1,183,429	+1.8%																										
2016/17	54,800,120	58,345,667	+3,545,547	+6.5%																										
2015/16	54,800,120	55,349,581	+549,461	+1.0%																										
31/03/15	54,800,120																													

Key Corporate Target	Directorate	Status		Progress	Target Date
G 05 - Through the Bolsover North East Derbyshire LEADER Approach collectively support the creation of 65 sustainable jobs in the combined programme area by December 2020.	Growth	On track		<p>Q3: The current programme total (subject to exchange rate) is £1,123,728. 24 projects are now contracted for £802,874.51, £ 1,266,820.76 match funding and to create <b>60.79FTE jobs</b>. 3 projects were approved in the quarter: Riber Products - New Tooling, Commercial Production of Kombucha and Unstone Parish Council - Remodelling of Community Parks (all NEDDC area). 10 full applications totalling £542,954.91 are in the appraisal process and a further 4 endorsed Expressions of Interest are currently being developed into full bids, seeking £249,134. Additional resources is likely to be sought from the RPA in January subject to the approval of these projects.</p> <p>The contracted LEADER job creation (legal obligation) target is 44.5FTE jobs. Approved and pipeline projects <b>total 88.54FTE jobs</b> although pipeline projects are subject to thorough appraisal/approval procedures and the final total is therefore likely to reduce. The vacant Monitoring &amp; Support Officer position is to be advertised in Q4.</p>	Thu-31-Dec-20
G 08 - Process all major planning applications 10% better than the minimum for special measures per annum.	Place	On track		Q3 - 100% (2 out of 2 applications for major development determined within statutory deadline or agreed extension of time)	Sun-31-Mar-19
G 09 - Deliver a minimum of 100 new Council properties by March 2019.	Place	On track		<p>Q3 2018: Hilltop Shirebrook all properties now handed over (37 units) Fir Close Shirebrook (8 units) work completed. Derwent Drive, Tibshelf work completed (12 units). Phase 2 properties, mainly new sites around Pinxton and South Normanton started March 2018, planning permission being sought for site in Bolsover.</p> <p>Blackwell Hotel site (6 units) and Rogers Avenue (7 units) completed previously.</p>	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
				<p>Total B @ Home properties in progress is 92 plus purchased one former RTB property. Also considering purchasing S.106 Units from developer.</p> <p>Outline plans for Stage 2 have been reported to Members.</p> <p>Rogers Avenue - 7 Units - Completed  Former Blackwell Hotel - 6 Units - Completed  Fir Close - 8 Units - Completed  Derwent Drive - 12 Units - Completed  Hill Top - 37 Units - Completed  Highcliffe Avenue - Completed  Pinxton Cluster (Ash/Elm/Lime) - 12 Units - Onsite  South Normanton Cluster (Leamington/Beech) - Completed  St Michaels Drive - 2 Units - Completed  Recreation Close - 3 Units - On site  The Paddock - 12 Units - Awaiting instructions</p> <p>To date - 76 units completed</p>	
G 10 - Enable the development of at least 1,000 new residential properties within the district by March 2019.	Place	On track		<p>Q3 - A figure is published annually after the end of the financial year. The cumulative figures over the period of the Corporate Plan (871 to end of 2017/18) mean the council is on course to reach the target of 1,000 by March 2019.</p>	Sun-31-Mar-19
G 11 - Through a programme of targeted refurbishment bring 15 empty private sector properties back into use per annum.	Place	Alert		<p>Q3 - The Miners Welfare in Creswell has now been completed and the 11 apartments have now been advertised for rent through Action Housing. Due to the derelict state the building had lain in for many years and the large number of ASB incidents, the transformation has attracted attention from the media and the Council will feature in a BBC Housing programme in the spring. The partnership work between the Council and Action Housing was also acknowledged and the national Empty Homes awards in October, where both organisations were</p>	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
				<p>awarded the 'Best Partnership Award'.</p> <p>The Council have facilitated the reoccupation of 2 long term empty properties in Carr Vale. 1 property has been leased to Addullam Homes for their Supported Housing scheme. Another property has now been reoccupied after intervention from the EHO and the Planning Enforcement team.</p> <p>Action Housing are in the process of signing a lease for a long term empty property through intervention from the EHO - work is due to start in February to transform the property into 2 apartments. They are also in the process of negotiating purchasing 2 empty commercial buildings which - if successful and when complete - will provide 15 units of accommodation.</p> <p>A Landlord forum has now been established and the Council are now holding quarterly events that will focus on different topics that affect Landlords, the most recent one focused on Universal Credit. This was attended by 15 Landlords and was an opportunity for them to understand how Universal Credit affects them and also to help prevent homelessness and encourage tenancy sustainment in the Private Rented Sector.</p> <p>To date 4 long term empty properties have been brought back into use which has resulted in 14 units of accommodation being provided.</p>	
G 12 - Achieve an increase of £850,000 in additional New Homes Bonus from the government by March 2019.	Place	On track		<p>2015/16 = £227,154  2016/17 = £265,993  2017/18 = £191,202  Corporate plan total = £991,206. Target to be signed off as 'achieved' at Q4.</p>	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
G 13 - Work with partners to deliver an average of 20 units of affordable homes each year.	Place	On track		Q3 - An annual figure will be provided after the end of the financial year 2018/19. 69 affordable housing units are currently under construction in the district including both council and private sites.	Sun-31-Mar-19

### Aim – Providing our Customers with Excellent Service

Key Corporate Target	Directorate	Status		Progress	Target Date
C 01 - Retain Customer Service excellence accreditation year on year.	People	On track		Q3 - Council successfully retained accreditation in April 2018. This is effective until April 2019. Council has been accredited throughout this corporate plan period and this target will be signed off as 'achieved' at Q4.	Sun-31-Mar-19
C 02 - Achieve an overall biennial external satisfaction rate of 85% or above for services provided by the Contact Centres.	People	On track		2018/19 - Biennial survey, next one scheduled February 2020 (Feb 2018 – 93.8% satisfaction score)	Sun-31-Mar-19
C 03 - Achieve an overall annual satisfaction rate of 80% or above for leisure, recreation and cultural activities and services.	People	On track		Q3 - Overall satisfaction score of 79.70% A random sample of half the direct debit membership database was selected (676 individuals) 252 completed the survey. (63 paper copies and 189 online)  (Nov 2017 – 80.77% satisfaction score)	Sun-31-Mar-19



Key Corporate Target	Directorate	Status		Progress	Target Date
C 05 - Implement the new EU Regulations on Data Protection within the timescales stipulated by the Information Commissioners Office.	People	On track		Q3 - Work continues on embedding GDPR and DPA 2018 after legislation came into force on 25th May 2018. Information Commissioner Office (ICO) still issuing guidance which DPO is considering and implementing as required. DPO continues to be busy providing advice and supporting service areas with customer requests, data breaches and raising awareness re compliance generally.	Sun-31-Mar-19
C 06 - Prevent homelessness for more than 50% of people who are facing homelessness each year.	Place	On track		Q3 April - December 2018 - 162 approaches of people seeking assistance, of which 108 cases were prevented from becoming homeless. 67%	Sun-31-Mar-19
C 07 - Install 150 new lifelines within the community each year.	Place	On track		Q3 - 130 units of care line equipment installed	Sun-31-Mar-19
C 08 - Process all new Housing Benefit and Council Tax Support claims within an average of 20 days.	People	On track		Q3 - 16.21 days	Sun-31-Mar-19
C 09 - Process changes to Housing Benefit and Council Tax Support within an average of 10 days.	People	On track		Q3 - 6.18 days	Sun-31-Mar-19
C 10 - Carry out 300 disability adaptations to Council houses each year.	Place	On track		Q3 - 230 completed adaptations	Sun-31-Mar-19
C 11 - Fully deliver the equality objectives identified in the Single Equality Scheme by March 2019.	People	On track		Q3 - Equality objectives for the current scheme have been delivered. Work continues on embedding and promoting equality. Corporate equality training has been provided to new starters in December 2018. Transgender guidance for Leisure Services has been produced. A new single equality scheme for 2019-2023 has been drafted and will be consulted upon in January 2019.	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
C 12 - Ensure a minimum of 50% of clients experiencing Domestic Violence each year are satisfied with the support they received.	Place	On track		<p>Q3 - A total of 36 new referrals were received during Q3, 8 of which were high risk. A total of 4 did not engage with the service and a total of 4 have not yet completed the feedback form. Positive responses were received from 28 service users who were asked: 100%</p> <ul style="list-style-type: none"> <li>• Did the service meet your needs?</li> <li>• Did the service make a difference?</li> <li>• How satisfied are you with the service you have been given?</li> </ul>	Sun-31-Mar-19
C 13 - Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March 2019.	Place	Alert		<p>Q3 - The average Relet time for the Quarter is 33 days. Including sheltered housing the overall average was 64 days.</p> <p>As in previous quarters, the figures are skewed by a small number of properties that have been difficult to let. The letting of these properties have come about after we introduced recommendations from the void review.</p> <p>Note there have been a significant number of new lets to Be@home properties and New Bolsover properties and these have been excluded from these figures.</p>	Sun-31-Mar-19
C 14 - Attend 99% of repair emergencies within 6 working hours	Place	Alert		Q3 - 97.40% of Emergency call outs attended to within 6hrs	Sun-31-Mar-19
C 15 - Ensure a minimum of 50% of clients receiving parenting support each year express a positive outcome.	Place	On track		<p>Q3- Courses - Since April 18/19, 1 course has been completed and out of the 5 parents attending, 4 completed the course the feedback questionnaires show that all four express a positive outcome and would recommend to others.</p> <p>There have been no courses this quarter the Timid to Tiger</p>	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
				<p>course planned for November was postponed and commenced January 2019. 8 parents commenced the 10 week course.</p> <p>One to one support - the Parenting Practitioner also delivers a one to one support service and since April 18/19 there has been a total of 50 referrals. (78 reported in quarter 2 was unfortunately an error).</p>	

**Aim – Supporting our Communities to be Healthier, Safer, Cleaner and Greener**

Key Corporate Target	Directorate	Status		Progress	Target Date
H 01 - Deliver a minimum of 8000 hours of positive activity through community based culture and leisure engagement per year.	People	On track		Q3 - The target figure for the year is 8000 hours, actual performance to date is 7435 on track to meet the annual target figure.	Sun-31-Mar-19
H 02 - Increase participation/attendances in leisure, sport, recreation, health, physical and cultural activity by 3,000 per year.	People	On track		Q3 Year end target is 300,000 attendances. Actual to date is 274,017 on track to exceed annual target.	Sun-31-Mar-19
H 03 - Deliver a health intervention programme which provides 900 adults per year with a personal exercise plan via the exercise referral scheme.	People	On track		Q3 - Bolsover District Council is commissioned by Bolsover Partnership and County Public Health to deliver a Health Intervention programme, the combined number of people starting this programme to the end of quarter 3 is 597, against an annual target of 800.(Revised Target)	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
H 07 - Assist partners in reducing crime by delivering 12 Crime Cracking events in the community each year.	Place	On track		<p>Q3/2018 - 5 events attended by CSP Partners during this quarter:</p> <p>07.11.18: Curtains to Window Shoppers - Clowne Contact Centre</p> <p>08.11.18: Curtains to Window Shoppers - Bolsover Contact Centre</p> <p>13.11.18: Curtains to Window Shoppers - Shirebrook Contact Centre</p> <p>22.11.18: Curtains to Window Shoppers - The Hub, South Normanton</p> <p>27.11.18: Eats and Treats event - Creswell</p> <p>So far during 2018/19, the CSP has attended 13 events.</p>	Sun-31-Mar-19
H 09 - Achieve a combined recycling and composting rate of 49% by March 2019.	People	Alert		<p>Q3 Estimated based on like performance at ending December 2017 due to Waste Data Flow information not being available until March 2019. It is estimated that 2,902 tonnes of recyclable\compostable waste was collected between October-December, yielding a combined recycling rate of 39%.</p> <p>Q3 – 39% Estimate based on Q3 2017/18 Actual outturn.</p> <p>Q2 (2018\19) Actual 3,582 tonnes of recyclable\compostable waste was collected between April to June 2018 yielding a combined recycling rate of 43.4%.</p> <p>Trend data – Q2 Actuals</p> <p>2018/19 – 43.4% - 3582 tonnes</p> <p>2017/18 – 46.2% - 4127 tonnes</p> <p>2016/17 – 48.1% - 4448 tonne</p>	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
				<p>Target lead not expecting this target to be achieved by March 2019.</p> <p>Given the extended winter period in to spring of 2018 and extended hot period throughout May\June\August, achieving this target will be challenging given reduced green waste collected. Plans to achieve 49% by 2019 had been supported by the integration of cooked food waste collection in green bins; however, delays in commissioning the Arkwright treatment facility and low take-up in food waste diversion has hampered performance. However, the Council is now able to advise customers in the use of compostable bags for depositing food waste (paper and corn-starch) which is believed will stimulate greater diversion. In refreshing the new (post 2020) Corporate Plan, targets will be reviewed in line with anticipated increased recycling targets as set out in the Circular Economy of 65% by 2030.</p>	
H 10 - Sustain standards of litter cleanliness to ensure 96% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	People	On track		<p>Q3 - LEQS's established 2% of streets and relevant land surveyed for litter fell below grade B cleanliness standards resulting in 98% meeting the target standard.</p>	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
H 11 - Sustain standards of dog fouling cleanliness to ensure 98% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	People	On track		Q3 - LEQS's established 1% of streets and relevant land surveyed for dog fouling fell below grade B cleanliness standards resulting in 99% meeting the target standard.	Sun-31-Mar-19
H 12 - Annually undertake 10 local environmental enforcement and educational initiatives in targeted areas to deal with dog fouling, littering or fly tipping.	Place	On track		<p>Q3</p> <p>7. South Normanton - educational initiative dog ownership/micro chipping with PDSA</p> <p>8. Bolsover - enforcement patrol - 0 fixed penalty notices issued for littering offences</p> <p>9. Barlborough - enforcement patrol - 2 fixed penalty notices issued for littering offences</p> <p>10. Shirebrook - enforcement patrol - 3 fixed penalty notices issued for littering offences</p> <p>Q3 - 4 initiatives undertaken. YTD 10 initiatives undertaken</p>	Sun-31-Mar-19
H 17 - To deliver the Building Resilience Programme by September 2019	People	On Track		Q3: The Building Resilience programme continues to make good progress across all strands of activity. Feedback from the evaluation and current progress against targets has been disseminated to full Council and Bolsover Partnership Executive Board in early January 2019. A decision on the bid submitted to phase 2 of the Controlling Migration Fund as reported in Q2 is still awaited.	Sep-19

## Aim – Transforming our Organisation

Key Corporate Target	Directorate	Status		Progress	Target Date
T 06 - Introduce alternative uses to 20% of garage sites owned by the Council by March 2019.	Place	On track		<p>Q3 2018. Additional garage sites for being used for B@Home schemes around Pinxton and South Normanton other site form part of pipeline B@Home developments. Three further sites have been demolished and are now used as additional parking for residents.</p> <p>14 sites have been developed or are to be developed.</p> <p>A further 22 sites have been identified as possible development sites.</p> <p>We intend to identify a number of other sites to market at the custom and self-build market,</p> <p>This will leave a number to be disposed of. We are hoping to work with a group of Planning students to consider obtaining planning permission on the land prior to sale and therefore maximise the capital receipt.</p> <p>We will meet the corporate target in terms of planned alternative use, but behind schedule. The reason for the delay has been the enforced rent reduction.</p> <p>(Baseline data - 152 sites of which 20% = 30 sites)</p>	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
T 08 - Fully deliver the electoral changes to District and Parish wards as a result of the Local Government Boundary Commission for England's electoral review by 1 December 2018.	People	Achieved		Q3- The Electoral Register was published on 1 December 2018, including all changes to boundaries, polling districts and places.	Sat-1-Dec-18
T 09 - Reduce the percentage of rent arrears by 10% through early intervention and effective monitoring by 2019.	Place	On track		<p>Q3 - The baseline figure (April 2015) is £562,328 (2.7% of the annual rent roll) and a reduction in Council Housing Tenants arrears by 10% by March 2019. At the end of Quarter 3 2018 the figure stands at 2.9% (£609,261) which is neither an increase nor a decrease, the corporate plan target was met at the year-end 2017 and 2018. To continue to monitor this target until March 2019.</p> <p>Members should be aware that rent arrears are likely to rise in the first nine months of the year, but reduce in the last quarter which has been the pattern for several years.</p> <p>Members should also be aware that the impact of Government policies on welfare reform, are likely to make maintaining rent arrears at this level challenging.</p> <p>(Note: this target is a reduction in the percentage rather than the monetary value - this is common in measuring rent arrears and allows comparisons with other, 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>	Sun-31-Mar-19
T 10 - Reduce the level of Former Tenants Arrears by 10% through early intervention and effective monitoring by	Place	Alert		Q3 - The baseline figure is £570,254 and a reduction in former Council housing tenants' arrears by 10% by March 2019 if 10% is collected then that will be £513,227.	Sun-31-Mar-19



Key Corporate Target	Directorate	Status		Progress	Target Date
2019.				<p>At the end of Quarter 3 the figure was £669,075 which is an increase of 15% - the majority of these are newly arising (i.e. people being evicted or leaving their tenancy with debt).</p> <p>Since the start of the Corporate Target £201,578.18 former tenancy arrears has been collected and £333,748.04 written off which has been a reduction of £535,326.22.</p>	
T 11 - Through successful delivery of projects within the Transformation programme achieve total income/savings of £600,000 by March 2019.	People	Achieved		<p>Q3 - This target has been superseded by the new transformation plan and programme from 01/04/18. Progress against this programme will be reported under the new corporate plan.</p> <p>Under the previous transformation programme a total of £515k had been achieved across both Councils, with £260k attributable to Bolsover and £255k attributable to NEDDC. This compares favourably when viewed against an adjusted 3 year target (to reflect that the target ran for 3 of the 4 years of the corporate plan period i.e. £450k).</p>	Sun-31-Mar-19
T 13 - Increase on-line self-service transactions dealt with by the Contact Centre by 20% each year.	People	Alert		<p>Q3 - Online transactions = 426 transactions and 106 new SELF accounts created.</p> <p>Q1/Q2/Q3 currently achieving a 10% increase for the current year</p> <p>Roll out of 30+ 'New' online Self Service forms and re design of the 'Do it Online' area within Bolsover District Council Website - IT/Customer Service project to be implemented March 2019.</p> <p>Year to date = 1721 transactions</p> <p>2018/19 target – 2672 online transactions</p>	Sun-31-Mar-19



**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<b>Single Equality Scheme 2019 - 2023</b>
---

**Report of the Portfolio Holder - Partnerships & Transformation**

This report is public

**Purpose of the Report**

- To approve and adopt the Single Equality Scheme 2019-2023 and to note the achievements and progress made under the previous scheme (2015 – 2019).

**1 Report Details**

- 1.1 The Single Equality Scheme 2019-2023 (appendix 1) provides a framework for implementing the Council's obligations with regard to the general and specific equality duties and encompasses the range of protected characteristics as defined within the Equality Act 2010.
- 1.2 The Scheme sets out the Council's legal responsibilities, four corporate equality objectives with actions and measures, performance monitoring arrangements and responsibilities for equality. Within its appendices it contains a profile of the district (2), a profile of the workforce (3), and perceptions of fairness - Citizens Panel survey results (4).
- 1.3 This Scheme sets broader equality objectives taking a steer from the aims encompassed in the general equality duty. The objectives are:
  - (1) Everyone can access our services, facilities and information
  - (2) Decision making and services take into account the needs of residents and communities
  - (3) Discrimination, harassment and hate crime is not tolerated
  - (4) Our workforce, and workforce policies, support equality

These objectives have received broad support when consulted upon through the Citizens Panel in November 2018, the Council's Equality Panel and internally (Service Managers, Portfolio Holder and Customer Service & Transformation Scrutiny Committee).

- 1.4 The 'actions' listed underneath each objective demonstrate that equality is well embedded at the Council and also the Council's continued commitment going forward. The 'measures' give an indication of how these actions will be evidenced.

- 1.5 The final review of the Single Equality Scheme 2015-2019 gives examples of how the Council has met its equality duties and specific equality objectives. This information will be published on the Council's website and shared with the Council's Equality Panel who have contributed to the successful implementation of this scheme.

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

- 2.1 The equality objectives have received broad support.
- 2.2 The Council is required to prepare and publish equality objectives every four years.

## **3 Consultation and Equality Impact**

- 3.1 The Council's Citizens Panel and Equality Panel were consulted on the proposed equality objectives. In November 2018 Panel members were asked to rate the importance of the equality objectives and were also given the opportunity to make comments on the objectives including whether any objective was missing.
- 3.2 All four equality objectives were considered very important/important by both panels. The comments received have not suggested any materially different equality objectives but moreover reflect broad support for the objectives proposed. Other comments emphasise the need for the Council to listen to all views expressed and to support all individuals who may need it. The full results will be published on Ask Derbyshire in March 2019.
- 3.3 The internal consultation with Service Managers, Portfolio Holder and Customer Service & Transformation Scrutiny Committee was specifically seeking views on the proposed equality objectives and relevant actions to include. During this process additional actions have been suggested and/or sought which has enhanced the Scheme document.
- 3.4 The Scheme recognises our legal responsibilities as set out in the Equality Act 2010.

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

- 4.1 None. It is a statutory requirement to prepare and publish equality objectives every four years.

## **5 Implications**

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

- 5.1.1 None

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

- 5.2.1 It is a statutory requirement to prepare and publish equality objectives every four years.

### 5.3 Human Resources Implications

5.3.1 None

## 6 Recommendations

6.1 To approve and adopt the Single Equality Scheme 2019-2023.

6.2 The achievements and progress made under the previous scheme (2015 – 2019) be noted.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <i>BDC:      Revenue - £75,000    <input type="checkbox"/></i> <i>              Capital - £150,000    <input type="checkbox"/></i> <i>NEDDC: Revenue - £100,000 <input type="checkbox"/></i> <i>              Capital - £250,000    <input type="checkbox"/></i> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	All
<b>Links to Corporate Plan priorities or Policy Framework</b>	All

## 8 Document Information

Appendix No	Title
1	Final draft Single Equality Scheme 2019 – 2023
2	Single Equality Scheme 2015-2019 Review Document
<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>
Kath Drury, Information Engagement & Performance Manager	01246 242280

## Bolsover District Council

### Single Equality Scheme 2015-19 Review

#### Public Sector Equality Duty

Some examples of how we are meeting our equality duty:

<b>Eliminating discrimination, victimisation and harassment</b>
<p><b>Hate crime reporting</b></p> <p>In 2017, the Council reviewed its response to hate incidents.</p> <ul style="list-style-type: none"> <li>• Launched a new form and online reporting tool to encourage reporting of hate incidents in our community.</li> <li>• Publicised our reporting methods through our website, social media and <i>In Touch</i> which is delivered to every household in the District.</li> <li>• Issued new guidance to support staff reporting hate incidents.</li> <li>• Trained 58 frontline staff to respond to hate incidents.</li> <li>• Delivered awareness sessions for Councillors.</li> <li>• Environmental and Licensing services designed a new leaflet and card to raise awareness of hate crime and how to report it among taxi drivers and those who work in local businesses such as fast food takeaways.</li> </ul>
<b>Safeguarding</b>
<ul style="list-style-type: none"> <li>• Basic safeguarding awareness training now forms part of corporate training which all new employees are required to attend and current employees who require refresher training. This is delivered by three officers of both Councils (BDC/NEDDC) who have attended safeguarding training provided by Derbyshire County Council in order to deliver this. This training has also been delivered to Elected Members.</li> <li>• Safeguarding training was delivered by Safeguarding Children Training and Consultancy to front line officers in 2015, 16 and 17. Updated refresher training is due to be delivered in March 2019 and exploration of delivering Safeguarding Awareness via alternative methods such as online is underway to ensure accessibility to information for all.</li> <li>• All employees who require a Disclosure &amp; Barring Service (DBS) check as part of their job role, are now required to register onto the DBS Update Service which allows us to do an online check on an annual basis to see if there has been any change in status. In terms of our safeguarding practice, this is an improvement on having a DBS recheck every 3 years and supports candidates in facilitating the recruitment process as registering with the update service enables portability of DBS status between employers.</li> </ul>

- The Council has created and established a Countywide safeguarding group. The group is chaired by the councils safeguarding lead which has since become a sub group of both the Derbyshire Safeguarding Children's Board and the Derbyshire Safeguarding Adults Board – a significant addition to the safeguarding network.

### **Antisocial behaviour and support**

- The Council's Anti-Social Behaviour Policy has been reviewed to reflect changes in legislation and in particular the Anti-Social Behaviour, Crime and Policing Act 2014 which came into effect in October 2014. The policy reinforces the legislation and is published on our website.
- Assisted partners in reducing crime and antisocial behaviour by supporting 60 targeted crime reduction campaigns.
- Provided support to those experiencing domestic violence (575 clients).
- Delivered 10 parenting support courses and 302 one to one sessions too.

### **As an employer**

- Delivered corporate equality training to over 140 staff across the Strategic Alliance (Bolsover District and North East Derbyshire District Councils).
- Several policy and procedure reviews have been undertaken including sickness absence, disciplinary, Disclosure & Barring Service, recruitment and reflecting equalities and diversity best practice has been a key feature of these reviews.
- A workforce profiling exercise has been undertaken and each Head of Service has been provided with information regarding their service areas to identify any patterns or trends that need to be addressed.
- The Human Resources (HR) Team have rolled out a corporate internal training programme delivering a range of support to managers and employees such as Supporting Employees at Work, Sickness Management etc.
- The HR & Payroll Team have undertaken a significant corporate project to upgrade and improve the HR & Payroll Systems including reviewing and improving equalities monitoring data.

### **Perceptions**

- In November 2018 we asked our citizen panel questions about equality and diversity in the local area. (The full Citizen Panel report is available on [Ask Derbyshire](#). We previously asked these questions in November 2014.
- In 2018 - 93% (197 respondents) advised they have received no discrimination when accessing council services. This compares to 86% (415 respondents) in 2014.
- In 2018 – 95% of respondents advised they have not experienced discrimination living within the district. 10% of residents commented on facing discrimination with the highest areas being age and disability. This compares to 86.5% of respondents advised they have not experienced discrimination in 2014 with 9% of residents commented on facing discrimination with the highest areas being disability and age.

## **Advancing equality of opportunity**

### **As a provider of social housing**

From April 2015 - Sept 2018, the Council

- made 1285 disabled adaptations to council houses, enabling people to live independently
- installed 712 lifelines within the community, ensuring safety through its careline equipment.

### **Health & wellbeing**

- A state of the art facility at The Arc was developed in March 2017. The facility includes hi tech hosts and changing facilities to improve access for disabled people.
- BDC Leisure Satisfaction survey November 2018, respondents were satisfied with the 'easy access to buildings and facilities' (85.5%).
- To date we have delivered to 3752 adults, health intervention programmes with a personal exercise plan delivered via the exercise referral scheme.

### **Access**

- BDC Citizens Panel survey November 2017, when asked about their satisfaction with the council's Customer Service standards, respondents were most happy with the disabled accessibility of the offices (83%).

### **Apprenticeships**

- 2017/2018 - 12 apprenticeships (met Public Sector target of 12) 3 were new apprentice posts, 4 were funded by the Working Neighbourhoods Fund (WNF) and 5 came from existing staff.
- 2018/2019 - 23 apprenticeships (exceeded Public Sector target of 12) 1 were new apprentice posts, 4 were funded by the Working Neighbourhoods Fund (WNF) and 18 came from existing staff.

## **Fostering good relations**

### **Building Resilience Programme**

An evaluation report was delivered in December 2018 to the Controlling Migration funded programme designed to address issues of concern to communities in Shirebrook. Some highlights are noted below:

- Arranged 19 local community events. The events varied in size and whether a big family picnic or cosy Film Club they were always organised in a way to make them accessible for people from different communities (bilingual advertisement and delivery). Estimated number of people involved: 1900.



- We encouraged English, Polish and Romanian communities to organise collectively a community event (Family Fun Day at Rainbow Park).
- Set up locally two community groups (Polish Community Group, International Ladies Club).
- Supported local residents group in inviting new members from migrant communities.
- We have provided – to individuals (via the Council’s Contact Centres) and groups (Pear Tree Residents Group) – Polish language sessions.
- Encouraged members of different communities to start local volunteering (up to now we have 27 new local volunteers registered).
- Set up Community Hub at the Shirebrook Market Square, which is used by different partners to deliver drop-in sessions and for advertising to different groups what they can participate in.

### Promoting understanding

The Council has taken part in nation-wide charitable campaigns to promote understanding:

- **White Ribbon Day**, November, 2016 – motion to Council and promotional material displayed in public and staff areas at all sites and at the annual Bolsover Festival of Brass, encouraging men to sign up to take a stand against violence against women and girls.
- **Remembering Srebrenica**, July 2017– motion to Council and display of promotional material at The Arc raising awareness of the genocide.
- **Holocaust Memorial Day**, January 2018– display of promotional material at The Arc raising awareness of the power of words in shaping our views.

### Celebration

Led by the Leader, Cllr Ann Syrett, and Cllr Mary Dooley, the Council held a **Votes for Women Centenary event** in July 2018, bringing women together to celebrate 100 years of women’s right to vote.

<http://www.bolsover.gov.uk/index.php/your-council/equality-diversity>

### Perceptions

In 2018 - 80% agree that their local area is a place where people from different backgrounds get on well together. This compares to 77% in 2014. (Citizens Panel survey November 2018)

## Equality objectives

### How we have met our specific objectives during 2015 – 2019:

Objective	Supporting information
Ensure that decision making processes and policy development are fair and compliant with statutory equalities duties	We have produced a Joint Equality Policy for Service Delivery, reviewed our equality monitoring form and guidance, and the reasonable adjustments form for customer information.
Service improvements identified via Equality Impact Assessment	<p>Improved services online including self-serve and webchat.</p> <p>Developed a state of the art leisure facility at the Arc including enhanced facilities for disabled access.</p> <p>Chair and facilitate a Derbyshire wide safeguarding group.</p> <p>Completed equality impact assessments on significant changes to services including the development of The Arc, Relocation of the contact centre, Local plan and the Joint Corporate Enforcement Policy. A total of 25 impact assessments have been conducted by the Council or jointly with stakeholders.</p>
Transforming services through the use of technology	<p>A total of 1886 self-accounts have been created with 2653 service requests being submitted via our self-service option. Services online include paying bills, setting up direct debits and new benefits claims. Residents can request services including litter, dog fouling, registering to vote etc.</p> <p>We have developed web chat to support customers and residents using our website.</p>
Promote specific information needs system to encourage disabled and older people to register	We have promoted our reasonable adjustments form for customer information within our contact centres and through the InTouch magazine.
Identify any specialist equality & diversity training needs and consider providing training	<p>Equalities and diversity is a key element of all training delivered and the Council ensures any training provider sourced does meet the organisations expectation in this area.</p> <p>All new employees receive equalities training as part of their induction with the Council. This training is also provided to Elected Members.</p> <p>Contact Centre employees have received training on mental health awareness to assist customers</p>

	contacting the Council (November 2018) and sign language training.
Promote the Council's Equality Panel to raise awareness of its role	The Equality Panel engaged in improvements for disabled customers notably the disabled facilities at the new Go Active facility at the Arc.
Produce and publish report analysing findings from Citizens Panel equalities surveys	We ask our Citizen Panel a suite of questions to monitor perceptions of fairness every two years. This information is published below: <a href="#">Citizen panel November 2018</a> <a href="#">Citizen panel November 2014</a>



# **BOLSOVER DISTRICT COUNCIL**

## **Single Equality Scheme**

**2019 - 2023**

Final draft

## **Bolsover District Council Equalities Statement**

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.



**We speak your language**

---

**Polish**

**Mówimy Twoim językiem**

---

**Slovak**

**Rozprávame Vaším jazykom**

---

**Chinese**

**我们会说你的语言**

---

If you require this publication in  
**large print** or another format  
please call us on **01246 242424**

## Foreword

Welcome to Bolsover District Council's Single Equality Scheme. We are committed to providing good quality services shaped by an understanding of the needs of different people and ensuring that how we deliver services promotes equality and fairness, and challenges inequality and discrimination in all its forms. We are also committed to ensuring equality as an employer.

This scheme builds on the achievements of the previous Single Equality Scheme 2015-2019, and sets out actions we will take to continue to deliver improved equality outcomes for everyone.

The Council welcomes comments from all sections of the community.

*(Note: Leader and CEO's signatures to be added once approved)*

## **Contents**

	<b>Page</b>
<b>Introduction</b>	<b>5</b>
<b>Legal requirements</b>	<b>5</b>
<b>A profile of Bolsover District</b>	<b>6</b>
<b>Our equality objectives</b>	<b>7</b>
<b>How we will manage our progress</b>	<b>11</b>
<b>Responsibilities for equality</b>	<b>11</b>
<b>How we will cascade this information</b>	<b>12</b>
<b>Appendix one – definitions of the protected characteristics</b>	<b>13</b>
<b>Appendix two – a profile of Bolsover District</b>	<b>14</b>
<b>Appendix three – a profile of the Council's workforce</b>	<b>20</b>
<b>Appendix four – perceptions of fairness (Citizens Panel)</b>	<b>21</b>

## Introduction

Bolsover District Council is committed to the creation of a fairer Bolsover for everyone.

We are committed to providing good quality services shaped by an understanding of the needs of different people and ensuring that how we deliver services promotes equality and challenges inequality. We will continue to work to understand Bolsover's communities and to work effectively to reduce and eliminate all forms of discrimination, advance equality and foster good relations between all groups in society.

This Scheme recognises our legal responsibilities as set out in the Equality Act 2010 and includes the council's equality objectives. This Scheme applies to all our employees and Councillors and covers all aspects of the Council's activities.

## Legal requirements

The Equality Act 2010 (the Act) sets out the general equality duty, which in summary requires that those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Equality and Human Rights Commission states that "having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low."<sup>1</sup>

The Equality Act 2010 covers the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership (only with regard to eliminating unlawful discrimination)
- pregnancy and maternity
- race
- religion or belief

---

<sup>1</sup> The Equality and Human Rights Commission: <http://www.equalityhumanrights.com/private-and-public-sector-guidance/public-sector-providers/public-sector-equality-duty>



- sex
- sexual orientation

Definitions of these protected characteristics can be found in appendix one.

In addition to the general equality duty, the Act's specific duties require the Council to publish information to demonstrate our compliance with the general equality duty, and prepare and publish one or more equality objectives that the Council thinks it needs to achieve in order to meet one or more of the general equality duties, and then at least every four years subsequently. These objectives must be specific, measurable and published in a way that is accessible for the public.<sup>2</sup>

The publication of information includes information relating to people who share protected characteristics that are affected by the Council's policies and practices, and information related to its employees.<sup>3</sup> This information is published on the equality page of our website.

## **A profile of Bolsover District**

A range of data to provide insight into our community and inform our equality objectives is contained at appendix two. This data also supports our equality impact assessment process and service planning. The key equality issues for Bolsover District remain disability and long term ill health and age.

Information on the Council's workforce is contained at appendix three. This is also used to inform organisational planning and development needs.

The Council seeks views from its Citizens Panel about being treated fairly and with dignity and respect. This information is contained at appendix four and highlighted below:

What you told us:

93% (197 respondents) advised they have received no discrimination when accessing council services.

88% of respondents advised it is easy to contact the council with 5% stating don't know.

95% of respondents advised they have not experienced discrimination. 3% of residents commented on facing discrimination on the grounds of age and 2% on the grounds of disability, 1% on the grounds of gender, 1% on the grounds of race, 1% on the grounds of sexual orientation and 2% on other grounds.

80% agree that their local area is a place where people from different backgrounds get on well together.

---

<sup>2</sup> 'Objectives and the Equality Duty: A [Guide](#) for Public Authorities. England (and non-devolved public authorities in Scotland and Wales)' Equality and Human Rights Commission, p7

<sup>3</sup> 'The Essential [Guide](#) to the Public Sector Equality Duty England (and Non-Devolved Public Authorities in Scotland and Wales), Equality and Human Rights Commission, 2014 p9 -10

## **Our equality objectives**

Under each equality objective we have set out the actions we will take or continue to take to achieve the objective. We have also listed the measures too which will evidence our achievement towards each objective.

### **Objective 1: Everyone can access our services, facilities and information**

Our aim is for all services, facilities and information to be accessible to all, and for people to be satisfied with our services and facilities.

#### **Actions - we will:**

- Monitor who is using our services and facilities and their satisfaction with them by collecting, analysing and publishing equality information from our customers.
- Use the equality information gathered from our customers, and information on our communities, to inform the design and delivery of our services and policies.
- Ensure that the information that the Council produces is accessible by using a range of alternative channels.
- Make reasonable adjustments for disabled people by providing alternative formats for our communications on request and maintaining a register of those requiring alternative formats.
- Seek customer perceptions on fair treatment in relevant surveys.
- Support people to live independently in their own homes by providing disabled adaptations to council properties and Careline alarm systems.
- Promote independence by providing a 24 hour Careline and Independent Living Service to older vulnerable people of all tenures.
- Deliver the parenting support project.
- Continue to develop online services ensuring equality requirements are met.
- Continue to ensure that all existing and new council buildings are accessible to all.
- Promote and monitor our Customer Service Standards.
- Promote and monitor our Compliments, Comments and Complaints Policy.
- Offer discounted activities within Leisure Services to those who qualify including disability benefits.
- Offer activities for disabled people, young people, gender specific and people with medical conditions that can affect their life.
- Support Locality Working and develop new initiatives to increase resident's use and access of local services and improve performance against the Index Multiple Deprivation.
- Co-ordinate the Healthy Bolsover Approach to improve the health and wellbeing of local residents by focusing on Building Healthy Communities, Promoting Healthy Lifestyles, Supporting Access to Effective Health & Social Care.
- Oversee the Financial Inclusion Framework to improve the services and support available to vulnerable people (primarily working with partner agencies to mitigate for the impact of welfare reform, Universal Credit, as well as working with agencies such as the local credit union).
- Co-ordinate voluntary-community sector grant funding to improve the advice, guidance and support provided to local residents and groups.

- Co-ordinate the Council's contribution towards the Armed Forces Covenant including areas including access to services, adaptations and personal support to our Armed Forces Community.

### **Measures – we will:**

- Publish updated equality information annually on our website.
- Undertake Equality Impact Assessments (EIAs) for new and reviewed policies, services and functions and publish relevant ones on our website.
- Ask accessibility and fairness questions in relevant customer satisfaction surveys and publish results on our website.
- Publish information on the website and in council publications on how to access services.
- Publish annually data on disabled adaptations to council properties and Careline alarm systems.
- Provide and annually review Support Plans and Assessments for all customers supported by the Independent Living Service.
- Monitor client satisfaction with the parenting support project.
- Increased customer take-up of online services.
- Undertake consultation and equality impact assessments on new council buildings as required.
- Support people, who require it, to make a suggestion for improvement to our services or make a complaint, in line with our Customer Service Standards and Compliments, Comments and Complaints policy.
- Publish information annually on performance against our Customer Service Standards and Compliments, Comments and Complaints policy.
- Monitor leisure service take up through our performance management system.
- Report annually the “Healthy Bolsover Approach” through the Sustainable Community Strategy and monitor through the health and well-being group.
- Publish information on grant awards on the Council’s website.
- Monitor progress through the Derbyshire Armed Forces Covenant meeting.

### **Objective 2: Decision making and services take into account the needs of residents and communities**

Our aim is for all communities to engage in public and civic life, and for information from all communities to be taken into account in decision making, planning and delivery of services.

### **Actions - we will:**

- Invite residents, businesses and communities to give us their views through the Citizen Panel, Equality Panel, Bolsover District Young Voice (Youth Council), Business events and forums, and Community events.
- Co-ordinate the meeting of the Equality Panel on a regular basis to seek their views on equality impacts on changes to services and/or policy shaped by local and national agenda.
- Encourage voter registration taking into account the needs of different groups of people.

- Encourage individuals to give feedback by promoting our Compliments, Comments and Complaints policy and other service specific mechanisms for feedback e.g. suggestion schemes at Leisure Centres.
- Review our opportunities for engagement and involving individuals, groups and communities and have an effective communication strategy to support this process.
- Actively review our Statement of Community Involvement to promote opportunities for communities and residents to engage with our plans for managing development across the District and decision making on planning applications.

#### **Measures – we will:**

- Publish our Engagement Plan annually on the website.
- Publish consultation and satisfaction survey reports on our website and share results and planned actions through suitable communication methods.
- Hold three Equality Panel meetings each year.
- Run an annual awareness campaign which highlights the different ways you can register for the electoral roll.
- Publish an updated Statement of Community Involvement.

#### **Objective 3: Discrimination, harassment and hate crime is not tolerated**

Our aim is to encourage everyone to report incidents of harassment, discrimination, victimisation and hate crime, and to be confident that it will be dealt with robustly.

#### **Actions - we will:**

- Carry out regular surveys to monitor public perceptions of discrimination when accessing our services and in the wider community.
- Record and monitor hate crime and hate incidents reported to the Council. We will take action where appropriate.
- Maintain access to language translation and interpretation services, including British Sign Language.
- Support communities to foster good relations between people with different backgrounds.
- Record incidents of harassment, discrimination and victimisation in the workforce and take action as appropriate
- Support this objective through our workforce policies and promote our Harassment and Bullying procedure.
- Remove offensive graffiti from council property and in our control within 24 hours of the report being received by the Council.
- Work with land/property owners to influence a speedy removal of offensive graffiti within their control.
- Provide support to those experiencing domestic violence through our dedicated worker.

## **Measures – we will:**

- Publish consultation results and reports on public perceptions of discrimination.
- Run regular features on hate crime reporting to encourage reporting via the website and council publications.
- Publicise targeted events with people of different backgrounds to maximise access and awareness.
- Run regular workforce campaigns to promote supporting workforce policies and procedures.
- Report on the percentage of offensive graffiti removed from council property and in our control within 24 hours of the report being received by the Council.
- Monitor client satisfaction with the domestic violence support service.

## **Objective 4: Our workforce, and workforce policies, support equality**

We recognise that our employees are our most valuable asset and are committed to:

- Ensuring that all employees are treated with dignity and respect and that no form of intimidation, bullying or harassment is tolerated.
- Making training, development and progression opportunities available to all staff.
- Ensuring that all of our employment policies and practices reflect our commitments to equality and fairness.
- Fostering good relations between people of different groups within the workforce.

Our aim is for all employees and Councillors to support equality through their actions and behaviour.

## **Actions - we will:**

- Provide equality training for staff and Councillors to raise awareness and support our policies.
- Provide Customer Service Standards and Compliments, Comments and Complaints training to all new appointees and those requiring refresher training to ensure staff are aware of their commitments.
- Provide specialist training to support equality where required or identified e.g. deaf awareness, mental health awareness.
- Gather recruitment and employment equalities information and monitor to ensure our policies are working.
- Use workforce equality information to inform workforce policies.
- Ensure our recruitment and employment practices support disabled people by providing reasonable adjustments where appropriate.
- Run regular staff surveys and gather perceptions on fairness.
- Raise awareness of equality issues and events through communication campaigns internally and externally.
- Promote equality positively within and outside the Council.
- Measure satisfaction with apprenticeships.

## **Measures – we will:**

- Put an equality training programme together each year to support employee/Councillor induction and refresh needs.
- Build in any specialist training identified through our learning and development processes.
- Report recruitment and employment equalities information to Union Consultative Group on a bi-annual basis.
- Retain the Disability Confident Employers standard.
- Publish the results of staff surveys and the actions to be taken.
- Run regular workforce campaigns and communications to support equality.
- Publish a workforce profile bi-annually on our website.

## **How we will manage our progress**

Progress against the corporate equality objectives will be reviewed on a quarterly basis under the Council's performance monitoring arrangements with information being published annually on our website.

Equality impact assessments for completion, any actions identified from the analysis of equality information and relevant equality targets will be included within Service Plans. Equality actions in Service Plans will be monitored quarterly as part of our Corporate Performance Monitoring process, which is reviewed by the Strategic Alliance Management Team and Cabinet Members.

## **Responsibilities for equality**

Bolsover District Council is committed to equalities and has a structure in place for the continued embedding and scrutiny of equalities, from departmental to Cabinet level. The Portfolio Holder for Partnerships & Transformation (including social inclusion) has the equalities portfolio, as does one Head of Service.

### **Senior managers and managers**

All Heads of Service and managers have a key role in creating a workplace environment where unlawful discrimination, harassment and bullying are not tolerated. All managers are responsible for ensuring that our equality commitments and the requirements of this Scheme are embedded within their teams and service delivery. All managers support the corporate equality objectives and identify and undertake service level equality actions.

### **Employees**

Employees have a key role in promoting equality and this Scheme. Employees should understand the relevance and importance of equality to their roles, be committed to delivering good quality services shaped by the needs of different people, and report any equality issues to their managers.

The corporate officer for equalities provides support for equality impact assessment completion, monitors the completion of the corporate equality objectives and equality actions from Service Plans and monitors and updates the Single Equality Scheme. They also support the collection and publication of equality information.

## **Councillors**

The support of Councillors in the development of a fairer Bolsover and in the achievement of the corporate equality objectives is essential. Councillors have a vital community leadership role in relation to equality and in engaging with communities and acting as conduits for community information.

## **How we will cascade this information**

The updated Single Equality Scheme and corporate equality objectives will be communicated to staff through team meetings, the extranet and equality awareness training. Councillors will receive information about the Single Equality Scheme and the corporate equality objectives as part of their induction programme in 2019 and in Member Briefings. The Scheme and corporate equality objectives will also be published on our website for members of the public to view.

## Appendix one – definitions of the protected characteristics

Please find below further information about the key terms used in this document.

### The protected characteristics

These are the grounds upon which discrimination is unlawful. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Definitions of these protected characteristics can be found below:

**Age:** This refers to a person belonging to a particular age group, which can mean people of the same age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds, or people over 50).

**Disability:** A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

**Gender reassignment:** The process of changing or transitioning from one gender to another.

**Marriage and civil partnership:** Marriage is a union between a man and a woman or between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

**Pregnancy and maternity:** Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

**Race:** Refers to a group of people defined by their race, colour, nationality (including citizenship) ethnic or national origins.

**Religion or belief:** Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

**Sex:** Refers to whether a person is a man or a woman.

**Sexual orientation:** Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

This information has been sourced from the Equality and Human Rights Commission website: <http://www.equalityhumanrights.com/private-and-public-sectorguidance/guidance-all/protected-characteristics>



## Appendix two – a profile of Bolsover District

### Bolsover District

#### People

With lower birth rates and higher life expectancy, the shape of the UK population is transforming. The proportion of those of working age is shrinking whilst those of pensionable age is increasing. Derbyshire's working age population is projected to fall by 4% (19,629) by 2039. Nationally an increase of 4% is expected. This will mean there are fewer working age residents supporting those aged 65 and over (Derbyshire Local Economic Assessment, 2018).

Our population in Bolsover District is growing and its profile is changing. 17% of our population is aged 65 or over.

#### Derbyshire: Population estimates by sex, June 2017

	Total	Males	Females
Derbyshire	791,966	389,401	402,565
Amber Valley	125,898	61,965	63,933
Bolsover	79,098	39,099	39,999
Chesterfield	104,579	51,202	53,377
Derbyshire Dales	71,849	35,422	36,427
Erewash	115,314	56,543	58,771
High Peak	92,063	45,414	46,649
North East Derbyshire	100,780	49,277	51,503
South Derbyshire	102,385	50,479	51,906

Source: ONS, Mid-Year Population Estimates, June 2017 © Crown copyright

#### Bolsover District: Population by sex, 2011 and 2017

	Males		Females	
	2011	2017	2011	2017
Bolsover	37,388	39,099	38,478	39,999

Source: ONS, Census 2011 and Mid-Year Population Estimates, June 2017  
Crown copyright

©

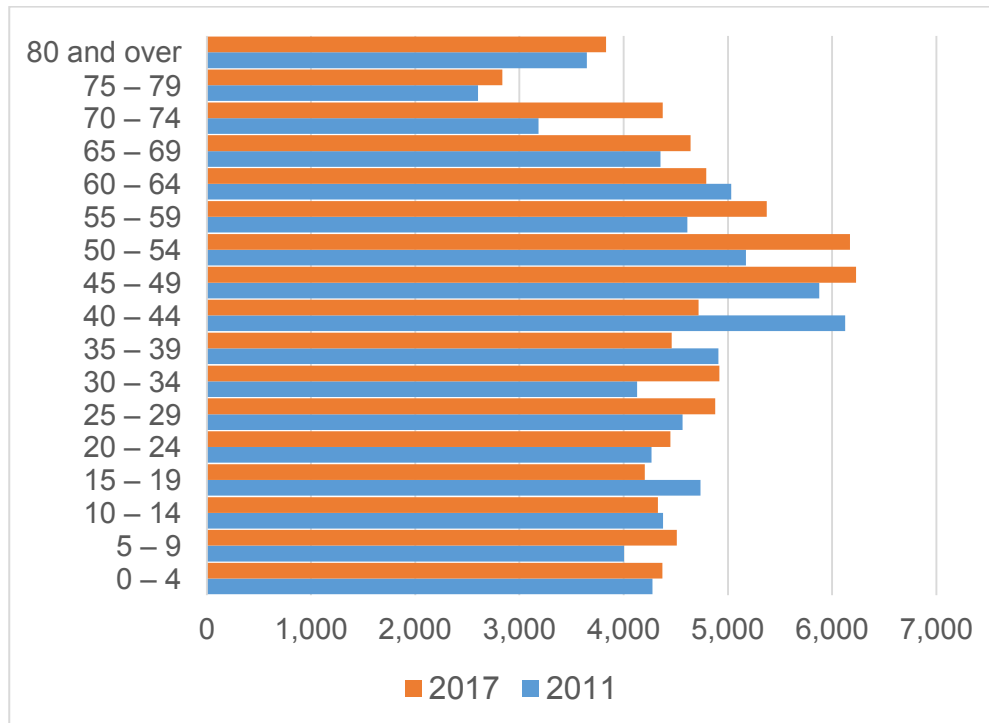
The median average age in Bolsover in 2017 was 43.8 years compared to 39.4 years in 2001.

	2001	2011	2017
Median age	39.4	42.3	43.8

Source: ONS Population estimates 2001 - 2017 © Crown copyright

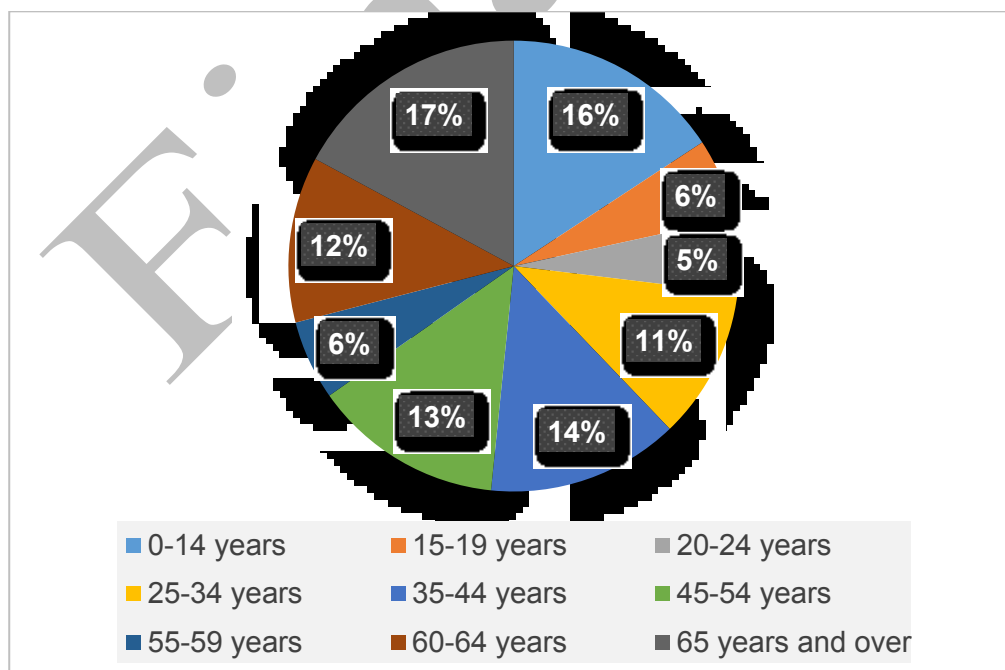
The bar chart below shows the age distribution of the district's population in both 2011 and 2017. This shows that while the number of people aged 5 to 14 years has increased by 4.6%, the population aged 65 years or more has grown to 17% of the total population. 3832 people were aged 80 or over, an increase of 286 since 2011.

Population by 5 year age group: 2011 and 2017

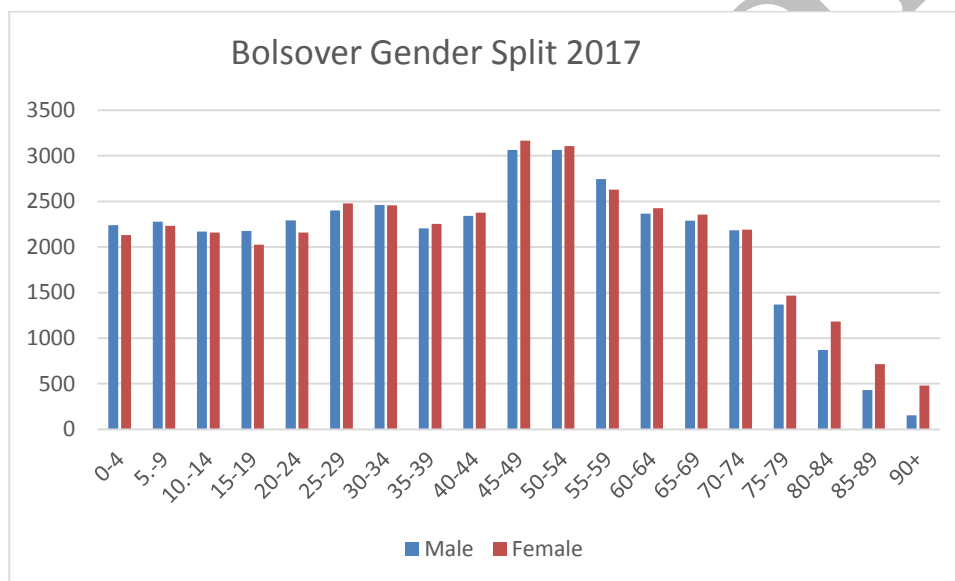
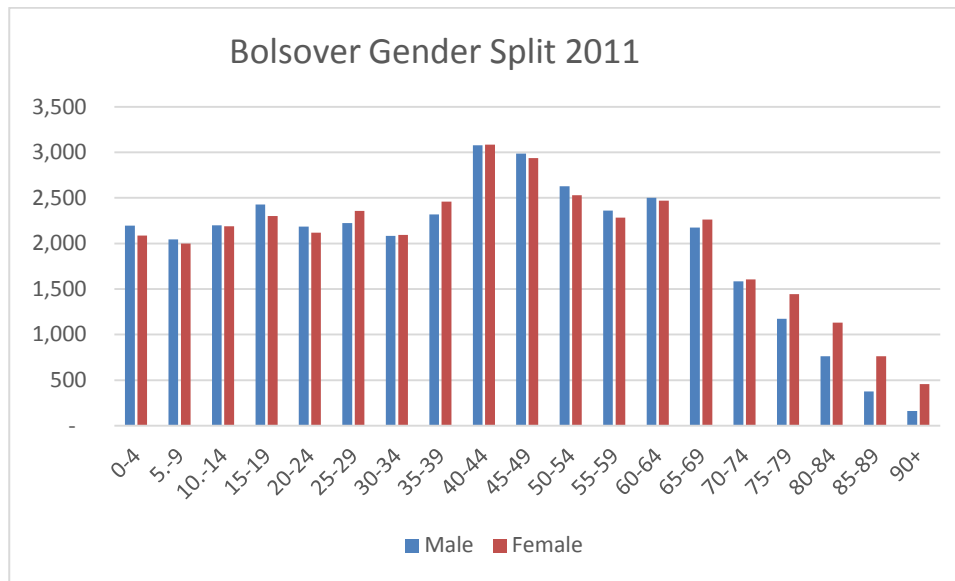


Source: ONS, Census 2011 and Mid-year population estimates 2017 © Crown copyright

Population percentages by 5 year age group, 2017



The chart below show the age distribution of the district's population by sex and illustrate the increasing numbers of women in the district who are living into very old age, compared to men.



## Disability and long term ill health

The health of people in Bolsover is varied compared with the England average. Almost a fifth (2,700) of children live in low income families.

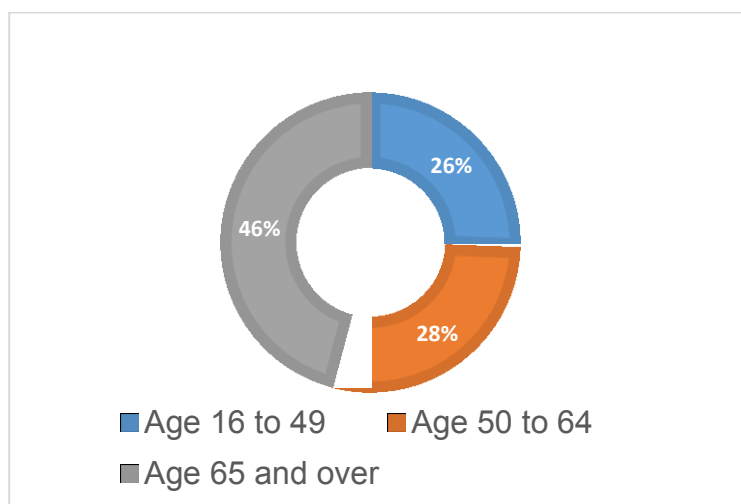
Life expectancy for both men and women is lower than the England average. It is 5.8 years lower for men and 4.8 years lower for women in the most deprived areas of Bolsover than in the least deprived areas (Public Health England, 2016).

9 in 100 Bolsover residents consider that they have bad or very bad health (Census 2011).

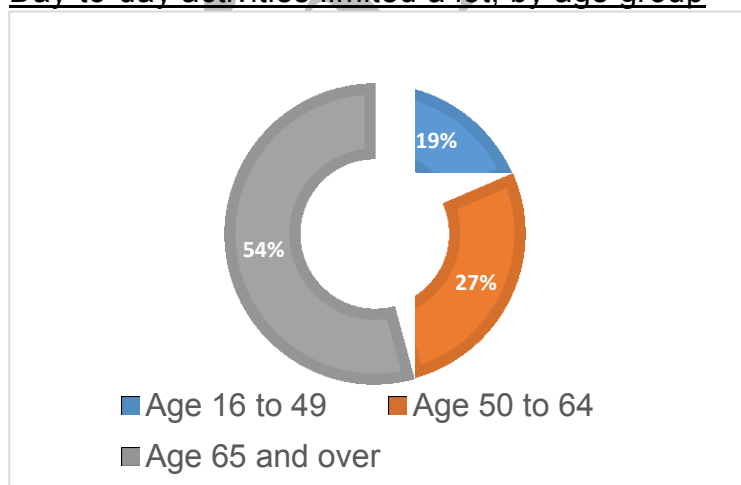
3 in 10 Bolsover residents have some day-to-day activity limitation

The charts and table below show how day-to-day activity limitation can increase with age.

### Day-to-day activities limited a little, by age group



### Day-to-day activities limited a lot, by age group



### Bolsover District: Day-to-day activity limitation, 2011

Age	Day-to-day activities limited a little	Day-to-day activities limited a lot	Day-to-day activities not limited
Age 16 to 49	2,172	1,790	29,630
Age 50 to 64	2,416	2,645	9,755
Age 65 and over	3,891	5,254	4,639
<b>Total – all ages</b>	<b>8,479</b>	<b>9,689</b>	<b>44,024</b>

Source: ONS, Census 2011 © Crown copyright



### Derbyshire: Valid Blue Badges issued and held, 2017

	Valid Blue Badges held / issued without further assessment	Valid Blue Badges held / issued subject to further assessment	Valid Blue Badges held by / issued to organisations	Total valid Blue Badges held by / issued to organisations and individuals
Blue Badges held	17,377	30,170	467	48,018
Blue Badges issued	6,119	11,582	186	17,890

Source: Dept. of Transport, Valid Blue Badges issued and held: England, by Local Authority 2017 © Crown copyright

### **Race**

Below is a table highlighting ethnicity in the district. The largest group in the area is White British with 96.3%.

#### Population by ethnic group, Bolsover District

White British	White Other	Mixed / multiple ethnic groups	Asian / Asian British	Black / African / Caribbean / Black British	Other ethnic group
73058	1394	518	612	267	17
96.3%	1.8%	0.7%	0.8%	0.4%	0.0%

Source: ONS, Census 2011 © Crown copyright.

## Sexual Orientation

Sexual orientation monitoring has increased over the past decade. We do not have data analysis to district level however data has been collect at regional level. Below is a table highlighting differences between the period 2012 and 2016 in the East Midlands. There has been no significant changes in sexual preferences.

	2012	2016
Heterosexual	94.5	92.7
Gay or lesbian	1.0	1.0
Bisexual	0.4	0.6
Other	0.3	0.9
Don't know or refuse	3.8	4.9

Annual Population Survey (APS). Office for National Statistics 2017

## Gender Reassignment

There is no robust data on the UK trans population exists. The Government equalities office tentatively estimate that there are approximately 200,000-500,000 trans people in the UK. The Office for National Statistics is researching whether and how to develop a population estimate.

41% of trans men and trans women responding to a Stonewall survey (2017) said they had experienced a hate crime or incident because of their gender identity in the last 12 months. They also found that 25% of trans people had experienced homelessness at some point in their lives. The national LGBT survey found similar results, with 67% of trans respondents saying they had avoided being open about their gender identity for fear of a negative reaction from others.

## Religion or belief

Below is a breakdown of different faiths in the area. The largest faith group is Christianity.

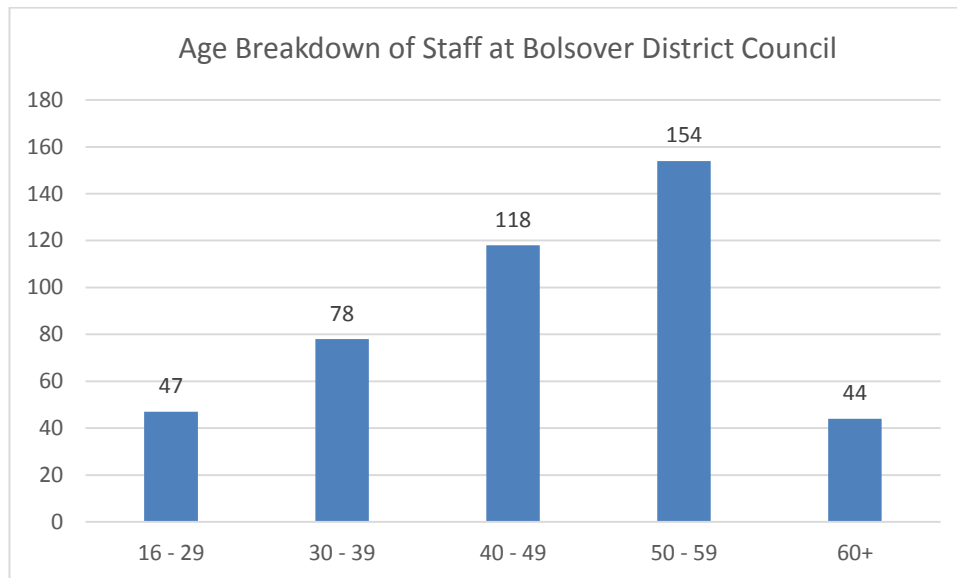
All categories: Religion	75,866
Has religion	50,183
Christian	49,447
Buddhist	115
Hindu	81
Jewish	29
Muslim	146
Sikh	104
Other religion	261
No religion	20,507
Religion not stated	5,176

Census 2011

### Appendix three – a profile of the Council's Workforce

Bolsover District Council employees 441 employees. There are 230 (52.1%) female staff and 211 (47.9%) male staff.

Below is a graph showing the age breakdown of staff. There are 10.7% of staff aged 16-29 years old, 17.7% of staff aged 30-39, 26.8% aged 40-49 years old, 34.9% aged 50-59 years old and 10% over 60 years old



[Disability Confident](#) is a government scheme which encourages businesses to recruit and retain disabled people and people with health conditions for their skills and talent. Disability Confident Employers are recognised as going the extra mile to make sure disabled people get a fair chance. Bolsover District Council is a Disability Confident Level 2 Employer, meeting two key criteria:

- Getting the right people for your business
- Keeping and developing your people

At February 2019 the Council had 36 (8.2%) employees of whom declared themselves as disabled.



## **Appendix four – perceptions of fairness (Citizens Panel results)**

In November 2018 we asked our citizen panel questions about equality and diversity in the local area. (The full Citizen Panel report will be published on [Ask Derbyshire](#) in February 2019). We previously asked these questions in November 2014.

### **Q1. Do you believe that in using Council services you have experienced discrimination because of any of the following?**

In 2018 - 93% (197 respondents) advised they have received no discrimination when accessing council services. This compares to 86% (415 respondents) in 2014.

### **Q2. It is easy for me to contact the Council using the different ways available**

In the 2018 - 88% of respondents advised it is easy to contact the council with 5% stating don't know. This compares to 87% with 6% stating don't know in 2014.

### **Q3. There are no physical barriers to me accessing Council premises e.g. steps, blocked ramps, sufficient disabled parking.**

In 2018 – 74% of respondents agreed there were no physical barriers to access council premises, 23% of respondents stated don't know and 4% advised there were physical barriers. This compares to 76% of respondents agreed there were no physical barriers in 2014 with 21% of respondents stating don't know and 3% advising there were physical barriers.

### **Q4. The Council provides me with information in a suitable format e.g. large print or text message.**

In 2018 – 71% of respondents agreed the council provides information in suitable formats, 28% of respondents advising don't know and 1% disagreed. This compares to 72% of respondents agreed the council provides information in suitable formats in 2014 with 26% of respondents advising don't know and 2% disagreeing.

### **Q5. Thinking about your experiences living within Bolsover District but NOT including dealing with Bolsover District Council, do you believe that over the past year you have experienced discrimination because of, Gender, Race, Age, Religion and Belief, sexual orientation, disability or other characteristics ?**

In 2018 – 95% of respondents advised they have not experienced discrimination. 3% of residents commented on facing discrimination on the grounds of age and 2% on the grounds of disability, 1% on the grounds of gender, 1% on the grounds of race, 1% on the grounds of sexual orientation and 2% on other grounds. This compares to 86.5% of respondents advised they have not experienced discrimination in 2014 with 9% of residents commented on facing discrimination with the highest areas being disability and age.

### **Q6. To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together?**

In 2018 - 80% agree that their local area is a place where people from different backgrounds get on well together. This compares to 77% in 2014.



**Bolsover District Council**

**Executive**

**4th March 2019**

<b>Voluntary Community Sector Support</b>
---

**Report of the Portfolio Holder - Partnerships and Transformation**

This report is public

**Purpose of the Report**

- To provide an update of the current position in respect of the support for the voluntary and community sector (VCS) in Bolsover district following the closure of Community Voluntary Partners (CVP) in January 2018
- To seek approval from Executive to allocate funding from the Grants to Voluntary Organisations budget in line with the outcome of the feasibility study and provide a more stable future for the VCS.

**1 Report Details**

- 1.1 In January 2018, Bolsover Partnership and the Council were notified that the trustees of CVP had taken the decision to close the organisation. This left a huge gap in infrastructure support for the sector as well as the loss of a key strategic partner.
- 1.2 A number of actions were quickly taken to mitigate the effects of this development, including the re-contracting of two projects that CVP were delivering on behalf of the Partnership. Bolsover Partnership facilitated meetings with members of the Bolsover VCS community and discussed how the void could be best filled for the sector. Two areas of activity were identified; the first was to plug the short term gaps, and the second was to plan a future model that would provide a new support service, focused on the sector's needs.
- 1.3 A report was taken to Executive on [date] and agreement given to utilise the £23,000 normally ring-fenced for CVP from the Council's Grants to Voluntary Organisations budget in 2018/19. Tenders were sought to deliver short term support and long term plan but no tenders were received. This resulted in the work being split and two contracts awarded.
- 1.4 Bassetlaw CVS are currently providing temporary support to fill the short term gaps under a contract which currently runs to 31 March 2019 and includes:
  - Advice service: Funding/Governance
  - Signposting to other available support sources
  - Volunteer development support

- Communication channels between members (e.g. ebulletins) and with strategic partners
- CVS representation on local authority boards/panels e.g. Place Alliance

1.5 In addition to the above, a procurement process was carried out which resulted in a charitable organisation called Locality being appointed to undertake a research and development project that includes:

- Identification of capabilities/capacity already available within the district
- Consultation to establish members' needs
- Identification of good practice in other regions
- Development of possible models for future delivery
- An options analysis and development of next steps, with a view to launching a new service in the 2019/20 financial year.

1.4 Two reports have been received from Locality and considered by the VCS steering group. The first provided feedback from the research into the needs and wants of the VCS. More recently, an options analysis that proposed and evaluated four possible models. These are discussed in more detail in Section 4 but in summary, they are:

- 1 Create a new single provider
- 2 Partner with an existing infrastructure organisation to deliver a future service
- 3 Design a contract specification and put it out to competitive tender
- 4 Design and commission a local partnership/consortium to deliver the service

1.6 The steering group's recommendation which was supported by the wider VCS network on the 13<sup>th</sup> February 2019, was to commission an existing organisation to manage overall delivery and to utilise existing local organisations to deliver other elements of the service, effectively an amalgam of options 2 and 4 above.

1.7 The next steps now involve securing a budget so that the proposed service can be commissioned. A report will be taken to Bolsover Partnership Executive Board in March 2019, seeking approval to allocate a budget of £25,000 per annum for a period of up to three years from Partnership reserves. This report is also seeking approval from Executive to utilise the £23,000 ring-fenced within the Grants to voluntary organisations budget (previously to CVP) and allocate it to this area of work.

1.8 Subject to both the Council and Bolsover Partnership agreeing to the above, this provides a base budget of £48,000. The Partnership team will then work with the steering group to develop a specification for the proposed service contract, incorporating input from the work carried out so far. The procurement timescales would probably lead for a start date for the new service of 1<sup>st</sup> July 2019. The existing contract for support from Bassetlaw CVS will be extended to end June 2019, and the existing budget will cover this.

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

- 2.1 The ceasing of CVP's operations in 2018 left a huge gap in infrastructure support for the CVS in Bolsover. This has been mitigated by short term delivery by Bassetlaw VCS in the interim period whilst a research project is undertaken by Locality to establish a model for the longer term.
- 2.2 The proposed model is to partner with an existing infrastructure organisation through a competitive tender process to deliver the required elements of a new support service, using direct delivery and sub-contracting arrangements where appropriate. The required elements of a new support service are as follows:
- Voice and strategic development of the sector
  - 1:1 support and advice for new and existing groups (including governance, volunteer management, community engagement, business planning, funding, policies, marketing, financial management, trading)
  - Training
  - Volunteer brokerage and support
  - Networking
  - Information distribution
- 2.3 Securing a base budget from the Council and Bolsover Partnership will help to lever in additional resources from other avenues. Discussions are already taking place with the BIG Lottery, Lloyds TSB Foundation, Derbyshire County Council, and Hardwick Clinical Commissioning Group.

## **3 Consultation and Equality Impact**

- 3.1 Consultation has been undertaken with VCS groups and strategic partners as part of the research and development element of the work undertaken by Locality. Over 50 organisations contributed to the consultation process and a particular emphasis was placed on engaging with grass roots community groups to establish their needs for a future service.
- 3.2 Over the past 12 months there have been regular meetings, chaired by a nominated representative from the VCS, attended by a wide range of organisations from both the VCS and public sector and supported by the Partnership Team administratively.

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

- 4.1 New single provider – a new core funded single provider organisation most likely in the form of a new local CVS. Rejected due to there being little appetite from the sector and strategic partners to create a new organisation for a number of reasons including high level of overheads and long lead in time before delivery.
- 4.2 Partnership with an existing CVS infrastructure organisation – an extended CVS with governance and membership that can be extended to Bolsover. This model has its strengths but rejected on the basis that there is also a desire to utilise skills and strengths within the District.

- 4.3 Co-design a contract specification and put it out to competitive tender – to any able and willing provider including private sector organisations. Whilst this model might achieve good value for money because of its competitive nature, it was rejected as there is no guarantee that it will be a local organisation/partnership, and potentially a private sector organisation wins so local resources translate into private profit.
- 4.4 Co-design and commission a local partnership with various sub-options available, for example, an 'alliance contract' or creating a new incorporated consortium. This option offers local accountability and a catalyst for partnership working but rejected due to lack of consortium track record, potential for complexity and disagreement and long lead in times.
- 4.5 Full details of the options analysis is available upon request from the Partnership Team.

## **5 Implications**

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

- 5.1.1 The recommendation of the report is for Bolsover District Council to allocate £23,000 from its Grants to Voluntary Organisations budget for the proposed service. This money is already included within the Council's budget so there are not any additional financial implications.

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

- 5.2.1 The service will be procured via a competitive tender process, overseen by the Partnership Team and in consultation with the Procurement Team.

### **5.3 Human Resources Implications**

- 5.3.1 There are no HR implications to the Council.

## **6 Recommendations**

- 6.1 Executive note the contents of the report
- 6.2 Agree to allocate £23,000 from the Grants to Voluntary organisations budget to contribute towards the cost of the proposed service delivery to be procured via a competitive tender process.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	All
<b>Links to Corporate Plan priorities or Policy Framework</b>	Supporting our <b>Communities</b> to be Healthier, Safer, Cleaner and Greener

## 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)		
Bolsover Infrastructure Options Analysis Report		
Report Author		Contact Number
Pam Brown, Chief Executives and Partnership Manager		01246 242276

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<b>Future High Streets Fund Bid Outline</b>
---

**Report of the Portfolio Holder - Town Centre Renewal, Media & Marketing**

This report is public

**Purpose of the Report**

- To request Executive endorse the outline Expression of Interest (EoI) for Bolsover Town Centre for the Government's call for proposals for the Future High Streets Fund.
- To request Executive to delegate authority to the CEO in consultation with the Leader to finalise and submit the EoI.

**1 Report Details**

- 1.1 Executive agreed on the 18<sup>th</sup> February 2019 to Bolsover Town being the preferred town centre for the Future High Street fund EoI. Since then the Bolsover Town Centre EoI is being drafted.
- 1.2 The EoI bid is based around three themes against which places will be selected to go forward to Phase 2. These are:
  - i) Defining the place
  - ii) Setting out the challenges
  - iii) Strategic ambition
- 1.3 Due to the bid timescales and the timing of the report for the Executive meeting the EoI is not yet complete. The Economic Development team working with the Partnership team using amongst other sources the Regeneration Frameworks for the EoI. They have identified the following key challenges facing Bolsover Town which the bid will look to address:
  - Diversifying the choice of retail offer,
  - Reducing number of empty properties,
  - Increasing investment,
  - Increasing footfall on the high street,
  - Enhancing night-time economy,
  - Improving urban environment,
  - Ensuring holistic approach is taken towards new development,
  - Reducing the leakage of retail spending power to towns outside District,

- Limited tourist spending in the District, coupled with lack of quality accommodation, particularly for Bolsover (which contains one of the country's top heritage assets, Bolsover Castle),
- Economic and social deprivation, lower wages, lower skills and fewer job opportunities,
- Limited transport connectivity,
- Ensuring the town benefits from proximity to the Castle and its visitors and spending power potential.

- 1.4 The current draft of the Eol gives Executive the reassurance that the appropriate thematic areas are being covered and that the correct narrative is written regarding Bolsover Town Centre's current challenges.

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

- 2.1 Based on the timings of the Eol and the Executive meeting calendar the Eol is not yet completed. The Eol will however be ready for the 22<sup>nd</sup> March deadline.
- 2.2 An outline Eol bid has been drafted for Bolsover Town Centre This is to reassure Executive that the appropriate areas are being addressed as part of the Eol stage.
- 2.3 For the reasons set out above, and subject to approval by Executive, it is recommended that a Phase 1 Eol bid for Bolsover Town Centre be finalised and submitted by the CEO in consultation with the Leader by the MHCLG deadline of 22<sup>nd</sup> March 2019.

## **3 Consultation and Equality Impact**

- 3.1 In preparing the Eol, officers have engaged with Old Bolsover Town Council, Ward Councillors, Executive, Joint Strategic Director – Place and the Joint Chief Executive.
- 3.2 SCR, DCC and D2N2 have indicated willingness to support a really strong strategic narrative for any Eol bids that are submitted.
- 3.2 Stakeholder and community engagement will be undertaken during preparation of a Phase 2 bid to support the development of the business case. In preparing the bid regard will be given to equality impact to ensure that no groups are disadvantaged. One of the routes will be via Bolsover Partnership to ensure all sectors are consulted and engaged.

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

- 4.1 There is the option of no Eol submitted – BDC could decide to not submit any bid to the Future High Streets Fund; however this would mean our town centres would forego the ability to access Government funding that may provide a significant investment opportunity. Also this would contradict the recommendation from the 18<sup>th</sup> February 2019 Executive to submit a bid for Bolsover Town Centre. This is not a recommended option.

## 5 Implications

### 5.1 Finance and Risk Implications

- 5.1.1 The preparation of and submitting of the EoI poses no financial implications and has no risk implications.

### 5.2 Legal Implications including Data Protection

- 5.2.1 This will be taken into account during the preparation of the EoI.

### 5.3 Human Resources Implications

- 5.3.1 The allocation of officer time from both the Economic Development Team and the Partnership Team to prepare the EoI.

## 6 Recommendations

- 6.1 That Executive note the contents of this report
- 6.2 That Executive endorse the outline EoI for Bolsover Town Centre for the Government's call for proposals for the Future High Streets Fund.
- 6.3 That Executive delegate authority to the CEO in consultation with the Leader to finalise and submit the EoI.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	Bolsover North West, Bolsover South, Bolsover West
<b>Links to Corporate Plan priorities or Policy Framework</b>	<b>Corporate Plan</b> <ul style="list-style-type: none"><li>Unlocking Our Growth Potential</li></ul>



	<b>Growth Strategy</b> <ul style="list-style-type: none"> <li>Supporting Enterprise: maintaining and growing the business base</li> </ul> <b>Economic Development and Housing Strategy</b> <ul style="list-style-type: none"> <li>Enable town centre development</li> </ul>
--	--

## 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
Karl Apps, Acting Joint Head of Service Economic Development and Pam Brown, Chief Executive's and Partnerships Manager	01246 217289 01246 242499

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<b>Corporate Plan 2015 - 2019 - Statement of Delivery</b>
---

**Report of the Joint Strategic Director - Place**

This report is public

**Purpose of the Report**

- To present details of the Council's achievements under the current Corporate Plan for the period 2015-2019 and to report on arrangements for the preparation of a new Corporate Plan from 2020.

**1 Report Details**

- 1.1 The current Corporate Plan has been in place since 2015 and is nearing the end of its agreed timespan. The Plan's aims and priorities have been heavily influenced by the Council's aspirations for growth and transformation across the District. Sixty wide-ranging corporate plan targets were established to drive forward the achievement of the plan's aims.
- 1.2 Work has been ongoing over the last 4 years to achieve the desired targets and outcomes set. These have been monitored on a quarterly basis since the adoption of the Plan with regular reporting to the Council's Executive Board.
- 1.3 A detailed delivery statement detailing what has been achieved so far is attached at Appendix 1. Some notable achievements are outlined below:
  - Unlocking our Growth Potential
    - Boosted business growth by £4.7m (gross NNDR)
    - Built 70 new Council properties through our B@Home programme
    - 458 young people have been supported to raise their aspirations through gaining new skills, qualifications and employment opportunities
  - Providing our Customers with Excellence Service
    - Retained Customer Service Excellence accreditation
    - Sustained high levels of customer satisfaction with Contact and Leisure Centres
    - Achieved timeliness targets for processing housing benefit and council tax support claims
  - Supporting our Communities to be Healthier, Safer, Cleaner and Greener

- An average of 96.7% of our streets meet the acceptable level of litter cleanliness
- 1846 Council properties have been upgraded with more efficient 'A' rated combi boilers
- An average of 9704 hours of leisure activities and cultural engagement have been provided throughout the district
- Transforming our Organisation
  - We built and opened our new Go! Active leisure facility in January 2017 to improve local communities access to leisure activities and increase income
  - Self-service transactions have increased year-on-year for the last three years totalling 3707.
  - £260k savings achieved under the former transformation programme with a new Transformation Plan adopted in 2018.

#### **1.4 Developing a new Corporate Plan**

- 1.5 As the Council nears the end of its current Corporate Plan period, arrangements are being established to develop a new Plan to be adopted from 2020. This will include a comprehensive range of discussions and workshop sessions with Members, staff and full consultation with the public and partners. This will take place following the elections in May 2019 and will continue through the summer months.
- 1.6 A full timetable, detailing the key events and milestones for the development of a new Corporate Plan will be presented to the Executive Board for approval following the elections in May 2019.

#### **1.7 Existing Corporate Plan Targets and Performance Monitoring for 2019**

- 1.8 As many of the existing Corporate Plan targets are nearing the end of their lifespan, a review has been undertaken with the Heads of Service for each service area to ensure that performance monitoring during 2019 remain relevant, in-date and fit for purpose. This suite of targets is attached at Appendix 2.
- 1.9 These targets will continue to be regularly monitored and reported to Executive Group on a quarterly basis throughout 2019 and until the adoption of the new Plan.

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

- 2.1 During the Corporate Plan period 2015-2019, the Council has fully embraced the aspirations, aims and priorities set including the growth and transformation agendas, maintaining excellent levels of customer service and supporting communities to be healthier, safer, cleaner and greener.

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

- 3.1 Full and comprehensive consultation will take place as part of the development of a new Corporate Plan during the summer of 2019.

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

- 4.1 The purpose of this report is to present details of the Council's achievements under the current Corporate Plan for the period 2015-2019 and to report on arrangements for the preparation of a new Corporate Plan from 2020. Details of these arrangements will be provided to Executive Board for approval with alternative options following the election in May 2019.

## **5 Implications**

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

- 5.1.1 There are no finance implications within this report.
- 5.1.2 The risk of not having appropriate and robust performance management in place during the end of the existing Corporate Plan period has been mitigated by a review and refresh of the existing targets to ensure that they remain relevant and fit for purpose until the adoption of the new Corporate Plan for 2020.

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

- 5.2.1 There are no legal or data protection implications arising directly from this report.

### **5.3 Human Resources Implications**

- 5.3.1 There are no human resources implications arising directly from this report.

## **6 Recommendations**

- 6.1 To note the Council's achievements under the current Corporate Plan detailed within the Delivery Statement at Appendix 1.
- 6.2 To approve the refreshed Corporate Plan targets to be taken forward for 2019-20.
- 6.3 To note the arrangements for the development of a new Corporate Plan to be adopted for 2020.

## **7 Decision Information**

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
--	----

<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	All
<b>Links to Corporate Plan priorities or Policy Framework</b>	All

## 8 **Document Information**

<b>Appendix No</b>	<b>Title</b>
1	Corporate Plan 2015-2019 Delivery Statement: Our Achievements
2	Corporate Plan Target Suite for 2019-2020
<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>
Karen Hanson	7053
Joint Strategic Director – Place	
Kath Drury	2280
Information, Engagement & Performance Manager	



# Corporate Plan 2015 –2019

## Delivery Statement – Our Achievements





# Introduction



**Dan Swaine**  
*Chief Executive Officer*



**Councillor Ann Syrett**  
*Council Leader*

## Welcome to our Corporate Plan 2015–2019 Delivery Statement

As we approach the end of our current Corporate Plan, it is an ideal time to reflect upon what we have achieved over the last 4 years.

The focus of this Plan was around growth and transformation whilst continuing to provide excellent customer service and supporting our communities to be healthier, safer, cleaner and greener.

This statement looks back on our achievements such as building more homes including new council properties and affordable homes, supporting businesses to invest in this District and to create jobs, achieving high levels of customer satisfaction with our Contact and Leisure Centres, processing applications for housing benefit and council tax support within standard, helping tenants live independently within their homes through the provision of disabled adaptations and personal alarm systems, increased participation in leisure activities, supporting partners to reduce crime and to deliver events which bring communities together as well as making savings as an organisation and using technology to provide more customer choice.

We know that there is still much to do. Some of our Corporate Plan targets will roll over into 2019–20. We are now also making arrangements to develop our new Corporate Plan which will include comprehensive consultation with our communities and stakeholders. We are excited about this next step and look forward to building on what we have achieved over the last 4 years.

# Strategic Direction of the Council

In 2015, we set out our strategic vision, values and aims. It has guided everything that we have done as an organisation.

## Vision

To enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover District.

## Values

- To show respect, honesty and openness in everything we do
- To challenge ourselves and change for the better
- Are proud and passionate about what we do
- To work with partners to provide quality services.

## Aims

→ Unlocking our **Growth** Potential

→ Providing our **Customers** with Excellent Service

→ Supporting our **Communities** to be Healthier, Safer, Cleaner and Greener

→ **Transforming** our Organisation



# Unlocking our Growth Potential

## OUR PRIORITIES

### We are committed to:

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





# What we have achieved so far

## AT A GLANCE...



ENGAGED WITH  
121 BUSINESSES



SUPPORTED 458  
YOUNG PEOPLE



BOOSTED BUSINESS  
GROWTH BY £4.7M



DELIVERED 70  
AFFORDABLE HOMES



- Engaged with 121 businesses and helped develop their business and growth plans, apply for funding and general business support.
- Created a business support programme through the growth hub to help keep local businesses informed and up to date with any new initiatives and schemes.
- Boosted business growth by £4.7m (Gross business rates).
- 458 young people have been supported to raise their aspirations through gaining new skills, qualifications and employment opportunities.
- Continuing to process major planning applications above the minimum standards set by government.
- Built 76 new Council properties through our B@Home programme.
- We've bought back into use 20 empty private properties which have been converted into multiple dwellings.
- Our pro-active planning approach in dealing with developers has seen growth both in house and commercial property developments across the District.
- We are continuing to work with our partners to deliver affordable homes and have delivered 70 during the past three years.
- Submitted our local plan for examination.
- Through the Bolsover North East Derbyshire LEADER funding supported the creation of 44.5 jobs.
- Achieved additional new homes bonus payments of just under £1 million.





Providing our  
customers with  
excellence service

[www.bolsover.gov.uk](http://www.bolsover.gov.uk)

## OUR PRIORITIES

### We are committed to:

- Increasing customer confidence and satisfaction with our services
- Improving customer contact and access to information
- Promoting equality and diversity
- Supporting vulnerable and disadvantaged people
- Providing good quality council housing where people choose to live



## DEEDS NOT WORDS! 1918-2018 Centenary of Women's Right to Vote

### 1918

**Representation of the People Act 1918**  
The right to vote was granted to women aged 30 or more who met a property qualification. It was the first time that women were allowed to vote in a general election. The Act also enabled many women to vote in local and national elections and to stand for election to Parliament for the first time.

### 1920s

**Sex Disqualification (Removal) Act 1919**  
Permitted women's access to the legal profession and to education, from which they were previously barred.  
**Law of Property Act 1922**  
Granted women the same rights to inherit property as men.

### 1930s

**Representation of the People (Equal Franchise) Act 1928**  
The Act granted universal suffrage for men and women aged 21 or over, with no property qualification.

### 1940s

**Education Act 1944**  
Granted equal access to free secondary education. Outlawed the 'marriage bar' for women teachers, who were previously required to give up their career on marriage.

**Family Allowances Act 1945**  
Provided an allowance for children, which was paid to mothers. Single parents were no longer dependent on charity or the workhouse.

### 1950s

**National Health Service Act 1948**  
Provided free universal access to healthcare, which had previously only been available to those with financial resources or those who were insured, who were mainly men.

### 1960s

**Sexual Offences Act 1956**  
Sexual offences were brought together in one Act, with Section 1 defining 'rape'.

### 1960s

**Married Women's Property Act 1936**  
Wives were permitted to keep any savings from allowances given to them by their husbands.

**Abortion Act 1967**  
Legalised abortions for pregnant women in specific circumstances by registered practitioners and regulated medical practices throughout the NHS, in the 12 years before the Act, illegal abortion was the leading cause of maternal deaths in England and Wales.

### 1970s

**Equal Pay Act 1970**  
Gave women the right to equal pay for equal work provided that the work done is broadly the same, of equal value in terms of effort, skill, decision and similar demands and is rated by a job evaluation study the same as that of men.

**Sex Discrimination Act 1975**  
Protected men and women from discrimination on the grounds of sex or marital status in employment, training, education, housing, the provision of goods and services, and the disposal of premises. The Act also implemented the Equal Pay Act 1970.

**Domestic Violence and Matrimonial Proceedings Act 1976**  
Provided legal protection to female victims of domestic violence by granting powers of arrest to police where matrimonial injunctions were breached.

### 1980s

**Statutory Maternity Pay (General Regulations) 1986**  
Granted women statutory maternity pay for 18 consecutive weeks provided that they had been employed for more than 26 weeks prior to the birth. Almost half of working women had not qualified under the previous provisions and maternity leave was paid from company to company, and often failed to reach 10 weeks.

### 1990s

**Criminal Justice and Public Order Act 1994**  
Clarified that 'rape' must be committed where a person has had sexual intercourse with another person who is not their spouse or partner, and that the person must be aware of the other person's lack of consent.

### 2000s

**Local Government Act 2000**  
Section 18 Local Government Act 1986 repealed. Section 18 stated that a local authority that did not intentionally promote homosexuality or public nudity with the intention of promoting homosexuality or 'to bring the teaching of any religious belief to the attention of any person' was a prohibited body.

### 2010s

**Equality Act 2010**  
Consolidated over 116 pieces of legislation and brought together all the laws that protect people from discrimination on the grounds of age, disability, race, religion or ethnicity, sex, and sexual orientation.



# What we have achieved so far

## AT A GLANCE...



**PREVENTED 61% OF HOMELESSNESS CASES**



**1047 DISABILITY ADAPTATIONS TO COUNCIL HOMES**

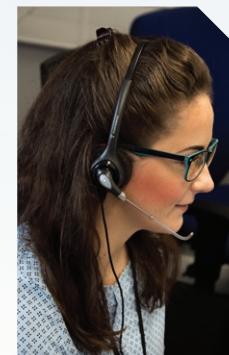


**667 NEW LIFELINES FOR THE VULNERABLE AND ELDERLY**



**93% SATISFIED WITH CONTACT CENTRES**

[www.bolsover.gov.uk](http://www.bolsover.gov.uk)



**CUSTOMER SERVICE EXCELLENCE**



- Retained the governments Customer Service accreditation for the 7th year running.
- We have prevented an average of 61% of homelessness cases for each of the past three years.
- 93.8% of people surveyed (in 2017/18) were satisfied with the services provided by our Contact Centres.
- Held an event to celebrate the centenary of the Votes for Women and supported Junction Arts on the Processions project that saw the creation of a banner as part of the celebrations.
- An average of 349 disability adaptations to council houses have been carried out.
- We take an average of 6.6 days to process changes to Housing Benefit and Council tax Support, well below our standard target of 10 days.
- We have installed on average 222 new lifelines per year over the last three years, giving vulnerable and elderly peace of mind if they need assistance.
- 80% of users surveyed were satisfied with the Go!Active leisure facilities and services.
- We continue to process all new Housing Benefit and Council Tax Support claims within our standard of 20 days.
- Received high levels of satisfaction from clients receiving domestic violence and parenting support.
- Attended 97.8% (2017/18) of repair emergencies (council properties) within 6 hours.



# Supporting our Communities to be Healthier, Safer, Cleaner and Greener

[www.bolsover.gov.uk](http://www.bolsover.gov.uk)

## OUR PRIORITIES

### We are committed to:

- Improving health and wellbeing by contributing to the delivery of Healthy Bolsover priorities
- Increasing participation in sport and leisure activities
- Working with partners to reduce crime and anti-social behaviour
- Increasing recycling
- Ensuring a high standard of environmental maintenance and cleanliness
- Developing attractive neighbourhoods





# What we have achieved so far

## AT A GLANCE...



29,112 HOURS OF  
LEISURE DELIVERED



1,846 COUNCIL  
PROPERTY BOILERS  
UPGRADED



96% OF STREETS  
MEET CLEANLINESS  
STANDARD



81 COMMUNITY  
VOLUNTEERS RECRUITED

[www.bolsover.gov.uk](http://www.bolsover.gov.uk)



- 29,112 hours of leisure activities and cultural engagement have been provided throughout the District, an average of 9,704 hours per year.
- An average of 96.7% of our streets meet the acceptable level of litter cleanliness.
- A £10million scheme to carry out essential repairs and restore original architectural features of the New Bolsover Model Village is nearing completion.
- 1,846 council properties have been upgraded with more efficient 'A' rated combi boilers.
- 36 environmental enforcement events have taken place over the last three years to deal with dog fouling, litter and fly tipping.
- Four frameworks that give ideas to develop our main towns of Bolsover, Clowne Shirebrook and South Normanton (including the surrounding villages and hamlets) have been produced and published on our website.
- 81 volunteers have been recruited from across the District to help within the local community.
- We delivered our Five:60 programme to all key stage 2 pupils within the 28 schools in the Bolsover Schools Sports Partnership to help tackle childhood obesity.
- Exceeded our targets for increasing participation in leisure activities (843,909 attendances over 3 years).
- Provided a personal exercise plan to 3155 clients through our health intervention programme.
- Assisted partners in reducing crime by supporting 47 crime cracking events (over 3 years).
- Brought communities together in Shirebrook and surrounding areas through our Building Resilience programme.
- Achieved a combined recycling and composting rate of 41% (over 3 years).



# Transforming Our Organisation

## OUR PRIORITIES

### We are committed to:

- Supporting and engaging with our employees
- Making the best use of our assets
- Demonstrating good governance
- Ensuring financial sustainability and increasing revenue streams
- Transforming services through the use of technology
- Actively engaging with partners to benefit our communities
- Maximising opportunities with North East Derbyshire District Council through the Strategic Alliance





# What we have achieved so far

## AT A GLANCE...



**DRAGONFLY SET  
UP TO REFURBISH  
COUNCIL BUILDINGS**



**FORMER TENANTS'  
AREARS REDUCED  
BY £449,771**



**BUILT AND OPENED  
GO! ACTIVE LEISURE  
FACILITY**



**3,707 SELF-SERVICE  
TRANSACTIONS BY  
MARCH 2018**



- We have set up a company called Dragonfly to develop and refurbish council owned buildings and assets.
- We built and opened our new Go! Active leisure facility in January 2017 to improve local communities' access to leisure activities and increase income.
- A new Procurement Strategy was approved that provides us with better buying power and realises efficiencies and savings in our services.
- Self-service transactions have increased year-on-year for the last three years and have totalled 3,707.
- The previous transformation strategy has saved £260k

## Digital Services



to date, with more projects currently being implemented to help make council services more efficient and save money.

- Former tenants' arrears have been reduced by £449,771 (up to March 2018).
- By March 2018 rent arrears had been reduced by 10%.
- 14 garage sites owned by the Council have been or are in the process of being developed.





We speak your language  
**Polish** Mówimy Twoim językiem  
**Slovak** Rozprávame Vaším jazykom  
**Chinese** 我们会说你的语言

**If you require this publication in large print  
or another format please call us on 01246 242424**

Designed by Bolsover District Council 10071

**Unlocking Our Growth Potential**

Description	Owner	Directorate
G 01 - Through the use of Key Account Management develop a relationship with a minimum of <b>25</b> local businesses by March <b>2020</b> .	HoS Economic Development	Place
G 05 - Through the Bolsover North East Derbyshire LEADER Approach collectively support the creation of <b>40</b> sustainable jobs in the combined programme area by <b>December 2020</b> .	HoS Partnerships & Transformation	People
G 08 - Process all major planning applications 10% better than the minimum for special measures per annum.	HoS Planning	Place
G 10 - Enable the development of at least <b>272</b> new residential properties within the district by March <b>2020</b> .	HoS Economic Development	Place
G 11 - Through a programme of targeted refurbishment bring <b>10</b> empty private sector properties back into use per annum.	HoS Economic Development	Place
G 13 - Work with partners to deliver an average of 20 units of affordable homes each year.	HoS Economic Development	Place
<b>New - Procure new partner for building next generation of council housing by 2020</b>	HoS Housing & Community Safety	Place

**Providing Our Customers with Excellent Service**

Description	Owner	Directorate
C 03 - Achieve an overall annual satisfaction rate of 80% or above for leisure, recreation and cultural activities and services.	HoS Partnerships & Transformation	People
C 06 - Prevent homelessness for more than 50% of people who are facing homelessness each year.	HoS Housing & Community Safety	Place
C 07 - Install 150 new lifelines within the community each year.	HoS Housing & Community Safety	Place
C 08 - Process all new Housing Benefit and Council Tax Support claims within an average of 20 days.	HoS Finance & Resources	People
C 09 - Process changes to Housing Benefit and Council Tax Support within an average of 10 days.	HoS Finance & Resources	People

C 10 - Carry out 300 disability adaptations to Council houses each year.	HoS Housing & Community Safety	Place
C 12 - Ensure a minimum of 50% of clients experiencing Domestic Violence each year are satisfied with the support they received.	HoS Housing & Community Safety	Place
C 13 - Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March <b>2020</b> .	HoS Housing & Community Safety	Place
C 14 - Attend 99% of repair emergencies within 6 working hours	HoS Housing & Community Safety	Place
C 15 - Ensure a minimum of 50% of clients receiving parenting support each year express a positive outcome.	HoS Housing & Community Safety	Place
<b>Reworded (C11) – Monitor performance against the corporate equality objectives and publish information annually</b>	HoS Corporate Governance	People

### Supporting Our Communities to be Healthier, Safer, Cleaner and Greener

Description	Owner	Directorate
H 01 – Deliver a programme of positive activity through community based culture and leisure engagement to a minimum of 8000 participants per year.	HoS Partnerships & Transformation	People
H 02 - Increase participation/attendances in leisure, sport, recreation, health, physical and cultural activity by 3,000 per year.	HoS Partnerships & Transformation	People
H 03 - Deliver a health intervention programme which provides <b>485</b> adults per year with a personal exercise plan via the exercise referral scheme.	HoS Partnerships & Transformation	People
H 09 - Achieve a combined recycling and composting rate of <b>47%</b> by March 2020.	HoS Streetscene	People
H 10 - Sustain standards of litter cleanliness to ensure 96% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	HoS Streetscene	People
H 11 - Sustain standards of dog fouling cleanliness to ensure 98% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	HoS Streetscene	People
H 12 - Annually undertake <b>15</b> local environmental enforcement and educational initiatives in targeted areas to deal with dog fouling, littering or fly tipping.	HoS Housing & Community Safety	Place

**Transforming Our Organisation**

Description	Owner	Directorate
T 13 - Increase on-line self service transactions dealt with by the Contact Centre by 20% each year.	HoS Partnerships & Transformation	People

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<p><b>Award of Contract to Supply UPVc External Doors and Windows to Council Housing.</b></p>
---

**Report of the Portfolio Holder - Housing and Community Safety**

This report is open

**Purpose of the Report**

- To seek approval to appoint Nationwide Ltd to install external entrance doors and windows on a responsive basis to Council owned properties for Bolsover District Council.

**1 Report Details**

- 1.1 The Council is required to ensure that its housing stock is maintained and fit for purpose. This includes the requirement to have a responsive door and window replacement service. This contract will be available to all Council Sections to utilise if required.
- 1.2 A new framework has been identified for the installation of external UPVC entrance doors and windows and the framework provider is Efficiency East Midlands.
- 1.3 In order to maintain specifications and standards the Procurement Team have gained access to the framework and organised a compliant procurement exercise via the In-tend e-procurement system, requesting from Nationwide Ltd renewal prices and a response to a quality specification issued. Following evaluation of the submission, a due diligence exercise including a credit safe check was completed successfully to compliantly secure Nationwide Ltd for the contract with Bolsover District Council.
- 1.4 The contract will be for an initial period of two years with two possible extensions, each of one year. Assuming the contract is renewed, the total contract value is estimated at £150,000 over a four year period
- 1.5 Spend is based upon responsive demand which means that the actual spend is difficult to predict. However, this spend has been accounted for and will be met from existing HRA budgets.

**2 Conclusions and Reasons for Recommendation**

- 2.1 It is recommended that Members agree to award the contract to Nationwide Ltd following a compliant procurement exercise. The procurement exercise has been



carried out in accordance with the statutory requirements which ensure a fair process and provides value for money to the Council.

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

- 3.1 The procurement process has been carried out in accordance with the statutory requirements to ensure equality and transparency.

### **4 Alternative Options**

- 4.1 The Housing Section, in conjunction with the Procurement Team have explored the various routes to market and alternative framework agreements and in order to maintain specifications and standards determined the EEM framework as the most suitable and compliant route.

### **5 Implications**

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

- 5.1.1 The cost for this contract has been accounted for and will be met from within existing HRA budgets

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

- 5.2.1 The Procurement Team have established that the framework is compliant with UK and European legislation. Awarding the contract by approaching the framework for the Doors and Windows, and evaluating against our specification/quality has ensured that the Council meets its legal obligations for procurement.

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

- 5.3.1 There are no human resource implications directly arising from this report.

### **6 Recommendations**

- 6.1 That the contract for the installation of external entrance doors and windows to Council owned properties for Bolsover District Council be awarded to Nationwide Ltd.
- 6.2 That the contract is awarded initially for two years with the possibility of two additional periods each of one year.
- 6.3 That the Joint Head of Service (Housing and Community, Safety) be given delegated authority in consultation with the Housing Stock Group and the relevant Portfolio Holder to extend the contract for the maximum of two additional periods each of one year each extension to be conditional upon the satisfactory performance of the contractor.
- 6.4 That progress on this contract is reported through the Housing Stock Group

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC: <i>Revenue - £75,000</i> <input checked="" type="checkbox"/> Y <i>Capital - £150,000</i> <input type="checkbox"/> NEDDC: <i>Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies	Yes
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	Yes
<b>Has the relevant Portfolio Holder been informed?</b>	Yes
<b>District Wards Affected</b>	Potentially all with Council housing, but none significantly
<b>Links to Corporate Plan priorities or Policy Framework</b>	All

## 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
Mark Dungworth	01246 593037

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<b>Award of Contract to Provide Void Cleaning to Council Housing</b>
--

**Report of the Portfolio Holder - Housing and Community Safety**

This report is open

**Purpose of the Report**

- To seek approval to appoint Sweet Aroma for the provision of Void Property Cleaning to Council owned properties for Bolsover District Council.

**1 Report Details**

- 1.1 The Council is required to ensure that its housing stock is maintained and fit for purpose. Includes the requirement to carry out the cleansing of empty council properties prior to letting after carrying out any required void standard works. This contract is also available to other Council departments if required.
- 1.2 Following an open tender process completed by the Procurement Team, a compliant procurement exercise was undertaken via the In-tend e-procurement system, requesting suppliers to bid for the provision of void property cleaning.
- 1.3 There were 22 expressions of interest for this contract and 9 bids were returned. Following evaluation of the submissions, and a due diligence exercise including a credit safe check it was determined that Sweet Aroma was the supplier ranked number 1 with a total score of 96.80 and therefore recommended as the preferred supplier.
- 1.4 The contract will be awarded for an initial period of two years with two possible extensions each of one year. The total contract value is estimated at £150,000 over a four year period.
- 1.5 Spend is based upon responsive demand which means that the actual spend is difficult to predict. However, this spend is accounted for and will be met from existing HRA budgets.

**2 Conclusions and Reasons for Recommendation**

- 2.1 It is recommended that Members agree to award the contract to Sweet Aroma following a compliant procurement exercise. The procurement exercise has been carried out in accordance with the statutory requirements which ensure a fair process and provides value for money to the Council.



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

- 3.1 The procurement process has been carried out in accordance with the statutory requirements to ensure equality and transparency

### **4 Alternative Options**

- 4.1 The Housing department, in conjunction with the Procurement Team explored the alternative routes to market and possible frameworks available. However, none of the framework agreements available gave the option to provide sufficient suppliers to bid and hence provide competitive prices whilst maintaining specifications and standards. An open competitive process therefore was undertaken.

### **5 Implications**

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

- 5.1.1 The cost for this service has been accounted for and will be met from within existing HRA budgets

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

- 5.2.1 The Procurement Team have established that compliant process has been undertaken and within UK and European legislation. Awarding the contract and evaluating against our specification/quality has ensured we meet our legal obligations for procurement.

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

- 5.3.1 There are no human resource implications arising directly from this report.

### **6 Recommendations**

- 6.1 That the contract for the provision of void property cleansing to Council owned properties for Bolsover District Council be awarded to Sweet Aroma.
- 6.2 That the contract will be awarded initially for two years with the possibility of two additional periods each of one year.
- 6.3 That the Joint Head of Service (Housing and Community, Safety) be given delegated authority in consultation with the Housing Stock Group and the relevant Portfolio Holder to extend the contract for the maximum of two additional periods each of one year each extension to be conditional upon the satisfactory performance of the contractor.
- 6.4 That progress on this contract is reported through the Housing Stock Group

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC: <i>Revenue - £75,000</i> <input checked="" type="checkbox"/> Y <i>Capital - £150,000</i> <input type="checkbox"/> NEDDC: <i>Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies	Yes
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	Yes
<b>Has the relevant Portfolio Holder been informed?</b>	Yes
<b>District Wards Affected</b>	Potentially all with Council housing, but none significantly
<b>Links to Corporate Plan priorities or Policy Framework</b>	All

## 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
Mark Dungworth	01246 593037

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

<p><b>Award of Contract to Provide Damp Investigations and Associated Remedial Work</b></p>
---

**Report of the Portfolio Holder - Housing and Community Safety**

This report is open

**Purpose of the Report**

- To seek approval to appoint Baggaley & Jenkins (Remedials) Ltd for the provision of Damp Proofing Property Preservation Works to Council owned properties for Bolsover District Council.

**1 Report Details**

- 1.1 The Council is required to ensure that its housing stock is maintained and fit for purpose. This includes the requirement to carry out damp surveys, damp proofing and associated works on the domestic housing stock. This service is also available to other Council departments if required.
- 1.2 The previous contract for these works has expired and the service requires procuring to ensure the Council continues to receive a quality service which obtains value for money. Following an open tender process completed by the Procurement Team, a compliant procurement exercise was undertaken via the In-tend e-procurement system, requesting suppliers to bid for the provision of Damp Proofing Property Preservation Works.
- 1.3 There were 7 expressions of interest for this project and 2 bids were returned. Following evaluation of the submissions, and a due diligence exercise including a credit safe check it was determined that Baggaley & Jenkins (Remedials) Ltd was the supplier ranked number 1 with a total score of 86.00 against the criteria and a cost per annum based on specifications of £66,807 and therefore recommended as the preferred supplier.
- 1.4 The contract will be awarded for an initial period of two years with two possible extensions each of one year. Assuming the contract is renewed, the total contract value is estimated at £320,000 over a four year period.
- 1.5 It should be noted however, that spend is based upon responsive demand which means that the actual spend is difficult to predict. However, this spend will be met from existing HRA budgets.

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

- 2.1      It is recommended that Members agree to award the contract to Baggaley & Jenkins (Remedials) Ltd following a compliant procurement exercise. The procurement exercise has been carried out in accordance with the statutory requirements which ensure a fair process and provides value for money to the Council.

## **3      Consultation and Equality Impact**

- 3.1      The procurement process has been carried out in accordance with the statutory requirements to ensure equality and transparency.

## **4      Alternative Options**

- 4.1      The Housing department, in conjunction with the Procurement Team explored the alternative routes to market and possible frameworks available. However, none of the framework agreements available gave the option to provide sufficient suppliers to bid and hence provide competitive prices whilst maintaining specifications and standards. An open competitive process therefore was undertaken.

## **5      Implications**

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

- 5.1.1    The cost for this service has been accounted for and will be met from within existing HRA budgets

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

- 5.2.1    The Procurement Team have established that compliant process has been undertaken and within UK and European legislation. Awarding the contract and evaluating against our specification/quality has ensured that the Council meets its legal obligations for procurement.

### **5.3      Human Resources Implications**

- 5.3.1    There are no human resource implications directly arising from this report.

## **6      Recommendations**

- 6.1      That the contract for the Provision of Damp Proofing Property Preservation Work to Council owned properties for Bolsover District Council be awarded to Baggaley & Jenkins (Remedials) Ltd.
- 6.2      That the contract is initially awarded for two years with the possibility of two additional periods each of one year.
- 6.3      That the Joint HOS (Housing and Community, Safety) be given delegated authority in consultation with the Housing Stock Group and the relevant Portfolio Holder to extend the contract for the maximum of two additional periods, each of one year

each extension to be conditional upon the satisfactory performance of the contractor.

6.4 That progress on this contract is reported through the Housing Stock Group

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £75,000 Y</i> <i>Capital - £150,000 <input type="checkbox"/></i> <i>NEDDC: Revenue - £100,000 <input type="checkbox"/></i> <i>Capital - £250,000 <input type="checkbox"/></i> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	Yes
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	Yes
<b>Has the relevant Portfolio Holder been informed?</b>	Yes
<b>District Wards Affected</b>	Potentially all with Council housing, but none significantly
<b>Links to Corporate Plan priorities or Policy Framework</b>	All

## 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
Mark Dungworth	01246 593037

**Bolsover District Council**

**Executive**

**4th March 2019**

<b>Business Rates Discretionary Retail Discount</b>
---

**Report of the Portfolio Holder - Finance & Resources and  
Renewable Energy**

This report is public

**Purpose of the Report**

- To provide Executive with details of the Government's proposals for a new discretionary business rates retail discount scheme designed to support certain small and medium retail businesses and request approval to adopt a scheme to meet the intent of the proposals.

**1 Report Details**

- 1.1 National Non-Domestic rates (business rates) are levied on non-domestic properties which appear in the local rating list. A proportion of the amount collected by the council, 50% for 2019/20, is retained locally and provides a significant contribution towards the cost of providing local services.
- 1.2 In the Autumn Budget 2018, the Government announced that eligible occupied retailers with a rateable value below £51,000 will receive a one third discount on their business rates bills. This scheme will run in 2019/20 and 2020/21 and is restricted to "retail" properties by a broad definition relating to the sale of tangible goods, including prepared food and drink rather than services and is specified in detail in Appendix 1.
- 1.3 As the discount is scheduled to last for only 2 years the Government does not intend to amend primary legislation but expects councils to use their discretionary powers under section 47 of the Local Government Finance Act 1988, as amended to grant the discount, the value of which will be reimbursed by a grant under Section 31 of the Local Government Act 2003
- 1.4 The detail of the scheme which the government expects rating authorities to adopt is provided in a guidance document from the Ministry of Housing, Communities and Local Government and the council's scheme will be based on that document and will follow the government guidance notes in full. Eligibility will be determined for the financial year 2019/20 in the first instance and the discounts applied automatically to qualifying businesses' bills.

- 1.5 Only discount granted within the Government guidelines will be eligible for reimbursement and Local Authorities have been requested to estimate the likely cost of providing this in their National Non Domestic Rate Return 1 (NNDR1).

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

- 2.1 The report seeks agreement to introduce the proposed Business Rates Discretionary Retail Discount Scheme, in accordance with the Government's establishment of funding.

## **3 Consultation and Equality Impact**

- 3.1 There are no consultation or equality issues arising from this report.

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

- 4.1 Should the Council decide to not adopt the scheme, retail properties within the district may not be able eligible to access the discount to their business rates.

## **5 Implications**

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

- 5.1.1 The government has confirmed that the council will be fully reimbursed for qualifying expenditure incurred in line with the guidance.
- 5.1.2 The estimate of total additional discount to be granted for the council is £305,000 of which the 50% share of the Council's and other local precepting authorities is expected to be fully reimbursed.

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

- 5.2.1 The council has been given the responsibility to assist the Government in providing an additional business rates discount to assist retail business in the area through exercising discretionary powers and must consider and formally approve the use of these powers.
- 5.2.2 Section 47 of the Local Government Finance Act 1988 allows a billing authority to provide discretionary relief for business rates.
- 5.2.3 State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary discount falls within the definition and in order for businesses to be compliant with the De Minimis Regulations (EC 1407/2013) they must sign a declaration that the award of this discount is within the threshold of €200,000 received over a rolling three year period. The State Aid provisions will be assessed as part of the eligibility evaluation process.

### **5.3 Human Resources Implications**

- 5.3.1 There are no issues arising directly from this report.

## 6 Recommendation

- 6.1 That Executive formally approves the adoption of a new business rates retail discount scheme as set out in Appendix 1, for the financial years 2019-20 to 2020-2021.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC: <i>Revenue - £75,000</i> <input checked="" type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> NEDDC: <i>Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	Yes
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	Yes
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	None directly
<b>Links to Corporate Plan priorities or Policy Framework</b>	All.

## 8 Document Information

Appendix No	Title	
1	NEDDC Business Rates Discretionary Retail Discount Scheme	
<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>
Dawn Clarke – Head of Finance & Resources		01246 217658