



To: Leader and Members of Executive

The Arc
High Street
Clowne
S43 4JY

Friday, 18th September 2020

Contact: Donna Cairns
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Dear Councillor

EXECUTIVE

You are hereby summoned to attend a meeting of the Executive of the Bolsover District Council to be held as a Virtual Meeting and within the Council Chamber at The Arc, Clowne on Monday, 28th September, 2020 at 10:00 hours.

Members will be sent the details on how to access the Virtual Meeting by email.

Virtual Attendance and Hybrid Meetings

I have provided the Leader and Deputy Leader with advice on the holding of "hybrid" meetings outlining the risks including to employees dealing with the Chamber and to Members. Hybrid meetings are those where some attendance is in person in the Council Chamber and some is virtual.

I would encourage you all to attend virtually.

Accordingly if you attend in person you will be deemed to have accepted the following disclaimer (overleaf) as applying.



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 agenda in large print
or another format please call us on 01246 217753**

If you require an adjustment to enable you to participate in or access the meeting please contact the Governance Team at least 72 hours before the meeting starts.

Risk Assessment Disclaimer

When attending this meeting in person, I confirm that I have read and understood the contents of each of the following risk assessments and agree to act in line with its content.

- Covid-19 ARC RTW RA001
- Working in Offices At The Arc During Covid-19 Pandemic Guidance – ARC – SSW001
- Meetings – EM001 - Committee and Council Meetings during the Covid-19 pandemic

These documents have been emailed to Members and are available on the Modern.Gov App library.

The same advice is given to officers who are also encouraged to participate in the meeting remotely.

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

You will find the contents of the agenda itemised from page 3 onwards.

Yours faithfully

A handwritten signature in black ink, reading "Sarah Steenberg". The signature is written in a cursive, flowing style with a large initial 'S'.

Solicitor to the Council & Monitoring Officer

EXECUTIVE

AGENDA

Monday, 28 September 2020 at 10:00 hours taking place as a Virtual Meeting and in the Council Chamber, The Arc, Clowne

| Item No. | PART 1 – OPEN ITEMS | Page No.(s) |
|----------|---|-------------|
| 1. | Apologies For Absence | |
| 2. | Urgent Items of Business To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4(b) of the Local Government Act 1972. | |
| 3. | Declarations of Interest Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of: a) any business on the agenda b) any urgent additional items to be considered c) any matters arising out of those items and if appropriate, withdraw from the meeting at the relevant time. | |
| 4. | Minutes To consider the minutes of the last meeting held on 27 th July 2020. <u>MATTERS REFERRED FROM SCRUTINY</u> None. <u>BUDGET & POLICY FRAMEWORK ITEMS</u> None. <u>NON KEY DECISIONS</u> | 6 - 15 |
| 5. | Budget Monitoring Report - Quarter 1 - April to June 2020 <i>Recommendations on page 22</i> | 16 - 39 |
| 6. | Corporate Debt - 2019/20 <i>Recommendations on page 45</i> | 40 - 46 |

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|-----|--|-----------|
| 7. | Framework of 'in principle' permissions to facilitate and enable regeneration of Shirebrook's Town Centre | 47 - 166 |
| | <i>Pages 57 – 166 are not included in the paper version and are online only.</i> | |
| | <i>Recommendations on pages 53 and 54</i> | |
| 8. | Extension to Local Development Order to support the Shop Front Repairs Grants Scheme | 167 - 173 |
| | <i>Recommendations on pages 171 and 172</i> | |
| 9. | Community Lottery Scheme | 174 - 188 |
| | <i>Recommendations on page 176 and 177</i> | |
| 10. | Endorsement of Urgent Delegated Decision to create a fixed term four year planning apprenticeship post within the Planning Enforcement Team | 189 - 193 |
| | <i>Recommendations on page 190</i> | |
| 11. | Selling Services | 194 - 205 |
| | <i>Recommendations on page 196</i> | |

KEY DECISIONS

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|-----|---|-----------|
| 12. | The provision of Positive Input Ventilation Systems for Bolsover District Council Housing Department | 206 - 208 |
| | <i>Recommendations on page 207</i> | |
| 13. | Exclusion of the public | |

To move:-

“That under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the stated Part 1 of Schedule 12A of the Act and it is not in the public interest for that to be revealed.” [The category of exempt information is stated after each item].

PART 2 - EXEMPT ITEMS

KEY DECISIONS

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|------------|--|-----------|
| 14. | Establishment of an Economic Loan Fund | 209 - 213 |
| | <i>Recommendations on page 212 (Paragraph 3)</i> | |
| 15. | Future of former Creswell Station Building | 214 - 416 |
| | <i>Pages 222 – 416 are not included in the paper version and are online only.</i> | |
| | <i>Recommendations on page 218 (Paragraph 3)</i> | |
| 16. | Proposed demolition of flats off High Street, Tibshelf | 417 - 421 |
| | <i>Recommendations on page 419 (Paragraph 3)</i> | |
| 17. | Purchase of Section 106 Properties from Avant off Skinner Street – Creswell | 422 - 433 |
| | <i>Recommendations on page 423 (Paragraph 3)</i> | |
| 18. | Sale of Council-owned land at Shirebrook | 434 - 438 |
| | <i>Recommendations on page 436 (Paragraph 3)</i> | |

EXECUTIVE

Minutes of a meeting of the Executive of the Bolsover District Council held in the Virtual Meeting by Video Conference and Live Streamed on Monday, 27th July 2020 at 10:00 hours.

PRESENT:-

Members:-

Councillor Steve Fritchley in the Chair

Councillors Duncan McGregor (Vice-Chair), Nick Clarke, Mary Dooley, Clive Moesby, Sandra Peake, Liz Smyth and Deborah Watson.

Officers:- Karen Hanson (Joint Director of Environment and Enforcement), Grant Galloway (Director of Development), Sarah Sternberg (Solicitor to the Council & Monitoring Officer), Theresa Fletcher (Head of Finance and Resources & Section 151 Officer), Chris Fridlington (Assistant Director of Development), Pam Brown (Head of Leader's Executive and Partnerships), Matthew Broughton (Joint Head of Partnership and Transformation), Wayne Carter (Leisure Operations Manager), Kath Drury (Information, Engagement and Performance Manager), Lucy Sheppard (Partnerships Policy Officer), Nicola Calver (Governance Manager), Donna Cairns (Senior Governance Officer) and Tom Scott (Governance Officer).

EX10-20/21 APOLOGIES FOR ABSENCE

There were no apologies for absence.

EX11-20/21 URGENT ITEMS OF BUSINESS

There was no urgent business to be considered at the meeting.

EX12-20/21 DECLARATIONS OF INTEREST

Members were requested to declare the existence and nature of any disclosable pecuniary interests and/or other interests, not already on their register of interests, in any item on the agenda and withdraw from the meeting at the appropriate time.

Councillor Steve Fritchley and Councillor Sandra Peake declared significant other interests in relation to Item 6 – Shirebrook Crematorium – arising from their membership of Shirebrook Town Council. Both Members left the meeting for the discussion and vote on this item.

Councillor Steve Fritchley declared a Disclosable Pecuniary Interest in relation to Item 10 - Refund of Leaseholders' Management Fees – due to being affected personally as a leaseholder. Councillor Fritchley left the meeting for the discussion and vote on this item.

In relation to Agenda Item 11 – Award of Raising Aspirations Contract – Councillor Clive Moesby wished it to be noted that as a member of Derbyshire County Council he had a non-significant other interest in the matter due to funding for the Raising Aspirations being provided by Derbyshire County Council.

EXECUTIVE

EX13-20/21 CHANGE OF ORDER OF THE AGENDA

It was moved by the Leader, Councillor Steve Fritchley, and seconded by Councillor Duncan McGregor that Item 6 – Shirebrook Crematorium and Item 10 – Refund of Leaseholder's Management Fees be moved to the end of the agenda due to the Leader needing to leave the room for these items. It was also noted that Item 11 – Raising Aspirations Programme – was to be considered in public session, rather than private, which was an error on the agenda.

RESOLVED – That the agenda be altered to the order as set out within these minutes.

EX14-20/21 MINUTES

Moved by Councillor Sandra Peake and seconded by Councillor Mary Dooley

RESOLVED that the minutes of a meeting of Executive held on 29th June 2020 be approved as a true and correct record.

NON KEY DECISIONS

EX15-20/21 CORPORATE PLAN TARGETS PERFORMANCE QUARTER 4 2019/20

Executive considered the report of the Portfolio Holder – Corporate Governance which reported on the outturns for Quarter 4 of 2019/20 for the Corporate Plan targets. The report set out progress on all key tasks and performance indicators that contributed directly to the aims within the Council's Corporate Plan.

Out of the 26 targets, 22 had been achieved (84%), 3 had failed (12%) and 1 (4%) was awaiting information. It was noted that the 3 failed targets had all been rolled over into the performance framework for the Council Ambition for 2020-2024 so they would be continue to be monitored and reviewed and actions would be taken to address them.

A figure on the number of newly built residential properties was not yet available as this required the planning department to visit sites to count the completed dwellings. This had been delayed due to the Covid-19 pandemic and restrictions. It was hoped that this information could be provided with the Quarter 1 report for 2020/21.

Members discussed waste and recycling collections due to reports from some members of the public of incidents of bins not being emptied due to alleged contamination and some complaints about the language and behaviour of the recycling contractors. The Portfolio Holder – Environment advised she would take up these matters with the Head of Street Scene.

The Deputy Leader queried why sheltered accommodation was not included in the re-let times. The Assistant Director of Development advised that the Customer Service and Transformation Scrutiny Committee were looking at re-let times and a report was to be provided on these issues. The Covid-19 pandemic had impacted the performance on this target. The report for Scrutiny would also be provided to Executive Members.

EXECUTIVE

Moved by Councillor Duncan McGregor and seconded by Councillor Sandra Peake
RESOLVED - That progress and outturns against the Corporate Plan 2019-2020 targets be noted.

REASON FOR DECISION:

This was an information report to keep Members informed of progress against the corporate plan targets noting achievements and any areas of concern.

OTHER OPTIONS CONSIDERED:

Not applicable to this report as it was providing an overview of performance against agreed targets.

(Director – Corporate Resources)

KEY DECISIONS

EX16-20/21 PLAYING PITCH IMPROVEMENTS (CLOWNE)

Executive considered the report of the Portfolio Holder – Partnerships and Leisure which requested capital funding from the Council towards the cost of a full size floodlit 3G Football Turf Pitch (FTP), with the majority of the cost funded by the Football Foundation. Approval was also sought to engage with the Football Foundation to start the process of developing the proposal at The Arc.

The proposal had arisen following a local demand study which identified The Arc as a strategic site. Members considered it a great opportunity to develop another top class facility at The Arc alongside the leisure facility.

A feasibility study was to be carried out and it was hoped that this would be submitted to the Football Foundation by October 2020. A decision from the Football Foundation on the matched funding was expected by January 2021.

Members noted that initial consultations had taken place with Derbyshire Wildlife Trust and Environmental Health as part of pre-application advice provided by the Planning service and that any issues would be addressed as part of a full planning application.

Moved by Councillor Mary Dooley and seconded by Councillor Duncan McGregor
RESOLVED – That -

- (1) Executive agree to contribute £262,500 (£250k + 5% contingency) from the Council's Transformation Reserve into the Capital Programme towards the cost of the 3G FTP at The Arc, with the Football Foundation contributing the remaining £500,000 to the project.
- (2) A replacement pitch fund be created to contain annual contributions for 10 years from income received from the pitch,
- (3) Executive delegate powers to the Head of Service - Transformation & Organisation to enter agreements and contracts associated with and ancillary to project.

EXECUTIVE

- (4) *It be recommended to Council that the scheme be added to the Capital Programme.*
- (5) The above resolutions be subject to the issues raised Derbyshire Wildlife and the Environmental Health service being addressed as part of the full planning application.

REASON FOR DECISION:

As the project was one of the priority projects in the Local Football Facility Plan for Bolsover to meet demand from local clubs for an all-weather facility it was recommended that the Council work with the Football Foundation to develop a 3G FTP at The Arc.

OTHER OPTIONS CONSIDERED:

The retention and improvement of the existing pitches had been considered, but given the cost of carrying out the necessary works, the limited additional benefit they would provide in terms of availability and the lack of sufficient additional rental income meant that this option was rejected.

(Director – Corporate Resources)

EX17-20/21 EXCLUSION OF THE PUBLIC

Moved by Duncan McGregor and seconded by Councillor Sandra Peake

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

PART 2 - EXEMPT ITEMS

NON KEY DECISIONS

EX18-20/21 RE-IMAGINING PLEASLEY VALE

Executive considered the report of the Portfolio Holder – Economic Development which provided an update on the proposals to redevelop Pleasley Vale and requested funding for pre-planning technical work to determine the viability for the project.

Executive discussed the timetable for the reports to be produced, with an indication given by the Director of Development that it would be in the next few months.

Moved by Councillor Liz Smyth and seconded by Councillor Steve Frith

RESOLVED - That £50,000 be allocated to the project from the transformation reserve to commission technical reports on highways, flood risk, drainage and disposal of foul water, under delegated authority granted to the Assistant Director of Development in consultation with the Re-Imagining Pleasley Vale Strategic Group.

EXECUTIVE

REASON FOR DECISION:

The Council needed to be satisfied that the proposals could be provided with a safe and suitable access and that the cost of any necessary highway improvements would not prevent the development going ahead before it could be satisfied that the proposed development was capable of being delivered.

Equally, the Council needed to be satisfied that flood risk would not be a significant constraint on development of the site and that provision of appropriate drainage and disposal of foul drainage would be achievable and affordable before it could be satisfied that the proposed development would be reasonably likely to happen.

OTHER OPTIONS CONSIDERED:

The 'do nothing' option was rejected in line with the request of Members made at the informal meeting of the Executive in May 2020.

The 'do more' option was not recommended at this stage because the outcome of the survey work recommended in this report may have materially altered the scheme, which would have made redundant any additional work carried out at this stage.

(Paragraph 3)
(Director of Development)

KEY DECISIONS

EX19-20/21 SAFE AND WARM UPGRADE SCHEME - PATTISON STREET - SCHEME UPDATE

Executive considered the report of the Portfolio Holder – Housing regarding pre-contract variations which had increased the contract value for the Safe and Warm Upgrade Scheme at Pattison Street, compared to the tender received which was originally approved by Executive in February 2020.

The works had been awarded to the contractor Matthews & Tannert Ltd. The Client (Housing Services) had requested that identified essential works be undertaken during the scheme in addition to the original tender specification.

Moved by Councillor Sandra Peake and seconded by Councillor Duncan McGregor

RESOLVED - That the Contract entered into with Matthews & Tannert Ltd be for the revised sum of £660,485.70.

REASON FOR DECISION:

The additional works were more cost effective than returning in the near future and ensured that the tenants would not be disrupted again nor would they incur substantial redecoration costs as each room would be affected during the required electrical rewire to the flat.

OTHER OPTIONS CONSIDERED:

The alternative of deferring the rewire works was rejected as it would have incurred additional and repeated costs both to the Council and the tenants, and would have led to tenants enduring substantial disruption and upset twice in a relatively short period.

(Paragraph 3)
(Director of Development)

EXECUTIVE

EX20-20/21 AWARD OF ELECTRICAL UPGRADE AND REWIRING PROGRAMME

Executive considered the report of the Portfolio Holder – Housing that sought approval for the award of the contract for Electrical Works in council owned domestic properties for Bolsover District Council. Efficiency East Midlands' Framework for regional provision of Electrical works had been used to engage a suitable contractor.

Moved by Councillor Sandra Peake and seconded by Councillor Duncan McGregor
RESOLVED – That:

- (1) Executive agree to awarding the contract, within the Framework, to Farrendale Ltd.
- (2) Progress on this contract is reported through the Housing Stock Group.
- (3) The Director of Development is given delegated power to add and remove any of the six other Framework Contractors, as required to meet operational requirements, within the terms of the Framework.

REASON FOR DECISION:

The procurement of these works had been undertaken in compliance of standard council procedures.

OTHER OPTIONS CONSIDERED:

The alternative option of carrying out a full competitive tender process by Bolsover District Council was rejected because the Framework attracted a broader range of contractors.

(Paragraph 3)
(Director of Development)

EX21-20/21 PURCHASE OF EMPLOYMENT LAND AT SHIREBROOK

Executive considered the report of the Portfolio Holder – Economic Development which sought approval to purchase development land at Portland Drive, Shirebrook.

Moved by Councillor Liz Smyth and seconded by Councillor Duncan McGregor
RESOLVED – That-

- (1) Executive approve the purchase of the land at Portland Drive, Shirebrook up to the value of £165,000; and
- (2) Executive delegate authority to the Director of Development to agree the final purchase price and the remaining terms and conditions of the purchase and purchase agreement
- (3) It be recommended to Council that the scheme be added to the Capital Programme.

EXECUTIVE

REASON FOR DECISION:

This represented an opportunity to pursue development opportunities within the district and to create a revenue income using capital money to develop commercial units.

OTHER OPTIONS CONSIDERED:

The option to not pursue the sale of the land was rejected because land was at a premium within the district, this was viable land and was available within the value band recommended by the Senior Valuer. There was a demand for commercial properties in this location.

(Paragraph 3)
(Director of Development)

EX22-20/21 PURCHASE OF SECTION 106 PROPERTIES FROM RIPPON HOMES OFF BALL HILL - SOUTH NORMANTON

Executive considered the report of the Portfolio Holder – Housing which recommended the purchase of 3 properties for rent within the Housing Revenue Account off Ball Hill, South Normanton.

Council approval for the inclusion of the scheme in the Capital Programme had been granted on 22nd July 2020.

RESOLVED – That –

- (1) Executive note the contents of this report.
- (2) Executive approve the purchase of the 3 properties from Rippon Homes off Ball Hill – South Normanton for the agreed price in paragraph 1.4 subject to SDLT and 10% contingency to include fees.
- (3) The Director of Development be given delegated powers to enter into contract with Rippon Homes for the purchase of the properties. This includes the timescale for delivery and to agree the final purchase price and costs.

REASON FOR DECISION:

This proposal offered value for money, would meet local housing need and increase the Council's housing stock.

OTHER OPTIONS CONSIDERED:

The option to not purchase the properties was rejected as the properties were to fulfil a housing need in the area. This housing mix best supported that identified housing need.

(Paragraph 3)
(Director of Development)

EX23-20/21 RE-ADMISSION OF THE PUBLIC

RESOLVED – That the public be re-admitted to the meeting (via the Live Stream online).

EXECUTIVE

Councillor Steve Fritchley and Councillor Sandra Peake left the meeting at this point.

Councillor Duncan McGregor took the Chair

PART 1 - OPEN ITEMS [CONT]

NON KEY DECISIONS

EX24-20/21 SHIREBROOK CREMATORIUM

Executive considered the report of the Portfolio Holder – Economic Development that provided an update on proposals for a crematorium on land at Shirebrook and sought to secure funding for pre-planning technical work.

A possible site had been identified and initial work had been carried out on assessing the feasibility of this site. There were no obvious planning constraints on development of a crematorium on the land.

The next steps to determine whether these proposals were viable were to evaluate quantitative and qualitative need for the facility and then identify an operator.

Moved by Councillor Liz Smyth and seconded by Councillor Clive Moesby

RESOLVED - That £20,000 be allocated from the transformation reserves to the project to commission technical reports on qualitative and quantitative need for a new crematorium on land at Shirebrook, under delegated authority granted to the Assistant Director of Development.

REASON FOR DECISION:

To enable an informed decision to be taken on the feasibility and viability of a new crematorium on the land at Shirebrook based on the quantitative and qualitative need for the new facility before this scheme could be progressed.

OTHER OPTIONS CONSIDERED:

A 'do nothing' option was rejected because this would not have progressed the scheme.

A 'do more' option was not recommended at this stage because the outcome of the reports may have made any additional work carried out at this stage redundant.

(Paragraph 3)
(Director of Development)

Councillor Sandra Peake returned to the meeting at this point.

EXECUTIVE

KEY DECISIONS

EX25-20/21 AWARD OF RAISING ASPIRATIONS CONTRACT

Executive considered the report of the Portfolio Holder – Partnerships and Leisure which advised on the outcome of the report tender process for the Raising Aspirations contract and sought approval for the appointment of Derbyshire Education Business Partnership (DEBP) to continue delivering the Raising Aspirations programme.

With continued commitment of funding for 2020/21 and 2021/22 from Derbyshire County Council's localities and place budget, the Partnership, Strategy and Policy Team had worked with Public Health colleagues to design and co-ordinate a tender for a one year contract to commence in September 2020. The tender required work to be delivered in targeted schools across Derbyshire to raise aspirations and address the wider determinants of health. The three schools that were to benefit from the raising aspirations project in the Bolsover District were Stubbing Wood Special School, Frederick Gent School and Heritage High School.

Moved by Councillor Mary Dooley and seconded by Councillor Duncan McGregor

RESOLVED – That Executive note the contents of this report and approve the appointment of Derbyshire Education Business Partnership to deliver the Raising Aspirations programme from September 2020 to August 2022.

REASON FOR DECISION:

DEBP provided an outstanding tender submission demonstrating an exceptional understanding of the specification requirements and an excellent track record through their existing Raising Aspirations delivery and other initiatives.

OTHER OPTIONS CONSIDERED:

The option to do nothing was rejected as funding had already been allocated to the programme. The option to extend the current contract was not possible under procurement rules.

(Head of Leader's Executive and Partnerships)

EX26-20/21 EXCLUSION OF THE PUBLIC

Moved by Councillor Duncan McGregor and seconded by Councillor Clive Moesby

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

EXECUTIVE

PART 2 - EXEMPT ITEMS [CONT]

KEY DECISIONS

EX27-20/21 REFUND OF LEASEHOLDERS' MANAGEMENT FEES

Executive considered a report of the Portfolio Holder – Housing which recommended the refunding of management fees charged by the Council in relation to the service charges applied to leasehold properties over a seven year period.

Moved by Councillor Sandra Peake and seconded by Councillor Liz Smyth

RESOLVED - That on the basis that the management fees do not meet the statutory tests of 'reasonableness' in the 1985 Act:

- (1) existing tenants be refunded any management fees paid to the Council from when they took on their lease where their account is up to date in all other respects;
- (2) where an account is in arrears, existing tenants should be refunded any management fees previously paid to the Council from when they took on their lease but any refund should be first used to clear any arrears with the tenant receiving any remaining balance of the refund;
- (3) an advertisement is placed on the Council's website inviting former tenants to apply for a refund of any management fees paid to the Council during their tenancy providing a proof of ID, verification of bank account details and proof of payment to prevent fraud; subject to
- (4) where an old account has not been settled in full, previous tenants should be refunded any management fees previously paid to the Council during their tenancy but any refund should be first used to clear any outstanding debts with the tenant receiving any remaining balance of the refund.

REASON FOR DECISION:

As the Council could not convincingly demonstrate that the management fees accrued over seven years were charges reasonably incurred by the tenants or that the service they paid was provided to a reasonable standard, it was agreed that the fees be refunded.

OTHER OPTIONS CONSIDERED:

A 'do nothing' option was rejected because this would not have resolved the existing complaints or satisfactorily addressed the issues raised in this report.

A 'do less' option was rejected because a time limit on certain claims against the Council in the 1985 Act could not be reasonably applied to the matters at hand.

(Paragraph 3)
(Director of Development)

The meeting concluded at 11:10 hours.

Bolsover District Council

Executive

28th September 2020

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| <p>Budget Monitoring Report Quarter 1 – April to June 2020</p> |
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Report of the Portfolio Holder - Finance and Community Safety

This report is public

Purpose of the Report

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

1 Report Details

- 1.1 This report provides the current financial position following the 2020/21 quarter one monitoring exercise. It does not yet include any of the grant received from Government to help mitigate expenditure incurred and/or income lost due to the Coronavirus pandemic. This will be included when the revised budgets are produced in November when a clearer idea of the financial support to be received is known.

General Fund Revenue Account

- 1.2 The General Fund Revenue Account summary is shown in **Appendix 1**. The original budget for 2020/21 showed a funding deficit of £0.290m. The current budget shows this has reduced to £0.171m deficit after the Council tax increase and other small movements are included. As savings are identified and secured they are moved into the relevant cost centres within the main General Fund Directorates. **Appendix 2** details the net cost of each cost centre within the Directorates.
- 1.3 Salary budgets for 2020/21 were last reviewed by officers in October 2019 as part of preparing the 2020/21 MTFP. During quarter 1 the salary budgets have been reviewed for changes since October and £0.168m can now be removed from budgets. This is due to a combination of vacant posts taking longer to fill, maternity leave and changes due to restructuring.
- 1.4 This is the first budget monitoring report to be presented in the new three Directorate format. As such there are some transition lines within the top half of **Appendix 1**.

1.5 Within the Directorates there is the following to report:

- The Corporate Resources Directorate shows a favourable variance of £0.217m. This relates mainly to :
 1. Under spends due to invoices not yet paid and vacancies at the end of the quarter (£0.288m) – favourable.
 2. Income received in advance of any expenditure (£0.549m) – favourable
 3. Annual invoices were paid in quarter 1 which makes the profiled budget look overspent (£0.279m) – adverse.
 4. Expenditure has been spent but the income hadn't been received as it is claimed in arrears (£0.083m) – adverse.
 5. Over spends against quarter 1 budget due to less income received, new pressures or where expenditure is seasonal and not profiled over 4 quarters (£0.278m) – adverse
- The Development Directorate shows an adverse variance of £0.132m. This relates mainly to:
 1. Under spends due to invoices not yet paid and vacancies at the end of the quarter (£0.071m) – favourable.
 2. Income received in advance of any expenditure (£0.177m) – favourable.
 3. Annual invoices were paid in quarter 1 which makes the profiled budget look overspent (£0.175m) – adverse.
 4. Expenditure has been spent but the income hadn't been received as it is claimed in arrears (zero) – adverse.
 5. Over spends against quarter 1 budget due to less income received, new pressures or where expenditure is seasonal and not profiled over 4 quarters (£0.238m) – adverse.
- The Environment and Enforcement Directorate shows a favourable variance of £0.138m. This relates mainly to:
 1. Under spends due to invoices not yet being paid and vacancies at the end of the quarter (£0.022m) – favourable.
 2. Income received in advance of any expenditure (£0.339m) – favourable.
 3. Annual invoices were paid in quarter 1 which makes the profiled budget look overspent (£0.043m) – adverse.
 4. Expenditure has been spent but the income hadn't been received as it is claimed in arrears (£0.014m) – adverse.
 5. Over spends against quarter 1 budget due to less income received, new pressures or where expenditure is seasonal and not profiled over 4 quarters (£0.128m) – adverse.

1.6 In order to improve the monitoring and control of Section 106 monies received by the Council, the sums due to be utilised in a financial year are now recorded within the General Fund directorate budgets with the expenditure recorded against these

sums. The amount budgeted to be spent in 2020/21 is £1.189m. Of this £0.044m has to be spent by 14th January 2021 or the funding will be lost. Officers are working to ensure that this spend is undertaken in line with the S106 legal requirements.

- 1.7 The overall position at the end of quarter 1 shows that there is a favourable variance of £0.223m. However, this includes the S106 under spent expenditure, the position without these is £0.069m under achieved. As has been reported in the Leader's updates, in April, May and June we lost Leisure income totalling £0.412m which we will not recover in 2020/21. Planning income is also under achieved at this time.
- 1.8 During quarter 2 we will discover how much other income we have lost due to sundry debtor invoices not being paid for such as trade waste, commercial property rent, housing benefit overpayments and other miscellaneous income. We will also have a better idea of the losses to the collection fund due to increased arrears which we will share with the preceptors for business rates and council tax. Officers will continue to monitor the position during the next quarter.
- 1.9 The table below shows the latest position of all years in the current MTFP as reported in the February Council report. It should be remembered that for all years from 2021/22 there is a transfer into the general fund from the NNDR Growth Protection Reserve to replace the losses caused by changes in Government funding. As a Council we made it our strategy to save extra income earned in years when we received more than we estimated, to be able to use it in future years when income was reduced. These transfers are £1.027m 2021/22, £1.033m 2022/23 and £1.246m in 2023/24. Any surplus made since February 2020 will be returned to the reserve to extend the use of the reserve for as long as possible.
- 1.10 This reserve is not a sustainable source of income for the general fund. This is where we look to the new directorate for development to generate income and replace the funding we've lost before we run out of the NNDR Growth Protection Reserve.

| <u>Table 1</u> | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|
| Budget Shortfall – MTFP Feb 2020 | 290 | 441 | 594 | 682 |
| Efficiencies identified to date (removed from budget) | (119) | (131) | (141) | (151) |
| Current Budget Shortfall | 171 | 310 | 453 | 531 |
| Efficiencies identified <u>not yet realised</u> | (168) | (250) | (402) | (552) |
| Pension costs to be funded by GF balance | (79) | (81) | (82) | (19) |
| Target Budget Shortfall/(Surplus) | (76) | (21) | (31) | (40) |

- 1.11 Officers will begin working with budget managers during the next quarter to compile a revised budget for 2020/21. This will amend the current budgets to capture additional budget savings and losses and reduce spending where it is anticipated that there will be a minimal impact upon service delivery. Where possible the budget in future years will be amended to reflect savings identified to assist with projected budget shortfalls. The revised budget position will be presented to Executive in November.

Delays to Government Reviews

- 1.12 MHCLG has confirmed that the Fair Funding Review and reform of the business rates system will be delayed for a year in the wake of the Coronavirus pandemic. The changes were planned for 2021/22 but it is believed the Government will not be in a position to implement them. There has also been talk, although no official announcement, of the Spending Review 2020 and reform to New Homes Bonus also being postponed. We can only wait for the official announcement to see how this will affect our finances as there is too much uncertainty regarding the financial impact of the pandemic to make predictions.

Housing Revenue Account (HRA)

- 1.13 The Housing Revenue Account summary for the first quarter of 2020/21 is set out in **Appendix 3** to this report. At the end of quarter 1 the HRA is showing a net deficit of £0.027m.

Income

- 1.14 The quarter 1 income figures show an adverse variance of £0.552m. This is mainly due to the timing of the rent free week falling into the first quarter. The annual budget is profiled to receive 12 weeks in the first quarter when actually only 11 weeks were billed. An estimate of the weekly rent debit is £0.427m. The large adverse variance on Supporting People Wardens is due to the quarter 1 invoice to DCC for the Provision of Independent Living Service not yet being raised - £0.070m.

Expenditure

- 1.15 Expenditure shows an overall favourable variance of £0.534m. The main areas to highlight are listed below:
1. Repair and Maintenance at £0.849m is £0.376m lower than forecast which is due to a combination of the following:
 - Vacancies are £0.030m under spent. Following DD approval posts are to be advertised shortly.
 - Subcontractor payments and stores issues through Travis Perkins are both £0.150m under spent. This is mainly related to delays caused by Coronavirus and will be looked at as part of revised budgets.
 2. Rent, Rates, Taxes and Other Charges expenditure at £0.012m is £0.044m under spent due to the Council Tax liability on void properties not paid as yet.

3. Special Services expenditure is £0.047m under spent because the invoice for quarter 1 has not yet been paid.

HRA – Overall Summary

- 1.16 In light of the above and the expenditure patterns to date, there are no significant issues to report regarding the overall position for the HRA at the end of the first quarter. As discussed in 1.8, in quarter 2 we should have a better idea how much rent arrears have been affected by the financial impact of Coronavirus on our tenants.

Capital Programme

Capital Expenditure

- 1.17 The capital programme summary for the first quarter of 2020/21 is provided in **Appendix 4** to this report.
- 1.18 In headline terms, the capital programme profiled budget for quarter 1 is £3.179m and the actual spend and known commitments total £2.483m, which is £0.696m behind the planned spend position. The main areas to highlight are listed below:
 1. Both the General Fund Asset Management Plan/Assets and the New Bolsover Scheme, have spent more in the first quarter than the profiled budget for the quarter. This is not a problem but it makes the schemes look over spent against the profiled budgets at £0.153m and £0.602m for the quarter.
 2. General Fund Vehicle Replacements appear under spent at £0.125m but the scheme can't really be quarterly profiled.
 3. Dragonfly loan and acquisition of share capital are showing as £0.531m under spent which is due to a delay to the start of the next phase of the scheme.
 4. The new build HRA properties are together £0.259m under spent for the quarter due to the phasing of the individual schemes.
 5. The Public Sector Housing schemes on our own properties are currently £0.450m under spent at the end of the first quarter.
- 1.19 Whilst there are no significant financial issues to report regarding capital expenditure at the end of the first quarter, it must be noted that the delivery of the approved capital programme is behind the profiled position as at quarter 1, in part due to Coronavirus related delays. This was anticipated and caused concern regarding the spending of the 1-4-1 capital receipts that had a deadline to be spent by 30/9/20 or they had to be returned.
- 1.20 Officers highlighted this as a problem to MHCLG in March and have since received notification of an extension to the deadline to 31/12/20. It is felt this may still cause a problem and MHCLG have been informed of this and are being kept updated on the spend position of the 1-4-1 receipts on a quarterly basis. Officers will continue to closely monitor the delivery of the Programme.

Capital Resources

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

General Fund – The financing of the General Fund part of the capital programme is in line with the approved financing arrangements.

Treasury Management

- 1.22 The treasury management function covers the borrowing and investment of Council money. This includes both the management of the Council's day to day cash balances and the management of its long term debt. All transactions are conducted in accordance with the Council's approved strategy and the CIPFA Code of Practice. Good treasury management plays an important role in the sound financial management of the Council's resources.
- 1.23 The Council approved the 2020/21 Treasury Management Strategy at its meeting in February 2020. **Appendix 5** identifies the Treasury Management activity undertaken during the first quarter of 2020/21 and demonstrates that this is in line with the plans agreed as part of the strategy. The income received from investments is currently higher than budgeted although interest rates being received on investments is generally lower than estimated.
- 1.24 We have been able to fix a number of investments for longer than 3 months to take advantage of slightly higher rates because we don't have an immediate need to use the cash. Careful monitoring of our cash balances is being undertaken on a daily basis to ensure this can be maintained for as long as possible. A full assessment of this will be done during the next quarter in preparation of revised budgets.

2 Conclusions and Reasons for Recommendation

- 2.1 The report summarises the financial position of the Council following the first quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account, Capital Programme and Treasury management activity.

3 Consultation and Equality Impact

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

4 Alternative Options and Reasons for Rejection

- 4.1 The Budget Monitoring report for 2020/21 is primarily a factual report which details progress against previously approved budgets. Accordingly there are no alternative options to consider.

5 Implications

5.1 Finance and Risk Implications

5.1.1 Financial implications are covered throughout this report.

5.1.2 The issue of Financial Risks is covered throughout the report. In addition, however, it should be noted that the risk of not achieving a balanced budget is outlined as a key risk within the Council's Strategic Risk Register. While officers are of the view that these risks are being appropriately managed it needs to be recognised that there may be pressures on all of the Council's main budgets as these have been or are being reduced to minimum levels. These will need to be managed carefully during the course of this financial year if we are to protect the existing levels of financial balances.

5.2 Legal Implications including Data Protection

5.2.1 There are no legal issues arising directly from this report.

5.3 Human Resources Implications

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

6 Recommendations

6.1 That Executive notes the monitoring position of the General Fund at the end of the first quarter as detailed on Appendix 1 (A net favourable variance of £0.223m against the profiled budget) and the key issues highlighted within this report.

6.2 That Executive notes the position on the Housing Revenue Account (HRA), the Capital Programme and Treasury Management at the end of the first quarter (Appendices 3, 4 and 5).

7 Decision Information

| | |
|--|---|
| Is the decision a Key Decision? 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:</i> <i>Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC:</i> <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 |
| Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In) | No |
| Has the relevant Portfolio Holder been informed? | Yes |
| District Wards Affected | All |
| Links to Corporate Plan priorities or Policy Framework | Providing Excellent customer focussed services. Continually improving our organisation |

8 Document Information

| Appendix No | Title |
|--|----------------------------|
| 1 | General Fund Summary |
| 2 | General Fund Detail |
| 3 | HRA Summary |
| 4 | Capital Programme |
| 5 | Treasury Management Update |
| Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers) | |
| | |
| | |
| Report Author | Contact Number |
| Head of Finance and Resources | 2458 |

GENERAL FUND SUMMARY - 2020/21

APPENDIX 1

| | Per Exec 10/2/20 | Per FMS | | | |
|---|-------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| | Original Budget £ | Current Budget £ | 3 months Budget £ | 3 months Actuals £ | 3 months Variance £ |
| People (including recharge to HRA) | 6,654,668 | 0 | 0 | 0 | 0 |
| Place | 3,218,301 | 0 | 0 | 0 | 0 |
| Corporate Resources | 0 | 3,812,626 | 953,157 | 843,052 | (110,105) |
| Development | 0 | 1,870,398 | 467,600 | 599,702 | 132,103 |
| Environment and Enforcement | 0 | 5,061,086 | 1,265,272 | 1,312,410 | 47,139 |
| <u>S106 due in year</u> | | | | | |
| People | 188,663 | 0 | 0 | 0 | 0 |
| Place | 113,390 | 0 | 0 | 0 | 0 |
| Corporate Resources | 0 | 445,577 | 111,394 | 4,740 | (106,654) |
| Environment and Enforcement | 0 | 743,306 | 185,827 | 319 | (185,508) |
| Net Cost of Services | 10,175,022 | 11,932,993 | 2,983,248 | 2,760,223 | (223,025) |
| Debt Charges | 844,473 | 844,473 | 211,118 | 211,118 | 0 |
| Investment Interest | (303,739) | (303,739) | (75,935) | (75,935) | 0 |
| Contributions to Reserves | 1,693,667 | 2,821,904 | 705,476 | 705,476 | 0 |
| Contributions from Earmarked Reserves | (391,697) | (739,962) | (184,991) | (184,991) | 0 |
| Contribution (from)/to S106 Holding A/cs, Grant A/cs and Miscellaneous Holding A/cs | (700,631) | (2,117,703) | (529,426) | (529,426) | 0 |
| Parish Precepts | 2,901,779 | 3,241,198 | 810,300 | 810,300 | 0 |
| Total Spending Requirement | 14,218,874 | 15,679,164 | 3,919,791 | 3,696,766 | (223,025) |
| Revenue Support Grant | (1,190,000) | (1,190,000) | (297,500) | (297,500) | 0 |
| Business Rate Retention | (4,982,049) | (4,982,049) | (1,245,512) | (1,245,512) | 0 |
| NNDR Collection Fund surplus | 0 | (1,128,237) | (282,059) | (282,059) | 0 |
| New Homes Bonus Grant | (947,182) | (947,182) | (236,796) | (236,796) | 0 |
| BDC Council Tax Requirement | (3,908,279) | (4,019,068) | (1,004,767) | (1,004,767) | 0 |
| Parish Council Council Tax Requirement | (2,901,779) | (3,241,198) | (810,300) | (810,300) | 0 |
| Funding Requirement | (13,929,289) | (15,507,734) | (3,876,934) | (3,876,934) | 0 |
| Funding gap/(surplus) | 289,585 | 171,430 | 42,858 | (180,168) | (223,025) |

General Fund Detail

APPENDIX 2

| List of net budgets per cost centre per directorate | | Full Years | 3 months | 3 months | 3 months | |
|---|--|------------|----------|----------|-----------|--|
| | | Budget | Budget | Actuals | Variance | |
| | | £ | £ | £ | £ | |
| G001 | Audit Services | 119,350 | 29,838 | 119,350 | 89,513 | Budget committed for the full year (call-off order) |
| G002 | I.C.T. | 812,821 | 203,205 | 291,845 | 88,640 | Maintenance & Business Software contracts paid for the full year. |
| G003 | Communications, Marketing + Design | 265,545 | 66,386 | 67,661 | 1,275 | |
| G005 | Chief Executive Officer - 50% People | 40,158 | 10,040 | 0 | (10,040) | |
| G006 | Partnership, Strategy & Policy | 558,116 | 139,529 | 92,866 | (46,663) | Includes holding a/c & Reserve funding - cannot 1/4ly profile spend |
| G011 | Head of Leader's Executive Team | 0 | 0 | 16,119 | 16,119 | |
| G014 | Customer Contact Service | 788,298 | 197,075 | 168,945 | (28,129) | Salary savings of £24k in Q1 due to vacancies & staffing changes |
| G015 | Customer Service + Improvement | 122,968 | 30,742 | 33,016 | 2,274 | |
| G038 | Concessionary Fares & TV Licenses | (10,097) | (2,524) | (68) | 2,456 | |
| G040 | Corporate Management | 147,819 | 36,955 | 21,905 | (15,050) | |
| G041 | Non Distributed Costs | 684,582 | 171,146 | 40,980 | (130,166) | June superann payment £80k not due until July. Added years commitment for Q1 not yet on - £50k |
| G044 | Financial Services | 309,681 | 77,420 | 59,925 | (17,495) | |
| G052 | Human Resources | 219,569 | 54,892 | 47,924 | (6,968) | |
| G054 | Electoral Registration | 180,466 | 45,117 | 41,612 | (3,505) | |
| G055 | Democratic Representation & Management | 514,939 | 128,735 | 138,699 | 9,964 | |
| G056 | Land Charges | (2,928) | (732) | 7,640 | 8,372 | |
| G057 | District Council Elections | 5,000 | 1,250 | 0 | (1,250) | |

General Fund Detail

APPENDIX 2

| List of net budgets per cost centre per directorate | | Full Years | 3 months | 3 months | 3 months | |
|---|---|------------|----------|----------|-----------|--|
| | | Budget | Budget | Actuals | Variance | |
| | | £ | £ | £ | £ | |
| G058 | Democratic Services | 214,074 | 53,519 | 49,305 | (4,213) | |
| G060 | Legal Services | 226,772 | 56,693 | 51,799 | (4,894) | |
| G061 | Bolsover Wellness Programme | 73,680 | 18,420 | 1,101 | (17,319) | |
| G062 | Extreme Wheels | (4,066) | (1,017) | 7,857 | 8,874 | |
| G064 | Bolsover Sport | 139,360 | 34,840 | 35,688 | 848 | |
| G065 | Parks, Playgrounds & Open Spaces | 44,643 | 11,161 | 11,301 | 140 | |
| G069 | Arts Projects | 48,386 | 12,097 | 9,224 | (2,873) | |
| G070 | Outdoor Sports & Recreation Facilities | 19,436 | 4,859 | 4,803 | (56) | |
| G072 | Leisure Services Mgmt & Admin | 263,170 | 65,793 | 44,958 | (20,834) | Contributions to other authorities under spent -cannot be profiled |
| G084 | Head of Partnerships and Transformation | 36,957 | 9,239 | 8,803 | (436) | |
| G086 | Alliance | 7,250 | 1,813 | 3,250 | 1,438 | |
| G094 | Director of Corporate Resources | 54,068 | 13,517 | 12,973 | (544) | |
| G100 | Benefits | 515,819 | 128,955 | (53,563) | (182,518) | £118k additional grant funding received in Q1for new burdens etc. Local Council tax support grant received in advance for the year £102k. Software maintenance paid for the year showing £44k over spent for the qtr. Salaries savings of £11k under spent due to vacancies. |
| G103 | Council Tax / NNDR | 390,428 | 97,607 | 195,647 | 98,040 | Salary savings of £15k for the qtr due to vacancies & staffing changes. Income not posted until year end, showing £60k down on income for the quarter. Software invoices paid for full year, showing £38k over for the quarter. Enforcement fees committed for the year, showing £19k over budget for the quarter. |

General Fund Detail

APPENDIX 2

| List of net budgets per cost centre per directorate | | Full Years | 3 months | 3 months | 3 months | |
|---|---------------------------------------|-------------|-----------|-----------|----------|--|
| | | Budget | Budget | Actuals | Variance | |
| | | £ | £ | £ | £ | |
| G111 | Shared Procurement | 47,803 | 11,951 | 11,316 | (634) | |
| G117 | Payroll | 75,318 | 18,830 | 18,456 | (373) | |
| G125 | S106 Percent for Art | 43,250 | 10,813 | 0 | (10,813) | |
| G126 | S106 Formal and Informal Recreation | 109,632 | 27,408 | 4,740 | (22,668) | Can't be 1/4ly profiled. Earliest deadline 06/02/22 - reported to S106 group 26/06/20. |
| G129 | Bolsover Apprenticeship Programme | (3,012) | (753) | 1,242 | 1,995 | |
| G130 | Parliamentary Elections | 0 | 0 | 770 | 770 | |
| G146 | Pleasley Vale Outdoor Activity Centre | 56,541 | 14,135 | 16,007 | 1,872 | |
| G155 | Customer Services | 30,693 | 7,673 | 7,472 | (201) | |
| G157 | Controlling Migration Fund | 173,555 | 43,389 | 66,702 | 23,313 | Holding a/c funding - cannot 1/4ly profile spend |
| G158 | Police Commissioners Election | 0 | 0 | (5,396) | (5,396) | |
| G161 | Rent Rebates | (26,532) | (6,633) | (6,633) | 0 | Transfer payments |
| G162 | Rent Allowances | (12,985) | (3,246) | (3,246) | 0 | Transfer payments |
| G164 | Support Recharges | (3,905,014) | (976,254) | (983,753) | (7,500) | |
| G168 | Multifunctional Printers | 39,900 | 9,975 | 26,836 | 16,861 | |
| G170 | S106 Outdoor Sports | 292,695 | 73,174 | 0 | (73,174) | Can't be 1/4ly profiled. Earliest deadline 14/01/21 - reported to S106 group 26/06/20. |
| G179 | School Sports Programme | 511 | 128 | 15,109 | 14,981 | |
| G186 | PL4S Satellite Programme | 0 | 0 | 44 | 44 | |
| G192 | Scrutiny | 22,125 | 5,531 | 5,087 | (445) | |
| G195 | Head of Governance + Monitoring | 38,460 | 9,615 | 9,299 | (316) | |

General Fund Detail

APPENDIX 2

| List of net budgets per cost centre per directorate | | Full Years | 3 months | 3 months | 3 months | |
|---|--|------------------|------------------|----------------|------------------|--|
| | | Budget | Budget | Actuals | Variance | |
| | | £ | £ | £ | £ | |
| G197 | Head of Finance + Resources | 68,171 | 17,043 | 16,507 | (536) | |
| G205 | Innovation | 550 | 138 | 90 | (48) | |
| G207 | Cycling | 54 | 14 | 721 | 707 | |
| G216 | Raising Aspirations | 51,250 | 12,813 | (84,750) | (97,563) | Expenditure not yet incurred. Can't be 1/4ly profiled. |
| G218 | I-Venture/Namibia Bound | 15,605 | 3,901 | 3,121 | (780) | |
| G220 | Locality Funding | 26,495 | 6,624 | (71,227) | (77,851) | Expenditure not yet incurred. Can't be 1/4ly profiled. |
| G228 | Go Active Clowne Leisure Centre | 13,278 | 3,320 | 222,107 | 218,787 | Income £278k under achieved & expenditure £60k under spent, both as a result of the closure of the facility since March due to the Coronavirus pandemic. |
| G238 | HR Health + Safety | 106,371 | 26,593 | 12,816 | (13,777) | |
| G244 | Bolsover Business Growth Fund | 207,225 | 51,806 | 32,794 | (19,012) | |
| | Total for Corporate Resources Directorate | 4,258,203 | 1,064,551 | 847,792 | (216,759) | |
| G080 | Engineering Services (ESRM) | 99,949 | 24,987 | 14,712 | (10,276) | |
| G082 | Tourism Promotion + Development | 46,876 | 11,719 | 13,992 | 2,273 | |
| G083 | Building Control Consortium | 55,000 | 13,750 | 9,083 | (4,667) | |
| G085 | Economic Development | 29,425 | 7,356 | 5,798 | (1,558) | |
| G088 | Derbyshire Economic Partnership | 15,000 | 3,750 | 0 | (3,750) | |
| G089 | Premises Development | (71,520) | (17,880) | (19,472) | (1,592) | |
| G090 | Pleasley Vale Mills | (169,835) | (42,459) | 73,755 | 116,214 | Hired & Contract budget committed for the year |
| G091 | CISWO Duke St Building | 0 | 0 | (10,096) | (10,096) | |
| G092 | Pleasley Vale Electricity Trading | (37,212) | (9,303) | 7,505 | 16,808 | |

General Fund Detail

APPENDIX 2

| List of net budgets per cost centre per directorate | | Full Years | 3 months | 3 months | 3 months | |
|---|---|------------|----------|-----------|-----------|---|
| | | Budget | Budget | Actuals | Variance | |
| | | £ | £ | £ | £ | |
| G095 | Estates + Property | 672,263 | 168,066 | 146,178 | (21,888) | Salary savings in Q1 of £23k due to vacancies and maternity leave. |
| G096 | Building Cleaning (General) | 99,168 | 24,792 | 22,302 | (2,490) | |
| G099 | Catering | 500 | 125 | 0 | (125) | |
| G109 | Director of Development | 101,376 | 25,344 | 24,001 | (1,343) | |
| G110 | Assistant Director of Development | 69,129 | 17,282 | 16,438 | (844) | |
| G114 | Strategic Investment Fund | 413,054 | 103,264 | 13,839 | (89,425) | Expenditure not yet incurred. Can't be 1/4ly profiled. |
| G123 | Riverside Depot | 164,006 | 41,002 | 42,235 | 1,234 | |
| G124 | Street Servs Mgmt & Admin | 75,314 | 18,829 | 11,123 | (7,706) | |
| G133 | The Tangent Business Hub | (66,687) | (16,672) | 42,070 | 58,742 | Hired & Contract budget committed for the year |
| G138 | Bolsover TC Regeneration Scheme | 24,245 | 6,061 | 3,000 | (3,061) | |
| G148 | Commercial Waste | (124,600) | (31,150) | (168,472) | (137,322) | Income over achieved by £88k as sundry debtor invoices have been raised for Mth 1-6 in April. Waste disposal cost £48k under spent. |
| G149 | Recycling | 136,843 | 34,211 | 271,779 | 237,569 | Income accrual outstanding for Q4 Recycling credits plus Q1 not raised yet. |
| G151 | Street Lighting | 31,442 | 7,861 | 9,530 | 1,670 | |
| G156 | The Arc | 110,034 | 27,509 | 20,319 | (7,189) | |
| G167 | Facilities Management | 10,338 | 2,585 | 9,370 | 6,786 | |
| G169 | Closed Churchyards | 10,000 | 2,500 | 2,388 | (112) | |
| G188 | Cotton Street Contact Centre | 18,713 | 4,678 | 1,803 | (2,875) | |
| G193 | Economic Development Management + Admin | 126,302 | 31,576 | 32,671 | 1,095 | |

General Fund Detail

APPENDIX 2

| List of net budgets per cost centre per directorate | | Full Years | 3 months | 3 months | 3 months | |
|---|--|------------------|----------------|----------------|----------------|---|
| | | Budget | Budget | Actuals | Variance | |
| | | £ | £ | £ | £ | |
| G237 | Joint Venture (LLP) | 31,275 | 7,819 | 3,850 | (3,969) | |
| | Total for Development Directorate | 1,870,398 | 467,600 | 599,702 | 132,103 | |
| G004 | Chief Executive Officer - 50% Place | 40,161 | 10,040 | 0 | (10,040) | |
| G007 | Community Safety - Crime Reduction | 58,140 | 14,535 | (79) | (14,614) | |
| G008 | Community Safety Grant | 0 | 0 | 4,305 | 4,305 | |
| G010 | Neighbourhood Management | 91,911 | 22,978 | 22,978 | 0 | |
| G013 | Community Action Network | 319,283 | 79,821 | 71,497 | (8,323) | |
| G017 | Private Sector Housing Renewal | 64,308 | 16,077 | 12,838 | (3,239) | |
| G020 | Public Health | (70,000) | (17,500) | 70,000 | 87,500 | £70k income accrual still outstanding from CBC. Usually paid in July |
| G021 | Pollution Reduction | 167,116 | 41,779 | 44,674 | 2,895 | |
| G023 | Pest Control | 34,893 | 8,723 | 9,299 | 576 | |
| G024 | Street Cleansing | 322,185 | 80,546 | 82,366 | 1,820 | |
| G025 | Food, Health & Safety | 120,845 | 30,211 | 30,211 | 0 | |
| G026 | Animal Welfare | 83,648 | 20,912 | 25,606 | 4,694 | |
| G027 | Emergency Planning | 44,163 | 11,041 | 25,130 | 14,089 | |
| G028 | Domestic Waste Collection | 936,305 | 234,076 | 197,578 | (36,498) | Trade waste sundry debtor invoices raised in advance (Mth 1-6) |
| G032 | Grounds Maintenance | 673,410 | 168,353 | 200,279 | 31,927 | Salaries showing £10k over spent for the qtr due to seasonal staffing. Agency income from DCC showing under achieved by £17k for the qtr but is not due until later in the year |

General Fund Detail

APPENDIX 2

| List of net budgets per cost centre per directorate | | Full Years | 3 months | 3 months | 3 months | |
|---|---|------------|----------|----------|----------|---|
| | | Budget | Budget | Actuals | Variance | |
| | | £ | £ | £ | £ | |
| G033 | Vehicle Fleet | 780,058 | 195,015 | 231,904 | 36,890 | Diesel purchase £22k under spent for the qtr. Lodge tyre committed for the year, showing £33k over spent. £17k fuel recharge to NE for Q1 was done in July. MOT income under achieved by £9k due to coronavirus pandemic. |
| G036 | Environmental Health Mgmt & Admin | 188,246 | 47,062 | 47,067 | 6 | |
| G043 | Director of Environmental + Enforcement | 54,643 | 13,661 | 13,661 | 0 | |
| G046 | Homelessness | 200,050 | 50,013 | (32,375) | (82,388) | Additional grant funding received . Cannot profile 1/4ly |
| G048 | Town Centre Housing | (10,600) | (2,650) | 0 | 2,650 | |
| G053 | Licensing | 2,068 | 517 | 11,203 | 10,686 | |
| G073 | Planning Policy | 318,975 | 79,744 | 58,720 | (21,023) | Planning Development reserve budget under spent. Cannot profile 1/4ly |
| G074 | Planning Development Control | 24,952 | 6,238 | 21,067 | 14,829 | |
| G076 | Planning Enforcement | 118,758 | 29,690 | 27,957 | (1,733) | |
| G079 | Senior Urban Design Officer | 22,137 | 5,534 | 13,106 | 7,572 | |
| G097 | Groundwork & Drainage Operations | 67,527 | 16,882 | 16,693 | (189) | |
| G106 | Housing Anti Social Behaviour | 106,414 | 26,604 | 25,610 | (994) | |
| G113 | Parenting Practitioner | 36,093 | 9,023 | 8,396 | (627) | |
| G132 | Planning Conservation | 34,169 | 8,542 | 18,341 | 9,799 | |
| G135 | Domestic Violence Worker | 43,099 | 10,775 | 10,536 | (239) | |
| G142 | Community Safety - CCTV | 7,577 | 1,894 | 0 | (1,894) | |
| G143 | Housing Strategy | 43,251 | 10,813 | 10,057 | (756) | |

General Fund Detail

APPENDIX 2

| List of net budgets per cost centre per directorate | | Full Years | 3 months | 3 months | 3 months | |
|---|--|-------------------|------------------|------------------|------------------|--|
| | | Budget | Budget | Actuals | Variance | |
| | | £ | £ | £ | £ | |
| G144 | Enabling (Housing) | 26,109 | 6,527 | 6,527 | 0 | |
| G153 | Housing Advice | 13,276 | 3,319 | 3,234 | (85) | |
| G171 | S106 Education | 18,196 | 4,549 | 18,195 | 13,646 | |
| G176 | Affordable Warmth | 20,922 | 5,231 | 5,231 | 0 | |
| G196 | Head of Planning | 38,121 | 9,530 | 9,530 | 0 | |
| G198 | Head of Housing (GF) | 357 | 89 | 30 | (60) | |
| G199 | Head of Street Scene | 37,516 | 9,379 | 9,379 | 0 | |
| G226 | S106 - Highways | 581,588 | 145,397 | (17,876) | (163,273) | Can't be 1/4ly profiled. Deadline for spend is 5 years after completion, not yet completed. Reported to S106 group 26/06/20. |
| G227 | S106 - Public Health | 143,522 | 35,881 | 0 | (35,881) | Can't be 1/4ly profiled. Earliest deadline 01/08/22 - reported to S106 group 26/06/20. |
| G229 | Housing Standards | 0 | 0 | (46) | (46) | |
| G239 | Housing + Comm Safety Fixed Penalty Acc | 1,000 | 250 | (100) | (350) | |
| | Total for Environment + Enforcement Directorate | 5,804,392 | 1,451,098 | 1,312,729 | (138,369) | |
| | Total Net Cost of Services | 11,932,993 | 2,983,248 | 2,760,223 | (223,025) | |

Appendix 3

APPENDIX 3

Housing Revenue Account

| | Full Years Budget £ | 3 months Budget £ | 3 months Actuals £ | 3 months Variance £ |
|--|---------------------------|-------------------------|--------------------------|---------------------------|
| Expenditure | | | | |
| Repairs and Maintenance | 4,899,491 | 1,224,873 | 849,054 | (375,819) |
| Supervision and Management | 5,484,587 | 1,371,147 | 1,344,979 | (26,168) |
| Rents, Rates, Taxes + Other Charges | 223,576 | 55,894 | 12,144 | (43,750) |
| Special Services | 500,030 | 125,008 | 77,648 | (47,360) |
| Supporting People - Wardens | 602,324 | 150,581 | 142,808 | (7,773) |
| Supporting People - Central Control | 268,830 | 67,208 | 42,098 | (25,110) |
| Tenants Participation | 68,090 | 17,023 | 14,732 | (2,291) |
| New Bolsover Project | 27,842 | 6,961 | 179 | (6,782) |
| Debt Management Expenses | 8,938 | 2,235 | 3,344 | 1,110 |
| Total Expenditure | 12,083,708 | 3,020,927 | 2,486,986 | (533,941) |
| Income | | | | |
| Dwelling Rents | (20,510,920) | (5,127,730) | (4,674,444) | 453,286 |
| Non-dwelling Rents | (151,234) | (37,809) | (58,680) | (20,872) |
| Leasehold Flats and Shops Income | (26,980) | (6,745) | (2,439) | 4,306 |
| Repairs and Maintenance | (20,700) | (5,175) | 31,005 | 36,180 |
| Supervision and Management | (300) | (75) | (1,015) | (940) |
| Special Services | (72,673) | (18,168) | (11,897) | 6,271 |
| Supporting People - Wardens | (416,431) | (104,108) | (30,429) | 73,679 |
| Supporting People - Central Control | (342,051) | (85,513) | (92,765) | (7,252) |
| New Bolsover Project | (27,842) | (6,961) | - | 6,961 |
| Total Income | (21,569,131) | (5,392,283) | (4,840,664) | 551,619 |
| Net Cost of Services | (9,485,423) | (2,371,356) | (2,353,678) | 17,678 |
| Appropriations | | | | |
| Provision for Doubtful Debts | 180,000 | 45,000 | 45,000 | - |
| Interest Costs | 3,559,789 | 889,947 | 889,947 | - |
| Investment Interest Income | (26,400) | (6,600) | (6,600) | - |
| Depreciation | 3,800,000 | 950,000 | 950,000 | - |
| Transfer to Major Repairs Reserve | 308,249 | 77,062 | 77,062 | - |
| Contribution to HRA Reserves | 1,846,367 | 461,592 | 461,592 | - |
| Use of HRA Earmarked Reserves | (143,886) | (35,972) | (35,972) | - |
| Net Operating (Surplus) / Deficit | 38,696 | 9,674 | 27,352 | 17,678 |

CAPITAL PROGRAMME SUMMARY

APPENDIX 4

| | Full Years Budget £ | 3 months Budget £ | 3 months Actuals £ | 3 months Variance £ |
|---|---------------------------|-------------------------|--------------------------|---------------------------|
| General Fund | | | | |
| Asset Management Plan | | | | |
| Investment Properties | 23,169 | 5,792 | 234 | (5,558) |
| Leisure Buildings | 61,314 | 15,329 | 49,036 | 33,707 |
| Pleasley Vale Business Park | 107,155 | 26,789 | 44,248 | 17,459 |
| Riverside Depot | 74,304 | 18,576 | 41,289 | 22,713 |
| The Arc | 87,794 | 21,949 | 69,126 | 47,178 |
| The Tangent | 10,000 | 2,500 | 0 | (2,500) |
| Asset Management Plan not yet allocated to an individual scheme | 80,245 | 20,061 | 0 | (20,061) |
| Assets | | | | |
| Car Parking at Clowne | 47,581 | 11,895 | 34,165 | 22,270 |
| LED Lighting Upgrade | 68,875 | 17,219 | 68,875 | 51,656 |
| Pleasley Vale Mill - Dam Wall | 106,682 | 26,671 | | (26,671) |
| Pleasley Vale Man safe System | 22,463 | 5,616 | 22,430 | 16,814 |
| Pleasley Vale Rock Face Stabilisation Work | 3,412 | 853 | 285 | (568) |
| Shirebrook Contact Centre | 15,000 | 3,750 | 285 | (3,465) |
| | 707,994 | 176,999 | 329,974 | 152,975 |
| ICT Schemes | | | | |
| E-Store lite & PCI Pal Midcall solution | 28,000 | 7,000 | 27,840 | 20,840 |
| ICT infrastructure | 129,718 | 32,430 | 2,356 | (30,073) |
| Modern.Gov Software | 2,100 | 525 | 2,100 | 1,575 |
| | 159,818 | 39,955 | 32,296 | (7,658) |
| Leisure Schemes | | | | |
| Go-Active Astro Pitch Replacement | 50,000 | 12,500 | 0 | (12,500) |
| Go Active Equipment | 6,202 | 1,551 | 0 | (1,551) |
| | 56,202 | 14,051 | 0 | (14,051) |
| Private Sector Schemes | | | | |
| Disabled Facility Grants | 900,000 | 225,000 | 191,420 | (33,580) |
| | 900,000 | 225,000 | 191,420 | (33,580) |
| Joint Venture | | | | |
| Dragonfly Joint Venture Shares | 369,150 | 92,288 | 0 | (92,288) |
| Dragonfly Joint Venture Loan | 1,753,202 | 438,301 | 0 | (438,301) |
| | 2,122,352 | 530,588 | 0 | (530,588) |
| Vehicles and Plant | | | | |
| Vehicle Fleet Management System | 3,260 | 815 | 0 | (815) |
| Vehicle MOT testing Equipment | 18,000 | 4,500 | 0 | (4,500) |
| Vehicle Replacements | 461,523 | 115,381 | 771 | (114,610) |
| Vehicle Wash Area | 4,845 | 1,211 | 0 | (1,211) |
| CAN Rangers Equipment | 14,231 | 3,558 | 0 | (3,558) |
| | 501,859 | 125,465 | 771 | (124,694) |
| Total General Fund | 4,448,225 | 1,112,056 | 554,461 | (557,595) |

CAPITAL PROGRAMME SUMMARY

APPENDIX 4

| | Full Years Budget £ | 3 months Budget £ | 3 months Actuals £ | 3 months Variance £ |
|--------------------------------------|---------------------------|-------------------------|--------------------------|---------------------------|
| General Fund | | | | |
| Housing Revenue Account | | | | |
| New Build Properties | | | | |
| Keepmoat Properties at Bolsover | 622,000 | 155,500 | 0 | (155,500) |
| Recreation Road Clowne | 12,200 | 3,050 | 0 | (3,050) |
| The Paddock Bolsover | 1,431,565 | 357,891 | 257,325 | (100,566) |
| | 2,065,765 | 516,441 | 257,325 | (259,116) |
| Vehicle Replacements | 63,500 | 15,875 | 0 | (15,875) |
| | 63,500 | 15,875 | 0 | (15,875) |
| Public Sector Housing | | | | |
| Bramley Vale | 124,313 | 31,078 | 11,261 | (19,818) |
| Electrical Upgrades | 130,268 | 32,567 | 8,410 | (24,157) |
| Environmental Works | 26,846 | 6,712 | 11,184 | 4,472 |
| External Door Replacements | 152,347 | 38,087 | 0 | (38,087) |
| Flat Roofing | 25,000 | 6,250 | 14,966 | 8,716 |
| House Fire Damage | 38,881 | 9,720 | 160 | (9,560) |
| Kitchen Replacements | 200,000 | 50,000 | 10,299 | (39,701) |
| Re Roofing | 537,607 | 134,402 | 44,290 | (90,112) |
| Regeneration Mgmt & Admin | 69,320 | 17,330 | 17,330 | 0 |
| Safe & Warm | 3,380,684 | 845,171 | 608,668 | (236,503) |
| Soffit and Facia | 38,415 | 9,604 | 6,588 | (3,016) |
| Unforeseen Reactive Capital Works | 120,000 | 30,000 | 0 | (30,000) |
| Welfare Adaptations | 376,354 | 94,089 | 122,131 | 28,043 |
| | 5,220,035 | 1,305,009 | 855,286 | (449,723) |
| ICT Schemes | 69,494 | 17,374 | 1,950 | (15,424) |
| | 69,494 | 17,374 | 1,950 | (15,424) |
| New Bolsover Scheme (inc HLF) | | | | |
| New Bolsover-Regeneration Scheme | 848,750 | 212,188 | 814,146 | 601,958 |
| | 848,750 | 212,188 | 814,146 | 601,958 |
| Total HRA | 8,267,544 | 2,066,886 | 1,928,707 | (138,179) |
| TOTAL CAPITAL EXPENDITURE | 12,715,769 | 3,178,942 | 2,483,168 | (695,774) |
| Capital Financing | | | | |
| General Fund | | | | |
| Better Care Fund | 900,000 | 225,000 | 191,420 | (33,580) |
| Reserves | 3,155,524 | 788,881 | 62,393 | (726,488) |
| Capital Receipts | 96,875 | 24,219 | 96,715 | 72,496 |
| External Funding | 295,826 | 73,957 | 203,934 | 129,977 |
| | 4,448,225 | 1,112,056 | 554,461 | (557,595) |
| HRA | | | | |
| Major Repairs Allowance | 6,111,598 | 1,527,900 | 1,671,222 | 143,323 |
| Prudential Borrowing | 1,437,496 | 359,374 | 180,127 | (179,247) |
| Vehicle Reserve | 63,500 | 15,875 | 0 | (15,875) |
| Capital Receipts | 616,069 | 154,017 | 77,198 | (76,819) |
| External Funding | 38,881 | 9,720 | 160 | (9,560) |

CAPITAL PROGRAMME SUMMARY**APPENDIX 4**

| | Full Years Budget £ | 3 months Budget £ | 3 months Actuals £ | 3 months Variance £ |
|--------------------------------|---------------------------|-------------------------|--------------------------|---------------------------|
| General Fund | 8,267,544 | 2,066,886 | 1,928,707 | (138,179) |
| TOTAL CAPITAL FINANCING | 12,715,769 | 3,178,942 | 2,483,168 | (695,774) |

Treasury Management Update - Quarter 1 2020/21**APPENDIX 5**

The Council's main current account is held with Lloyds Bank and the current contract is due to expire on 30th April 2022.

PWLB Borrowing

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

As at 1 April 2020 the Authority's total outstanding PWLB debt amounted to £99,100,000.

The profile of the outstanding debt is analysed as follows: -

| PWLB Borrowing Term | Maturity Profile 30-Jun-20 £ |
|--------------------------------|---|
| 12 Months | 2,000,000 |
| 1-2 years | 3,700,000 |
| 2-5 years | 14,600,000 |
| 5-10 years | 20,800,000 |
| 10-15 years | 23,000,000 |
| over 15 years | 35,000,000 |
| Total PWLB Debt | 99,100,000 |

At 30 June 2020 nothing has been repaid to the PWLB as no repayments were due.

PWLB Interest

The total interest cost to the Council of the PWLB debt for 2020/21 is estimated at £3,474,355. This cost is split between the HRA and General Fund based on the level of debt outstanding. Interest paid to the PWLB in the three months was £246,313.

Temporary Borrowing

Cash flow monitoring and management identifies the need for short term borrowing to cover delays in the receipt of income during the year. Minimal interest charges were incurred during the first three months on overdrawn bank balances (<£10). At 30 June 2020 the only temporary borrowing undertaken by the Council was £639,080 which is the investment balances held on behalf of Parish Councils.

Compliance with Treasury Limits

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

| | Actual to Date 2020/21 | Approved Limits 2020/21 |
|---|------------------------|-------------------------|
| Authorised Limit (Total Council external borrowing limit) | £121,041,944 | £126,688,000 |
| Operational Boundary | £121,041,944 | £121,688,000 |

Temporary Investments**Interest Received**

The performance of the Council's investments is as follows:

| | 3 months Actual | 3 months Budget | 3 months Variance |
|---------------------------|------------------------|------------------------|--------------------------|
| Interest generated (£) | (75,054) | (52,479) | (22,575) |
| Average rate of interest | 0.58% | 0.68% | - |
| Bank of England base rate | 0.10% | 0.75% | - |

The investments have been made in accordance with the Council's Treasury Management Strategy.

The Bank of England base rate is currently 0.10%, the above actual figure is the 3 month average rate. The base rate was cut from 0.75% to 0.25% on 11th March and then from 0.25% to 0.10% on 19th March, both reductions were in light of the expected economic downturn due to the Coronavirus.

Interest rates offered by most institutions remain low.

The following tables show the investments and interest earned to 30 June 2020:

Investments on call

| Counterparty | Balance at 1/4/20 | Deposits | Withdrawals | Interest received | Balance at 30/06/20 |
|---------------------|--------------------------|-------------------|---------------------|--------------------------|----------------------------|
| | £ | £ | £ | £ | £ |
| Aberdeen (MMF) | 0 | 5,000,000 | (4,272) | 4,272 | 5,000,000 |
| Federated (MMF) | 3,500,000 | 6,000,000 | (5,002,614) | 2,614 | 4,500,000 |
| Invesco (MMF) | 0 | 14,000,000 | (9,001,934) | 1,934 | 5,000,000 |
| SSGA (MMF) | 0 | 4,000,000 | (4,000,429) | 429 | 0 |
| CCLA (MMF) | 5,000,000 | 0 | (4,286) | 4,286 | 5,000,000 |
| | 8,500,000 | 29,000,000 | (18,013,535) | 13,535 | 19,500,000 |

Fixed-term investments

| Counterparty | Term of Loan | Balance at 1/4/20 | Deposits | Withdrawals | Interest received at three months | No of Days Interest at three months | Balance at 30/06/20 |
|------------------------------|--------------|-------------------|-----------|--------------|-----------------------------------|-------------------------------------|---------------------|
| | | £ | £ | £ | £ | | £ |
| Local Authorities | | | | | | | |
| Thurrock Council (Unitary) | 1 year | 5,000,000 | | (5,008,815) | 8,815 | 65 | 0 |
| Conwy County Borough Council | 9 months | 2,500,000 | | (2,502,752) | 2,752 | 49 | 0 |
| West Dunbartonshire Council | 1 year | 5,000,000 | | | 10,721 | 91 | 5,010,721 |
| Kingston Upon Hull | 9 months | 5,000,000 | | (5,009,863) | 9,863 | 90 | 0 |
| Monmouthshire County Council | 8 months | 5,000,000 | | | 10,845 | 91 | 5,010,845 |
| Shirebrook Town Council | 3 months | 453,888 | | (454,027) | 139 | 14 | 0 |
| Flintshire County Council | 9 months | 5,000,000 | | | 14,959 | 91 | 5,014,959 |
| Shirebrook Town Council | 6 months | 0 | 454,813 | | 576 | 77 | 455,389 |
| Thurrock Council (Unitary) | 1 year | 0 | 5,000,000 | | 2,849 | 26 | 5,002,849 |
| | | 27,953,888 | 5,454,813 | (12,975,457) | 61,519 | | 20,494,763 |

Bolsover District Council

Executive

28th September 2020

| |
|--|
| <u>Corporate Debt – 2019/20</u> |
|--|

Report of the Portfolio Holder - Finance and Community Safety

This report is public

Purpose of the Report

- The purpose of this report is to present to Executive a summary of the corporate debt position at 31 March 2020.

1 Report Details

- 1.1 To update Executive on the position regarding corporate debt.
- 1.2 The main sources of income for the Council's General Fund are business rates, council tax, a small number of government grants and service related income. The main source of income for the Council's Housing Revenue Account is dwelling rent, often referred to as 'housing rents'. Government grants are paid over to us on agreed dates direct into our bank account so there is no need to include them on any of our debtor systems. For most other sources of income we have to request the income due to us.
- 1.3 We request the income due to us on the relevant system by raising bills for business rates, council tax and housing rents. There is legislation in place for each of these sources which determines the rules of collecting this income.
- 1.4 For service related income, invoices are raised on the sundry debtor system which is a module of our Civica Financial Management System. Examples of types of income include: housing benefit overpayment, trade refuse, industrial unit rent, garage site rent, wardens service and alarms and leisure hire of facilities. This income is reported in two amounts with housing benefit overpayments identified from the rest.
- 1.5 The following table shows the sources of income for Bolsover District Council as at 31 March 2020 and 2019 for comparison:

Table 1 - Sources of Income

| | 2018/19 | 2019/20 | |
|---------------------------|----------|----------|------------|
| position at end of | Q4 | Q4 | variance |
| | £'000 | £'000 | £'000 |
| NNDR | (27,795) | (28,218) | (423) * |
| Council tax | (39,463) | (41,995) | (2,532) ** |
| Housing Rents | (20,067) | (19,948) | 119 |
| Overpaid housing benefits | (764) | (617) | 147 |
| Sundry Debtors | (6,116) | (6,573) | (457) |
| | (94,205) | (97,351) | (3,146) |

* This is 100%, our share of this is 50% 18/19 + 40% 19/20

** This is 100%, our share of this is 16.02% 18/19 + 16.53% 19/20

- 1.6 (* and **) these debts are part of the collection fund and are shared with major preceptors including the County, police and fire. Only a percentage of these debts belong to Bolsover District Council. Dwelling rents for 2019/20 were still set at a 1% reduction on the previous year in line with Government policy, hence the adverse variance. The reduction in income from overpaid housing benefits is actually a good thing. These debts are notoriously difficult to collect and this means benefits have not been over claimed as much, for whatever reason.
- 1.7 Debtors of a Local Authority are very sensitive to change. If a tenant/tax payer's circumstances change it can become difficult for them to keep paying their rent or council tax. Informing us of a change in personal circumstances late can mean more benefit is paid than they are entitled to which can mean they become benefit overpayment debtors.
- 1.8 Circumstances can change quickly and mean debtors fall into arrears. It is very common for Local Authority's to have arrears balances due to the vulnerable nature of some of its debtors. Debt management is how the Council manages its arrears and debtors.

The following table shows the level of arrears for Bolsover District Council at 31 March for the last two financial years. This information is published in the Council's Statement of Accounts document each year.

Table 2 - Level of Arrears

| | 2018/19 | 2019/20 | |
|---------------------------|-----------|-----------|------------|
| position at end of | Q4 | Q4 | variance |
| | £ | £ | £ |
| NNDR | 322,617 | 422,562 | 99,945 * |
| Council tax | 2,320,680 | 2,543,341 | 222,662 ** |
| Housing Rents | 1,167,932 | 1,131,486 | (36,446) |
| Overpaid housing benefits | 1,853,148 | 1,766,212 | (86,936) |
| Sundry Debtors | 587,698 | 800,567 | 212,869 |
| | 6,252,075 | 6,664,169 | 412,094 |

- 1.9 It is felt unlikely that the increases in the arrears levels are related to the Coronavirus pandemic and more that they are a consequence of the higher income figures. Both business rates and council tax arrears remain in line with the 2018/19 levels, at below 1.5% and 6% respectively. Sundry debtor processing has moved to finance during 2019/20. The focus throughout March was to encourage departments to raise invoices due for 2019/20 before the end of March to avoid manual accruals. This is a change to previous years but also means the arrears are less than 30 days old and therefore not overdue.
- 1.10 Part of managing the debt is assessing the likelihood of future non-collection. At each year end, an estimate of non-collection is made based on historic payment information for the same class of debt. An amount equal to the non-collection is charged against our revenue account and saved in a provision for future use. The provision is often referred to as the bad debt provision. It is considered prudent to not include all the income in the revenue accounts in a year when there is a chance it won't all be collected.
- 1.11 As part of year end work the provision balance for each class of debt is reviewed, compared against latest arrears balances to ensure it still covers the amount of non-collection in case we have to write-off debts, and either increased or decreased, whichever is appropriate.

- 1.12 While we don't think 2019/20 was affected by the Coronavirus pandemic, 2020/21 will almost certainly be. Therefore, while assessing the provision levels for final account purposes we considered it prudent and sensible to increase the provisions to more than we would normally in anticipation of the financial effect of the pandemic on businesses and individuals. This means if we do have higher than usual amounts of debt not paid to us, we have already set-a-side the cash on the balance sheet to finance some of the write-offs. If the provisions are not needed we can release the amounts back into the revenue accounts next March.

The following table shows the bad debt provision for each class of debtor at 31 March for the last two financial years:

Table 3 - Bad Debt Provisions

| | 2018/19 | 2019/20 | |
|---------------------------|-------------------|-------------------|-----------------|
| position at end of | Q4 | Q4 | variance |
| | £ | £ | £ |
| NNDR | (196,045) | (286,317) | (90,272) * |
| Council tax | (1,326,923) | (1,517,431) | (190,508) ** |
| Housing Rents | (617,308) | (607,220) | 10,088 |
| Overpaid housing benefits | (1,346,475) | (1,406,455) | (59,980) |
| Sundry Debtors | (42,341) | (80,783) | (38,442) |
| | <hr/> (3,529,092) | <hr/> (3,898,206) | <hr/> (369,114) |

- 1.13 As previously mentioned there is legislation that governs the collection of business rates, council tax and housing rents. As a Local Authority it is necessary to have a debt collection process that adheres to legislation but ensures the maximum amount of income is collected.
- 1.14 Indicators for debt collection are monitored through the 'Perform' system and reported at the quarterly performance meetings where any areas of concern are raised. Targets for collecting income and reducing arrears for each class of debt are set and monitored.

- 1.15 The performance data on debt collection is also reported quarterly to Executive for information where any areas of concern are raised/discussed.
- 1.16 The following table shows for 2019/20 the movement since last financial year in the value of each source of income, the amount that is outstanding as arrears and the bad debt provision which relates to that source of income.
- 1.17 Over all in 2019/20 we have raised on our systems £3.1m more in income, our arrears have increased by £0.412m and we have increased the bad debt provisions by £0.369m, partly in anticipation of the financial effect of Coronavirus.

Table 4 – Summary for 2019/20

| | Income | Arrears | Provision | |
|---------------------------|--------------------|----------------|------------------|----|
| | £ | £ | £ | |
| NNDR | (423,000) | 99,945 | (90,272) | * |
| Council tax | (2,532,000) | 222,662 | (190,508) | ** |
| Housing Rents | 119,000 | (36,446) | 10,088 | |
| Overpaid housing benefits | 147,000 | (86,936) | (59,980) | |
| Sundry Debtors | (457,000) | 212,869 | (38,442) | |
| Totals | (3,146,000) | 412,094 | (369,114) | |

2 Conclusions and Reasons for Recommendation

- 2.1 To ensure that Executive are informed of the latest position concerning the Council's debt.

3 Consultation and Equality Impact

- 3.1 There are no consultation and equality impact implications from this report.

4 Alternative Options and Reasons for Rejection

- 4.1 This report is for information only.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 The current position regarding corporate debt is given throughout the report. Failure to collect this debt would have a detrimental impact on the Council's financial position if sufficient bad debt provisions were not in place.

5.2 Legal Implications including Data Protection

- 5.2.1 There are none arising directly from this report.

5.3 Human Resources Implications

- 5.3.1 There are none arising directly from this report.

6 Recommendations

- 6.1 That Executive note the report concerning the Council's Corporate Debt as at 31st March 2020.

7 Decision Information

| | |
|---|---------------|
| Is the decision a Key Decision? 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:</i> Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input type="checkbox"/> <i>NEDDC:</i> Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies | No |
| Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In) | No |
| Has the relevant Portfolio Holder been informed? | Yes |
| District Wards Affected | None Directly |
| Links to Corporate Plan priorities or Policy Framework | All |

8 Document Information

| Appendix No | Title |
|--|----------------|
| N/A | |
| Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers) | |
| | |
| Report Author | Contact Number |
| Head of Finance and Resources | 01246 242458 |

Bolsover District Council

Executive

28th September 2020

| |
|--|
| Framework of 'in principle' permissions to facilitate and enable regeneration of Shirebrook's Town Centre |
|--|

Report of the Portfolio Holder - Economic Development

This report is public

Purpose of the Report

- To update Executive on regeneration proposals for Shirebrook's town centre.
- To secure funding for pre-planning technical work.

1 Report Details

- 1.1 Executive will be aware that there have been various regeneration schemes drawn up for Shirebrook's town centre and various project proposals put forward over the last five years.
- 1.2 Executive will also be aware that very few schemes have been delivered in recent years with the exception of the shop front repairs scheme and the shutter art scheme.
- 1.3 One of the consistent obstacles to delivery of regeneration schemes is the absence of sufficient funding and an absence of the necessary 'shovel ready' planning consents for the various proposals that are a pre-requisite of most funding bids.
- 1.4 Therefore, the purpose of this report is to secure funding to support the Council's Economic Development Team and Planning Service put into place a framework of 'in principle' permissions to redevelop various sites that are currently in public ownership to accelerate delivery of regenerations schemes in and around the town centre.
- 1.5 The preliminary list of sites being considered are show on the map overleaf and include:
 - the market square;
 - library;
 - health centre;
 - two public car parks;
 - land adjacent to Lidl; and
 - Carter Lane Community Education Centre

Site Location Plan



- 1.6 These sites have been chosen with regard to the aspirations for the establishment of a community hub close to the town centre; improved cycling infrastructure; and regeneration of the Market Square, amongst other things.
- 1.7 In these respects, there is a consensus of opinion that the market square requires further improvement and indicative plans have already been commissioned for this work:



- 1.8 Improvements to the market square would attract more visitors and promote the long term vitality and viability of the town's retail offer. Therefore, these proposals warrant progressing but require funding.
- 1.9 The outline feasibility study on the creation of a community hub within Shirebrook has now been completed and recommends that the individual stakeholders seek endorsement from their individual boards/committees to consider moving to the Full Business Case for the project.
- 1.10 If the community hub does go ahead, the public sector land that could be then made available for redevelopment could accommodate 73 new houses or around 9,000m² of commercial units creating between 129 and 150 jobs.
- 1.11 These types of outputs would also be needed to help support any future bid for funding from the D2N2 LEP for improvements to the market square, for example. Granting permission in principle for redevelopment of these sites would also assist any future funding bid.
- 1.12 In addition, the plan below shows planned improvements to the cycle network in Shirebrook.



1.13 The proposed routes will connect central and western Shirebrook with the Archaeological Way and improve connectivity between the town centre and Brook Park employment area. The approximate cost of these routes is £280,000 and they would help to promote active travel and improve the accessibility and connectivity of the town centre.

- 1.14 With these objectives in mind, it is considered that one or more of the Council's car parks close to the town centre could accommodate a changing places toilet and/or a cycle hub. Examples of similar sites to the proposals below:

Changing Places



Cycle Hub



- 1.15 These types of projects could be funded by the Council but may also present opportunities for partnership working and/or match funding from private interests.
- 1.16 As noted above, the funding requested in this report is required for pre-planning technical work that would either allow permission in principle to be granted for the identified sites through a local development order or entry on part 2 of the brownfield register, or to obtain outline planning permissions to create a package of 'shovel ready' schemes.
- 1.17 As also noted above, this would assist the Council access external funding. In addition, the County Council are considering a D2 county wide bid for town centre funding and having planning consents in place will help ensure Shirebrook is also prioritised in this forthcoming collective funding bid.
- 1.18 As the permissions would 'run with the land', the individual landowners would also be able to sell on the land with the benefit of the permission or redevelop the land in line with the conditions of any consent and their own design and build project.
- 1.19 Therefore, the individual components of the regeneration proposals could come forward separately as and when funding became available, which gives more flexibility and creates a much more agile project.
- 1.20 With this in mind, it is recommended that approval is also granted for any underspend from the technical planning work to be utilised for detailed design work and/or delivery of any Council sponsored projects within Shirebrook's town centre.

2 Conclusions and Reasons for Recommendation

- 2.1 In conclusion, the funding requested in this report will create a framework of 'in principle' permissions will help to facilitate and enable regeneration of Shirebrook's Town Centre.
- 2.2 The framework will be flexible enough to accelerate delivery of individual projects if the opportunity arises but robust enough to support future bids for external funding.
- 2.3 It is therefore recommended that the Economic Development Team is provided with a budget of £20,000 from the transformation reserves to commission the necessary technical reports to support the grants of 'permission in principle' for the identified sites.
- 2.4 It is also recommended that delegated authority is granted to the Assistant Director of Development and Planning to utilise underspend on bringing forward Council-sponsored projects within Shirebrook's town centre.

3 Consultation and Equality Impact

- 3.1 Consultation has been undertaken with local Ward members and the Partnerships team.

- 3.2 Further consultation will be undertaken as the work on obtaining the various planning consents progresses including community consultation, stake holder consultation and consultation with the relevant statutory bodies.
- 3.3 This report does not give rise to any specific issues in relation to the public sector duty set out in the Equality Act 2010 but the range of projects described in this report are closely aligned with advancing equality of opportunity between people who share a protected characteristic and those who don't and better meeting the needs of people who are disadvantaged or suffer inequality.

4 Alternative Options and Reasons for Rejection

- 4.1 A 'do nothing' option was rejected because there is an identified need to promote and encourage the regeneration of Shirebrook's town centre and consensus that we need to move from 'master planning' to delivery.
- 4.2 A 'do more' option was rejected because of the cost and delay incurred attempting to agree detailed designs and delivery options with a range of different stakeholders.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 There are no significant financial risks attached to the proposals in the above report but these proposals are intended to improve the prospects of the Council attracting external funding for the various regeneration schemes, which will in their own right benefit the local economy.
- 5.1.2 The viability of individual projects and any associated risks would need to be assessed as the pre-planning technical work is carried out and by each individual sponsor as they consider their next steps.

5.2 Legal Implications including Data Protection

- 5.2.1 The process of granting various types of 'permission in principle' are governed by primary legislation, regulation and associated Government guidance.
- 5.2.2 The above report does not give rise to any data protection issues.

5.3 Human Resources Implications

- 5.3.1 The project set out in this report does not give rise to any substantial human resources implications.

6 Recommendations

- 6.1 That £20,000 be allocated from the transformation reserve to commission the necessary technical reports to support the grants of 'permission in principle' for the identified sites.

- 6.2 That delegated authority is granted to the Assistant Director of Development and Planning to utilise any underspend on bringing forward Council-sponsored projects within Shirebrook's town centre.

7 Decision Information

| | |
|--|------------|
| Is the decision a Key Decision? 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 |
| Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In) | No |
| Has the relevant Portfolio Holder been informed | Yes |
| District Wards Affected | Shirebrook |
| Links to Corporate Plan priorities or Policy Framework | All |

8 Document Information

| Appendix No | Title | |
|--|--|----------------|
| 1 | One Public Estate Shirebrook Public Services Hub – Outline Business Case | |
| Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers) | | |
| Appendices to the outline business case | | |
| Report Author | | Contact Number |
| Chris Fridlington | | EXT 2358 |

Appendix

The ambition



Appendix 1

One Public Estate | Shirebrook Public Services Hub – Outline Business Case

Due to the size of this document (over 100 pages), this has not been included in the agenda pack.

The document can be viewed online via the following link:

<https://committees.bolsover.gov.uk/ieListDocuments.aspx?CId=1147&MId=4290>

It is also available on Members' iPads on Modern.Gov.

One Public Estate | Shirebrook Public Services Hub

STRATEGIC OUTLINE CASE / OUTLINE BUSINESS CASE

Document control

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|-------------------------|---|-----------------------|----------|
| Project name | Shirebrook One Public Estate | Project number | GASG0033 |
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| Reason for issue | Draft issued to client for review and comment | | |

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|------------------------|---------------------------------|--------------|----------------------------|
| Document author | Victoria Powell/ Michael Davies | Grade | Senior Consultant/Director |
| Signature | | | |

| | | | |
|---------------------|----------------|--------------|----------|
| Contributors | | | |
| Approved by | Darren Crocker | Grade | Director |
| Signature | | | |

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| 18/03/19 | Internal draft review | 02 |
| 29/03/19 | Draft issued to client for comment | 03 |
| 13/05/19 | Final draft for internal review | 04 |
| 20/04/20 | Draft issued following appraisal of additional options | 05 |
| 23/04/20 | Final draft issued following receipt of Client comments | 06 |
| 14/07/20 | Final draft reissued to include wider stakeholder comments | 07 |

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Introduction

Introduction

This document has been produced in line with HM Treasury “Green Book” principles on the evaluation of capital projects in government.

It is intended to provide more than what would be provided in a Strategic Outline Case (“SOC”), but not fully compliant with the requirements of an Outline Business Case (“OBC”).

The document is structured to include the following 5 elements in line with the 5-case model:

1. The **Strategic Case**: Why is an intervention necessary and what benefits should the Partners expect to achieve as a result of such an intervention?

This is set out in **Section 1**.

2. The **Economic Case**: What are the options available to achieve the strategic intent and which one offers the best Value for Money?

This is set out in **Section 2**.

3. The **Commercial Case**: How can the project be procured and delivered?

This is set out in **Section 3**.

4. The **Financial Case**: How will the project be financed and what does it cost?

This is set out in **Section 4**.

5. The **Management Case**: How will the programme be delivered and what governance arrangements will be put in place to assure delivery commensurate with the strategic intent?

This is set out in **Section 5**.



1

Strategic Case

1 The Strategic Case

The Strategic Case sets out the background to why an intervention is necessary and what benefits are being targeted by any potential intervention(s).

1.1 One Public Estate (“OPE”) and Objectives

OPE partnerships across the country have shown the value of working together across the public sector and taking a strategic approach to asset management. At its heart, the programme is about getting more from our collective assets - whether that’s catalysing major service transformation such as health and social care integration and benefits reform; unlocking land for new homes and commercial space; or creating new opportunities to save on running costs or generate income. This is encompassed in three core objectives:

- Creating economic growth (new homes and jobs);
- Delivering more integrated, customer-focused services, and
- Generating efficiencies, through capital receipts and reduced running costs.

The country’s need for new housing – in the right places and at the right price – has become greater as the housing crisis has continued. OPE therefore puts a special emphasis on freeing-up public sector land for building houses, alongside other objectives of better services and efficiencies.

Any proposed investment needs to align to the aims of Derbyshire County Council and Partners’ policy objectives to improve efficiency by unlocking the potential value of public sector assets through a collaborative approach to asset management. Further details of which can be found in the following documents:

- One Public Estate – Building a Movement through Partnership, and
- Unlocking the Value in Public Sector Assets.

Bolsover District Council, on behalf of the Bolsover Partnership and its strategic partners, has been successful in applying for OPE funding to commission an in-depth feasibility study, considering a ‘Concept’ design and a number of sites which may be suitable, all of which are under Public ownership.



The benefits of the project are expected to;

- Improve community facilities and customer experience of public services through single point 'hub' and 'multi space' concepts;
- Services will align with wider requirements of housing, migration forecasts and the like;
- Reduced running costs through occupying less space and making buildings more efficient, and
- Creating opportunities for capital receipts through disposals of surplus assets.

This Public Services Hub project also aligns to the key criteria of the OPE programme, namely;

- More integrated, customer-focused services through a single point;
- Reducing running costs;
- Generating capital receipts, and
- Creating economic growth

1.2 The Local Context

Situated in the district of Bolsover in North-East Derbyshire, Shirebrook is a town in the Bolsover district of north-east Derbyshire on the border with Nottinghamshire, England. It had a population of 13,300 in 2001, reducing to 9,760 at the 2011 Census. It lies 16miles (26km) South-East of Sheffield, 17miles (27.5km) North of Nottingham and 22miles (35.5km) North-East of Derby.

The town of Shirebrook has a high level of deprivation which is reflected in key social and economic indicators, such as employment levels, health, skills and economic inactivity. The town has been the focus of significant regeneration and economic development activity for the past 15 years and remains a key priority for Bolsover District Council. Despite the level of deprivation, the town shows positive signs of economic growth with Homes England delivering a housing scheme with Keepmoat for 1,000 new homes.

The 93-acre, £24million development funded by English Partnerships and administered by East Midlands Development Agency, Brook Business Park is predominantly designated to Sports Direct that occupy four giant warehouses totalling 111,000 square metres, with a training facility, helipad and a retail store. Sports Direct amongst its 3,000 workers employs a large number of people who decided to migrate to Shirebrook from eastern states of European Union.

The large numbers of migrant workers, although in many ways positive, have had two material negative consequences:

- The influx of migrant workers has not been well received among some elements of the local population who in some ways seek to recover from the loss of mining in the area, and
- Some of the migrant families themselves have acute and complex health and support needs which require a joined-up approach to be effective.

This situation exists elsewhere in the Country and in December 2017, the government through their Minister for (then) Communities and Local Government, Lord Bourne, announced a £1.26 million aid-package from the Controlling Migration Fund, after a bid was successful from local networking groups Bolsover Partnership and Shirebrook Forward NG20 to assist with the consequences of the large influx of Eastern European workers. The money is a two-year investment intended to improve access to public services, integrate resident and migrant communities, improve the shopping and Market Square area and ease pressures on housing, schooling and health services resulting from migration.

Alongside the NG20 Building Resilience Programme, any project brought forward under the OPE should seek to effect change in service delivery by facilitating a medium for the public sector service providers to explore collaborative working options for the future delivery of public sector services in Shirebrook to meet the rise in the current and future health and social care demand.

This project is taking place in an environment of continued austerity and the need to create financially sustainable systems. The partners have identified the above OPE criteria as being the investment objectives for the project. This document details to the feasibility and option appraisal of developing a Public Services Hub in Shirebrook.

1.3 The Current Position

1.3.1 Stakeholders

The business case for the Public Services Hub is being led by Bolsover Partnership which was formed in 2011 and brings together the main service providers and agencies within the Bolsover area in an effort to drive local regeneration and service improvement.

A number of services have been identified as key to the success of this initiative and from this a number of key Partners. These are:

- Bolsover District Council (the District Council);
- Derbyshire County Council (the County Council);
- Derbyshire Community Health Services NHS Foundation Trust (DCHS);
- NHS Derby and Derbyshire Clinical Commissioning Group (CCG), and
- Shirebrook Town Council.

1.3.2 Scope and Shortcomings of Services

From discussions with the services themselves, a number of issues were raised with the ability of the current asset base to respond to changing needs and the demographics in question – they are simply not fit for purpose. These are set out in the following table:

| Stakeholder | Service | Description |
|-------------------------------------|------------------------|--|
| Derbyshire County Council | Adult Education | The service plans to expand its service offering to include outdoor teaching however this is not possible at the Carter Lane site due to building layout on the site. |
| Derbyshire County Council | Learning Disabilities | The service currently does not have a sensory area and have a demand for it to meet their future service delivery plan. The existing accommodation does not allow for this additional space. |
| Derbyshire County Council | Children's Early Years | There is a demand for a modern service delivery which is more accessible and improved outdoor play spaces. The existing accommodation and site are limited to allow this service improvement and change. |
| Derbyshire County Council | Public Health | The service plan is to be customer-facing and offer additional customer interactive services. |
| Derbyshire County Council | Library | There is a demand for a modern service delivery and a move to greater use of self-service facilities. The library would like to expand its information service offering by being co-located with health, social care and community services to meet customer needs. There is redundant under-utilised space in a building. |
| CCG / GP | GP Service | The GP service need to expand/extend accommodation to meet service demand however there is insufficient site space for this future expansion/extension. |
| Derbyshire Community Health Service | Maternity | The midwifery service does not currently have any physical base within Shirebrook, and this directly affects service delivery to local customers. |
| Derbyshire Community Health Service | Mental Health Services | The service does not currently have any physical base within Shirebrook, and this directly affects service delivery to local customers. |

As part of the stakeholder engagement, briefs were developed for each service which describe the preferred “to be” position – this is included as **Appendix A** of this SOC / OBC.

Through a review of the service requirements for accommodation it was established that a total Gross Internal Floor Area (“GIFA”) in the region of 6,870m² is required to provide the most efficient space that meets the present and future needs for all services/tenants to be located in the Hub¹.

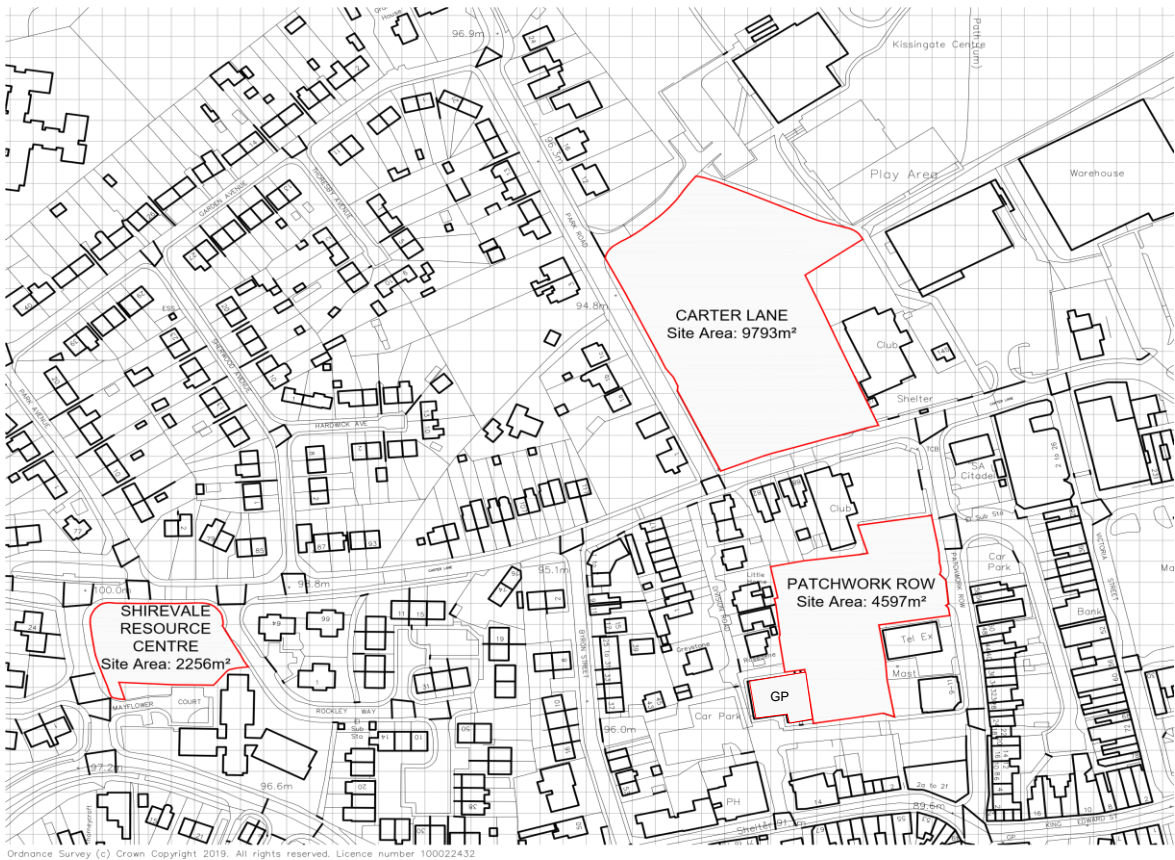
¹ During and subsequent design development phase, areas, and adjacencies should be discussed and confirmed along with other design principles and changes made accordingly. For example, although the library provision has been developed in line with accepted benchmarks, it has been raised by the service as being too large for the actual need.

1.3.3 Assets Utilised

The relevant services are delivered from a number of assets in the Town:




- Carter Lane
- Patchwork Row;
- Shirevale Resource Centre, and
- GP Surgery (adjacent Patchwork Row).

The sites are located within relatively close proximity of each other as shown on the map below:



Some of the services proposed for the Hub are based at these three sites, and the remaining services are either located in surrounding areas (the GP Surgery is located in a building adjacent to Patchwork Row) or do not currently provide a full suite of services (DCHS). As can be seen, although they are within the same vicinity, they do little to facilitate joined up service provision.

The table below provides a summary of the potential sites and lists all the services currently provided.

| Proposed Site: | Shirevale | Carter Lane | Patchwork Row | Other Locations |
|---------------------|--|--|---|--|
| Location: | Rockley Way, Shirebrook, NG20 8PD | Carter Lane, Shirebrook, NG20 8PE | Patchwork Row, Shirebrook, NG20 8JQ | - |
| Site Area: | 2256m ² | 9793m ² | 4597m ² | - |
| Properties: | Shirevale Resource Centre | Community Education Centre Carter Lane Day Centre Earlybirds Private Nursery Shirebrook Children's Centre | Shirebrook Health Centre Shirebrook Library | Various |
| |  |  |  | |
| Ownership: | Freehold | Freehold | Freehold | Various |
| Description: | The Shirevale site is a small development area situated on the edge of the centre of Shirebrook. The site comprises a secluded single storey building, car parking for circa 10 cars and a private garden to the rear of the property. | The Carter Lane site comprises the old Carter Lane School with Victorian origins accessible from Carter Lane and Park Road. The site is situated adjacent to open grassland accessible from Park Road. | Patchwork Row site comprises the Shirebrook Health Centre which is on a raised level with a bank and a Library which is at a significantly lower level of the site and in line with the road. | The Shires Health Centre (GP Service) is a separate building adjacent to the Shirebrook Health Centre. |
| Services: | Day Care of Older People Social Work Occupational Therapy | Adult Education Elderly Services Learning Disabilities Children's Early Years Multi-Agency Team Public Health Private Nursery | Community Nursing Podiatry Health Visitors Diabetes Education Dental Sexual Health Speech & Language Therapy Library | GP Service Maternity Mental Health Day Services Job Centre Voluntary Organisation/ Charities |

1.3.4 Broader Issues

As discussed above, Shirebrook is a priority site for economic development for Bolsover District Council. Any centralisation of services will have a consequential impact on land release and / or wider development for either job creation and / or housing. As a result, the impact on the wider economy will also need to be considered in the choices around sites for redevelopment.

Like the rest of the public sector, the public sector stakeholders forming part of this project will be under severe financial pressure as grant is reduced. It is important that the optimum solution is found and that this contributes to more efficient costs to the public sector whilst meeting service need.

1.4 Rationale for Change and Expected Benefits

1.4.1 Rationale for Change

The rationale for change can be summarised as:

- Provision of fit for purpose assets;
- Improved services and more effective services through co-location;
- More efficient revenue costs, and
- Increased capital receipts and economic benefit.

1.4.2 Expected Benefits

In order to determine the benefits of the scheme and how well each option performs, a benefits mapping exercise was held with stakeholders to develop a benefits logic map and the management process to ensure that the benefits are realised to achieve the strategic and operational objectives. The results of the benefits realisation workshop are set out in **Appendix B** and the main benefits (in priority order) set out in the table below:

| Code | Benefit |
|------------|---|
| B1 | Reduce facilities management costs and energy expenditure. |
| B2 | Improved service to the public and customer satisfaction including the ability for integrated events. |
| B3 | Generation of capital receipts. |
| B4 | Reduced expenditure on agency staff. |
| B5 | Improved staff retention and perception. |
| B6 | Keep Shirebrook general practitioners list open in light of known future demand. |
| B7 | To assist in the delivery of the local plan. |
| B8 | Ability to utilise both shared staff and resources along with the ability for joint training initiatives. |
| B9 | The ability to operate out of fit for purpose buildings. |
| B10 | For public services to be seen as integrated to the public across all agencies and increase footfall. |

These will be measured as part of the review process following implementation. Further details on this are set out in the management case.

2

Economic Case

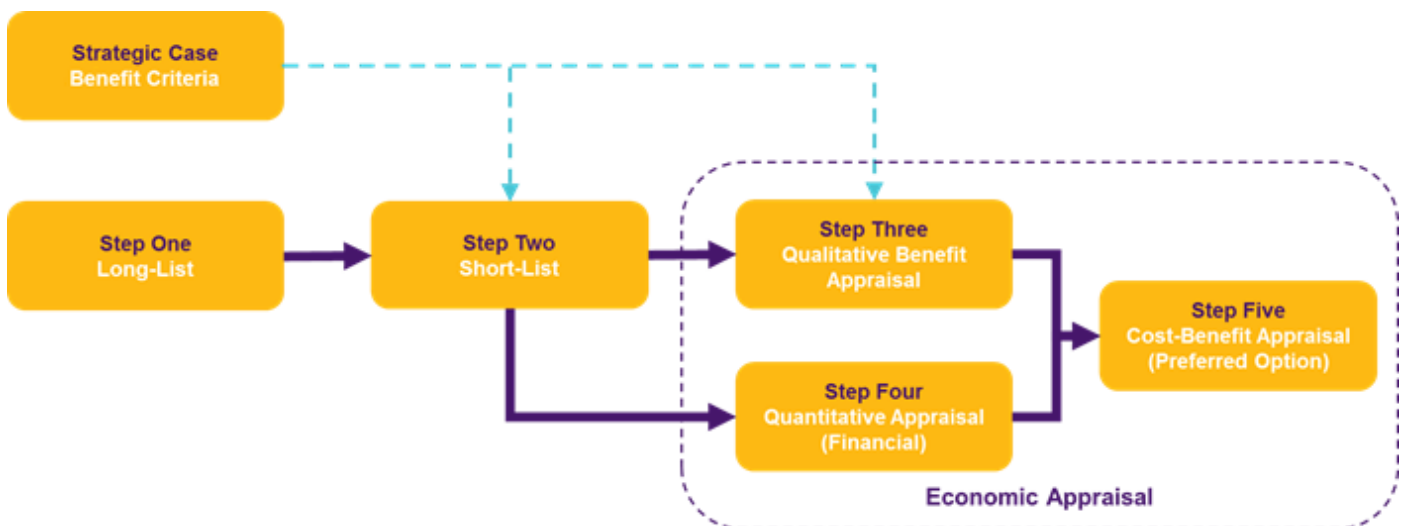
2 Economic Case

This section of the business case details the range of options that have been considered to determine a preferred option for the consolidation of the identified health, social care and community services onto a single site in a Public Services Hub.

The options appraisal is conducted consistent with HM Treasury guidance which has an aim to determining the option that best achieve value for money after consideration of the outcomes that are estimated to be achieved and the present value of costs.

2.1 Methodology

The methodology used to appraise the options is detailed below:



The results of applying the methodology is set out in the remainder of this economic case.

This diagram is explained below:

- **Benefits and evaluation criteria** are determined at the outset to prevent any “gaming”;
- A **longlisting** exercise is undertaken to identify probable options;
- A **shortlist** is determined where any unfeasible options are removed;
- An **economic appraisal** is performed which includes:
 - A **qualitative appraisal** against the previously determined benefit criteria
 - A **quantitative (financial) appraisal** is undertaken on an NPV basis, and
- A **cost / benefit appraisal** is undertaken to identify the Preferred Option.

2.2 Evaluation Criteria

A number of stakeholder engagement workshops took place to undertake the options appraisal, the first step being to identify the evaluation criteria. The evaluation criteria were formed from the following Critical Success Factors (“CSFs”) and expected benefits:

| Critical Success Factors | Benefits |
|---|--|
| Integrated delivery of co-located services | Enables the member organisations to align their estate to better meet service and operational needs. |
| | The project can be planned and delivered without adversely affecting the day-to-day operation of the organisations. |
| | Maximising the opportunity for services to work together with appropriate adjacencies. |
| | Staff satisfaction is maintained (or enhanced) supporting staff recruitment and retention through improved premises. |
| Better access and convenience of location | Location of hub is at the most convenient site for customers. |
| | Improves or enhances public accessibility and visibility of service. |
| More fit for purpose public estate | Site used for hub generates maximum benefit to the estate. |
| | Leads to reduction in system-wide operational costs (i.e. PPM, soft FM, utilities etc.) or increased system-wide revenue generation. |
| | Enables disposal of surplus estate to generate capital receipts which supports the wider capital programmes. |
| Car parking and external spaces | Appropriate external spaces and car parking available. |
| Flexibility for futureproofing | Flexibility of internal spaces and overall site for future expansion. |

This evaluation was used in both Step 2 (Short-list) and Step 3 (Qualitative Benefit Appraisal).

2.3 Long-Listing - (Step One)

Initially, there were three sites in Shirebrook that were identified by the Partnership as potential sites for the new 'Hub' as follows:

- Carter Lane;
- Patchwork Row, and
- Site of Shirevale Resource Centre.

A longlist of potential solutions was developed that could potentially meet the requirements. These were²:

- Do Nothing (baseline required in line with guidance);
- Option Ai - Consolidate all services at Carter Lane;
- Option Aii - Consolidate all services at Carter Lane (excluding the GP surgery)
- Option B - Consolidate all services at Patchwork Row;
- Option Bii – Consolidate all services at Patchwork Row (excluding the GP surgery)
- Option Ci – Consolidate all services at site of Shirevale Resource Centre, and
- Option Cii – Consolidate all services at site of Shirevale Resource Centre (excluding the GP surgery).

2.4 Assessment of long list of options

In order to short-list the options, two workshops were held with the Project Control Board and the Project Officer Group to evaluate the options on the 4 March 2019

At these sessions, it was determined that two of the sites (Patchwork Row, options Bi and Bii, and the site of Shirevale Resource Centre, options Ci and Cii) had insufficient site area to accommodate the likely floor area at the proposed public services hub. These sites were removed from the evaluation at this stage and therefore were not shortlisted.

² As it was not clear at the outset whether the GPs would want to form part of the project, to avoid lost time, options were developed which considered this element both in and out of the scope of accommodation.

During the completion of the SOC / OBC, there were other events which, if known at the time would have impacted on the shortlisting process. These are discussed below, with the options removed as if the information was known at the time:

- Throughout the production of this document, the GPs were consulted with a view to their surgery forming part of the scheme, however, ultimately they decided not to participate (this removed all options which anticipated the GPs occupying space in the hub, namely option Ai – “Consolidate all services at Carter Lane”, and
- At a meeting to discuss initial findings on the SOC / OBC, it was agreed that Portland Road, a site previously discounted, should once again form part of the scheme – this introduced a new option – Option Dii – “Consolidate all services at the Portland Road site (excluding the GP surgery)”.

2.5 Shortlisting - (Step Two)

The assessment of the long options was then taken forward for evaluation by the PBC and POG. The stakeholder review of the long list of options against the OPE objectives and evaluation criteria is set out in **Appendix C** with the shortlist which will progress to the steps 3 – 5, economic appraisal, summarised in the following table:

| Option | Take Forward for Shortlisting |
|---|-------------------------------|
| Do Nothing (Baseline) | ✓ |
| Option Ai – Consolidate all services at Carter Lane | ✗ |
| Option Aii – Consolidate all services at Carter Lane (exc GPs) | ✓ |
| Option Bi – Consolidate all at Patchwork row | ✗ |
| Option Bii – Consolidate all at Patchwork row (exc GPs) | ✗ |
| Option Ci - Consolidate all at the site of Shirevale Resource Centre | ✗ |
| Option Cii - Consolidate all at the site of Shirevale Resource Centre (exc GPs) | ✗ |
| Option Di - Consolidate all at the site of Portland Road | ✗ |
| Option Dii - Consolidate all at the site of Portland Road (exc GPs) | ✓ |

This shortlist was confirmed by a meeting of the Project Control Board.

Note: As set out in Appendix C – Option Dii - Consolidate all at the site of Portland Road (exc GPs) was reintroduced later in the process.

2.6 Economic Appraisal - (Steps Three, Four & Five)

This section provides a detailed overview of the main costs and benefits associated with each of the short-listed options. It comprises of three steps (steps three, four and five):

| Step | Description |
|---|--|
| Step Three: Qualitative Appraisal | <p>The appraisal of the qualitative benefits associated with each option was undertaken and used a weighted scoring methodology to firstly assess the relative importance of the strategic objectives (outlined above) and associated evaluation criteria and secondly, assess how well (or otherwise) each option fared against the strategic objectives. This is achieved by:</p> <ul style="list-style-type: none"> – Identifying the benefits criteria relating to each of the investment objectives. – Weighting the relative importance (in %) of each evaluation criteria in relation to each investment objective. – Scoring each of the short-listed options against the evaluation criteria on a scale of 0 to 500. – Deriving a weighted score for each option. |
| Step Four: Quantitative Appraisal | <p>The net present value (NPV) of the short-listed options has been calculated in line with HMT guidance (the green book):</p> <ul style="list-style-type: none"> – In line with guidance, VAT has been excluded; – Depreciation is excluded as it is not a cash payment, and – All costs are in constant pay and prices. |
| Step Five: Cost-Benefit Appraisal | <p>In line with guidance, we have undertaken a combined analysis examining the cost per point. The option with the lowest cost per point of benefit is the preferred option that best represents VfM.</p> |

2.7 Qualitative appraisal - (Step Three)

The appraisal of the qualitative benefits associated with each option was undertaken and uses a weighted scoring methodology to firstly assess the relative importance of the strategic objectives (outlined above) and associated benefits criteria and secondly, assess how well (or otherwise) each option fared against the strategic objectives.

The stakeholder organisations and individual service leads have assessed the available options against the evaluation criteria (see section 2.3) to discount any unviable options and establish a short-list of options. This was completed firstly in a group where a consensus was reached. With the inclusion of option Dii, participants were again asked to score the options individually. This led to a range of scores and so it was necessary to moderate the scores with any outliers being removed.

The comparison of the long list of options against the investment objectives and evaluation criteria resulted in a short-list of three options being agreed and taken forward – these are discussed below:

| Option | Description |
|---|---|
| Do nothing | This option represents no change from the status quo and delivers no aspect of the OPE strategic objectives. It would provide limited change to current ways of working, and consequently will not achieve the OPE benefits or objectives. Whilst the change impact of this option would be the lowest, it represents a high-risk course of action longer term, as backlog maintenance remains an issue and the service quality/performance are unlikely to improve. |
| Option Aii: Co-Locate at Carter Lane, excl. GPs | New build Public Services Hub located at the Carter Lane site which includes the grassland to the north. The Hub GIFA of 5362m ² includes for all identified services excl. the GP service, as per the indicative sketch design set out in Appendix Di ³ . |
| Option Dii: Co-Locate at Portland Road excl GPs | New build Public Services Hub located at the Portland Road site which includes the grassland to the north. The proposed Hub building with a GIFA of 5383m ² is set out in Appendix Dii ⁴ . As a separate design was not prepared to exclude the GP Surgery, this plan is not reflective of the final design of this site (it includes 3 floors for instance). Removing the GP accommodation would reduce the space and allow the top floor to be removed from the design. For the avoidance of doubt, the area used in the calculations, is based on an assumed schedule of accommodation excluding the GP accommodation (and so does not fully reflect the indicative design). |

Scores were awarded on the following basis:

| Score | Awarded As |
|-----------|---|
| 001 – 100 | Very little or no impact on the critical success factor and associated benefits |
| 101 – 200 | Minor impact on the critical success factor and associated benefits |
| 201 – 300 | Some impact on the critical success factor and associated benefits |
| 301 – 400 | Significant impact on the critical success factor and associated benefits |
| 401 – 500 | Maximum impact derived on the critical success factor and associated benefits |

The weightings and scoring of the objectives and benefits for each option are as follows:

³ The sketch designs set out in Appendices Di and Dii are provided mainly to assess massing and the ability of the site to accommodate the space initially identified. As design develops, we would expect the areas may be challenged and potentially reduced. In addition, the adjacencies of some of the spaces may change as new ways of working between the agencies are discussed and implemented.

| Critical Success Factor | Benefits | Weighting | Do Nothing | | Aii - Consolidate all EXC GP Surgery on Carter Lane Site | | Option Dii - Consolidate all EXC GP Surgery on Portland Road Site | |
|---|--|-----------|--------------|----------|--|----------|---|----------|
| | | | Raw | Weighted | Raw | Weighted | Raw | Weighted |
| | | | (out of 500) | (%) | (out of 500) | (%) | (out of 500) | (%) |
| Integrated delivery of co-located services | Enables the member organisations to align their estate to better meet service and operational needs. | 40% | 10.3 | 4.1 | 290.0 | 116.0 | 330.0 | 132.0 |
| | The project can be planned and delivered without adversely affecting the day-to-day operation of the organisations. | | | | | | | |
| | Maximising the opportunity for services to work together with appropriate adjacencies. | | | | | | | |
| | Staff satisfaction is maintained (or enhanced) supporting staff recruitment and retention through improved premises. | | | | | | | |
| Better access and convenience of location for customers and end users | Location of hub is at the most convenient site for customers. | 20% | 2.4 | 0.5 | 294.4 | 58.9 | 280.0 | 56.0 |
| | Improves or enhances public accessibility and visibility of service. | | | | | | | |
| More fit for purpose Public Estate | Site used for hub generates maximum benefit to the estate. | 15% | 20.5 | 3.1 | 300.1 | 45.0 | 298.2 | 44.7 |
| | Leads to reduction in system-wide operational costs (i.e. PPM, soft FM, utilities etc.) or increased system-wide revenue generation. | | | | | | | |
| | Enables disposal of surplus estate to generate capital receipts which supports the wider capital programmes. | | | | | | | |
| Car Parking and external spaces | Appropriate external spaces and car parking available. | 15% | 52.6 | 7.9 | 331.8 | 49.8 | 295.9 | 44.4 |
| Flexibility for future-proofing | Flexibility of internal spaces and overall site for future expansion. | 10% | 68.0 | 6.8 | 279.3 | 27.9 | 256.8 | 25.7 |
| | | 100% | | 22.4 | | 297.6 | | 302.8 |
| | | | | 4% | | 60% | | 61% |

This shows that options Aii and Dii, consolidate at Carter Lane and Portland Road respectively are extremely close in qualitative terms. In contrast, the “Do Nothing” option scores extremely poorly indicating the dissatisfaction with the current situation.

Key factors influencing the scoring were similar for both Carter Lane and Portland Road as follows:

- **Do Nothing** has scored poorly across all criteria from a non-financial perspective as.
 - It does not facilitate joint working between the services / stakeholders;
 - Multiple locations are not convenient for groups with complex needs;
 - Current fitness for purpose and satisfaction issues are not addressed, and
 - Current car parking issues remain.

- **Hub at Carter Lane exc GPs (Option Aii)** has scored high across all benefit criteria from a non-financial perspective as:
 - It will provide premises that support the current and future models of service delivery from all remaining stakeholder organisations and services;
 - The utilisation of the Carter Lane site is improved and a more efficient use of site area;
 - The hub will remain in a location familiar to service users;
 - However, a downside is that it will need to be implemented on a 'live' site with necessary decant / recant. Inevitably, there is likely to be some disruption and temporary operational changes may be required to accommodate the works);
 - It offers potential for economic development but not to the same level as the Portland Road option, and
 - All internal and external space requirements are fully met with, as the largest site, the potential and flexibility for futureproofing too.

- **Hub at Portland Road exc GPs (Option Dii)** has scored high across all benefit criteria from a non-financial perspective as:
 - It will provide premises that support the current and future models of service delivery from all remaining stakeholder organisations and services;
 - It can be implemented on an available site with no disruption to operation impact on the public services;
 - As this will release the more central (and larger) Carter Lane site which is likely to be in more demand than other sites, the wider economic benefit is likely to be comparatively better than other options;
 - All internal and external space requirements are fully met with some ability for futureproofing (although not to the same extent as Carter Lane), but
 - Although not too far away, the location is not as central as Carter Lane (it may also be unfamiliar to some and could cause confusion in groups of high need), and
 - Site is in public sector ownership but not the ownership of any of the potentially occupying parties and so the related land transaction may be more difficult.

2.8 Quantitative appraisal - (Step Four)

2.8.1 Introduction

The quantitative analysis includes two elements:

- The assessment of the whole life costs of the options over an assumed life of the project (40 years)⁵, and
- A high-level quantification of some of the wider economic benefits that could accrue but which do not feature anywhere else in the evaluation.

2.8.2 Option Costs

Options costs of the options have been established and have been analysed on a Net Present Value (“NPV”) basis which seeks to equalise the costs at the same price date and so the impact of timing of cashflows and inflation are normalised.

The NPVs of the options have been calculated on the following basis:

- Costs are inflated as follows:
 - Capital costs are uplifted to the assumed mid-point of construction at 4% pa;
 - Revenue costs are inflated at 2.5% pa for the relevant period to the first year of construction 2021 / 22, and
 - No inflation is included beyond that listed above and so are included in nominal terms.
- NPVs are calculated for an assumed 40-year life of the building at a nominal discount rate of 3.5% in line with HM Treasury guidance;
- NPVs are calculated at 01 April 2020 values;
- Areas and capital costs for the options are set out in **Appendix E**;
- Capital receipts are calculated by reference to site areas and rates provided by Commercial Agents, Pygott and Crone – their market report is included as **Appendix F**;
- Existing revenue costs have been provided by the relevant entities. The values at 2017 / 18 prices are set out in **Appendix G**, and

⁵ During and subsequent design development phase, areas, and adjacencies should be discussed and confirmed along with other design principles and changes made accordingly. In advance of that, it has been raised by the service as being too large for the actual need (the library provision was developed in line with accepted benchmarks. At this stage, as this will impact the economic case equally (and not materially), it does not impact on the final decision and has not been amended.

- New revenue costs have been prepared based on a mix of inputs provided by Gleeds and by utilising existing information as follows:
 - Hard FM maintenance (Gleeds at £15 / m2 of Net Internal Area (“NIA”) – current prices);
 - Hard FM compliance (Gleeds at £3.50 / m2 of NIA – current prices);
 - Response repairs (Gleeds at 10% of Hard FM maintenance);
 - Caretaking and cleaning (Gleeds at £13.50 / m2 of Gross Internal Area (“GIA”);
 - Trade waste (based on existing costs);
 - Business rates (based on existing costs);
 - Grounds maintenance (based on existing costs);
 - Utilities (based on existing costs), and
 - Lifecycle and cyclical repairs (Gleeds on a profile which equate to a nominal total of 36% of the capital costs over the assumed life of the asset).

The detailed quantitative analysis is included as **Appendix H**.

The NPVs for the options are set out below:

2.8.3 NPV Analysis - Do Nothing Option

The Do-Nothing option has an NPV of £8.8m over the 40-year period. It shows that there are currently £1m of backlog repairs required **but excludes the cost of any other planned maintenance**. However, as there is no programme of works, there are no capital (or acquisition) costs.

The Do-Nothing option is the option against which all other options are assessed.

| Building / Cost / Income | NPV @ 01-Apr-20 3.50% | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 | Year 5 1 April 2025 |
|-----------------------------------|-----------------------------|-------------------|----------------------------|----------------------------|----------------------------|---------------------------|---------------------------|
| TOTALS - DO NOTHING OPTION | | | | | | | |
| Acquisition Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts (Enter as Neg) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Backlog Maintenance | 1,000,308 | 1,035,319 | 1,035,319 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 1,150,357 | 2,242,036 | 52,140 | 52,140 | 52,140 | 52,140 | 52,140 |
| FM Costs | 6,635,180 | 12,931,912 | 300,742 | 300,742 | 300,742 | 300,742 | 300,742 |
| Revenue Income (Included Above) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 8,785,845 | 16,209,267 | 1,388,202 | 352,883 | 352,883 | 352,883 | 352,883 |

2.8.4 NPV Analysis – Option Ai – Consolidate on Carter Lane (exc GP Surgery)

Option Aii option has an NPV of £26.3m over the 40-year period. This is considerably larger than the NPV for the Do-Nothing option due to the cost of the new hub building. This option would not allow any capital receipts to be generated.

Utilities costs are higher than the Do-Nothing option reflective of the fact that the new building provides considerably more floor space.

Remaining FM costs are roughly equivalent of the Do-Nothing option showing the expected efficiency of the newer and single building (note: no assessment has been made for any benefits in operational staffing costs).

| Building / Cost / Income | NPV @ 01-Apr-20 3.50% | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 | Year 5 1 April 2025 |
|---|-----------------------------|-------------------|----------------------------|----------------------------|----------------------------|---------------------------|---------------------------|
| TOTAL - OPTION AII (CARTER LANE) | | | | | | | |
| Acquisition Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Costs | 17,011,384 | 18,270,000 | 3,806,250 | 9,135,000 | 5,328,750 | 0 | 0 |
| Capital Receipts (Enter as Neg) | -372,542 | -427,500 | 0 | 0 | 0 | -427,500 | 0 |
| Backlog Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 3,327,429 | 6,910,171 | 0 | 0 | 0 | 172,754 | 172,754 |
| Utilities | 2,258,690 | 4,690,689 | 0 | 0 | 0 | 117,267 | 117,267 |
| FM Costs | 4,117,996 | 8,551,966 | 0 | 0 | 0 | 213,799 | 213,799 |
| Revenue Income (Included Above) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 26,342,958 | 37,995,326 | 3,806,250 | 9,135,000 | 5,328,750 | 76,321 | 503,821 |

2.8.5 NPV Analysis – Option Di – Consolidate on Portland Road (exc GP Surgery)

Option Dii option has an NPV of £24.9m over the 40-year period. Again, this is considerably larger than the NPV for the Do-Nothing option due to the cost of the new hub building. The capital cost is lower than that of Carter Lane as demolition costs are not relevant and there is no allowance for the cost of a phased build programme. In addition, the capital receipt is largest.

Similar to option Aii, utilities costs are higher than the Do-Nothing option reflective of the fact that the new building provides considerably more floor space.

Remaining FM costs are roughly equivalent of the Do-Nothing options showing the expected efficiency of the newer and single building (note: no assessment has been made for any benefits in operational staffing costs).

Both utilities and FM Costs are similar to that of the Carter Lane option as the areas are broadly similar.

| Building / Cost / Income | NPV @ 01-Apr-20 3.50% | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 | Year 5 1 April 2025 |
|---|-----------------------------|-------------------|----------------------------|----------------------------|----------------------------|---------------------------|---------------------------|
| TOTAL - OPTION DII (CARTER LANE) | | | | | | | |
| Acquisition Costs | 407,717 | 421,988 | 421,988 | 0 | 0 | 0 | 0 |
| Capital Costs | 15,810,251 | 16,980,000 | 3,537,500 | 8,490,000 | 4,952,500 | 0 | 0 |
| Capital Receipts (Enter as Neg) | -845,081 | -969,750 | 0 | 0 | 0 | -969,750 | 0 |
| Backlog Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 3,092,487 | 6,422,261 | 0 | 0 | 0 | 160,557 | 160,557 |
| Utilities | 2,267,472 | 4,708,927 | 0 | 0 | 0 | 117,723 | 117,723 |
| FM Costs | 4,146,409 | 8,610,972 | 0 | 0 | 0 | 215,274 | 215,274 |
| Revenue Income (Included Above) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 24,879,257 | 36,174,397 | 3,959,488 | 8,490,000 | 4,952,500 | -476,196 | 493,554 |

2.9 Wider Economic Benefits

The potential economic benefits of the options are set out in the table below:

| Option | Do Nothing | Option Aii | Option Dii |
|---|------------|------------|------------|
| Area to be Disposed | - | 1.9 acres | 4.51 acres |
| Potential Housing Units | - | 31 | 73 |
| Of Which Number Affordable (10%) | - | 3 | 7 |
| Potential Annual New Homes Bonus | - | £52,851 | £124,333 |
| Potential New Homes Bonus (4 Years) | | £211,404 | £497,732 |
| Or | | | |
| Assumed Area Floorspace Created (at 2,000 / acre) | | 3,801m2 | 9,023m2 |
| Assumed Jobs Created (at 60-70m2 industrial / warehousing) | | 54 – 63 | 129 - 150 |

The table above shows that as developing Portland Road for the hub releases significantly more public sector land for redevelopment, that the economic benefits are similarly greater.

2.10 Cost-Benefit Appraisal - (Step Five)

We have undertaken a combined analysis examining the cost per point. The results are set out in the following table:

| Option | Do Nothing | Option Aii | Option Dii |
|-----------------------------|-----------------|----------------|----------------|
| Qualitative Weighted Scores | 22 | 298 | 303 |
| Net Present Value (NPV) | £8,785,845 | £26,342,958 | £24,879,257 |
| NPV per point score | £392,839 | £88,519 | £82,165 |
| Overall Rank | 3 | 2 | 1 |
| Switching Value | 378% | 8% | - |

The table shows that Option Dii is the most VfM option with a margin of safety of 8%.

2.11 The Preferred Option

As can be seen from appraisal process, on a cost / benefit and potential economic benefit basis, the Preferred Option is the **co-location of all services to the Portland Road site (Option Dii)**.

The remaining elements to the SOC / OBC cover, specific to this option:

- The **Commercial Case**: How can the project be procured and delivered?
- The **Financial Case**: How will the project be financed and what does it cost? And
- The **Management Case**: How will the programme be delivered and what governance arrangements will be put in place to assure delivery commensurate with the strategic intent?

3

Commercial Case

3 Commercial Case

3.1 Introduction and Base Principles

The purpose of the commercial case is to set out the planned approach that will be taken to ensure the successful delivery of the preferred scheme. Key issues to manage are in relation to this scheme are:

- **Delivery structure** – how will the scheme be brought forward? This is key as it impacts on a commercial feasibility, cost and timescales as well as how it will be procured and the resulting governance “hurdles”;
- **Procurement approach** – the scheme may involve significant expenditure either capital or revenue. The stakeholders are governed by OJEU, national and local regulation in ensuring good stewardship of public funds;
- **Risk allocation** – what are the risks of the project and procurement and which party are they allocated to? And
- **Contractual** – what are the contracts that will need to be put in place and an indication of their key terms

These are further discussed below.

3.2 Delivery Structure

At the highest level, there are two potential ways to take the project forward:

- A capital-based approach where the Public Sector in its broadest sense incurs expenditure in the development of the new facility, owns the freehold and occupies the building, and
- A revenue-based approach where the land is sold to a developer and leased back from the relevant public sector occupiers or an investment fund could finance the proposals.

Given there is little by way of any commercial elements in the project or any real development risk, we do not consider that a developer sourced revenue-based approach will provide value for money as effectively the proposals will be more expensive by reference to:

- The “profit” the developer would require to undertake the scheme (there is likely to be a transaction cost for the project regardless, but the developer’s margins are typically higher than those of the relevant professional team;
- The cost of finance the developer can access and would need to utilise in order to finance the development / build, this being considerably higher than that which the Council can secure, and
- Any lease between the developer and the Council will need to be of investment grade to ensure a liquid market and will therefore require period reviews which could disadvantage the Council (Public Sector finance likely to be fixed and therefore reducing in real terms).

- Similarly, an investment fund is unlikely to be a good option for the scheme as:
- The value of the scheme may not be sufficient to generate enough interest in the market and therefore competition amongst funders, and
- Should there be market interest, although costs of finance can be comparable or even lower than the Public Sectors' any consequential lease is likely to have mandatory annual upward review mechanisms meaning lease costs can quickly increase at a time when public sector budgets are in decline.

As a result, we suggest that a capital-based approach be used with one of the occupying public sector entities taking the lead role with other public sector entities occupying the space they need.

One way in which this could be achieved is as follows:

- Given the fact that they their services occupy the majority of the space, Derbyshire County Council would effectively be the developer (and managing agent / entity) of the building, and
- The other public sector organisations forming part of the project (Bolsover District Council, Derbyshire Community Health Services, Shirebrook Town Council), enter into a lease with the County Council for the space they occupy, paying rent and service charge as appropriate.

More detail is set out in the “Contractual” section below.

3.3 Procurement Approach

3.3.1 Introduction

The procurement approach will need to be developed to be commercially robust such that it achieves a Value for Money solution for the stakeholders. This will change depending on the value of goods and services being procured – these are (lower values first):

- Under the relevant body's standing orders and financial regulations, for very low value items, it is likely that there will be some discretion permitted at a Directorate / Portfolio level to directly (or more easily) appoint;
- Again, under standing orders and financial regulations, as values increase but below OJEU thresholds, there will be guidance over the number of quotes and the robustness of any procurement process;
- For works contracts which are thought to likely exceed the relevant OJEU threshold in force at the time, and irrespective of standing orders and financial regulations, an EU compliant process will be required. The relevant threshold governing the need for an EU compliant procurement process is approximately £4.5m (correct as of the time of writing). As a result, an EU compliant process will be required. This is discussed below, and
- Similarly, to the extent individual or packages services (FM etc) are to be provided by an external party rather than the public sector directly, the threshold would be circa £180k (again, correct as of the time of writing).

3.3.2 OJEU Procurement

The European Public Contracts Directive is transposed into UK law by the Public Contracts Regulations 2015 and the Procurement (Scotland) Regulations 2015. It governs the procurement activities of public sector bodies and stipulates when an EU compliant procurement process must be undertaken.

Given the capital cost of the options set out in the Economic Case it is certain that these will fall under OJEU and will require an OJEU compliant procurement route to be followed. There are two ways in which this can be achieved:

- Run a new OJEU compliant process, and
- Utilise a framework or other methodology which is “pre-approved”.

3.3.3 OJEU Compliant Process⁶

Undertaking a separate OJEU compliant process will ensure greater control over bidders, scope, evaluation and therefore should produce the “perfect” outcome in terms of attracting the bidders you wish, meeting the exact scope and, through competitive tension, at the optimum “market” price.

However, depending on the type of OJEU process followed, this can take a significant amount of time to prepare and undertake and can therefore be expensive in terms of internal Officer time and, potentially, external advisors.

The different types of OJEU procurement are set out below:

- **Open Procurement** – The open approach is generally used where the procuring authority has a high degree of certainty around what it wants to procure. In addition, it is more often used in the procurement of services where the procuring authority doesn’t need to pre-qualify bidders, a high number of bids are received and generally the lowest priced bid is awarded the project. Such a process is intended for the purchase of commodities.
- **Restricted Procurement** – The restricted approach is more appropriate when the authority wants pre-qualify bidders to reduce the number of prior to tender, allowing the authority to evaluate a limited number of proposals. Bidders would have to meet a minimum standard set out within the Pre-Qualification Questionnaire (PQQ). Under this route however, the procuring authority would still have to have a high degree of certainty around their ability to specify their requirements as it does not allow for any negotiation.

⁶ Note – we are not lawyers and have set out here our understanding of applicable procurement legislation. However, we would always recommend this is validated by the Council’s internal or external legal advisors.

- **Competitive Dialogue** – Where the solution for the project is not fully developed and / or the procuring authority wants to work with bidders to develop proposals (i.e. there are a number of variables / ways in which the desired outcomes can be achieved, or the procuring authority is not able to properly specify), Competitive Dialogue is more appropriate. The regulations set out a number of conditions for the use of Competitive Dialogue:
 - The needs of the procuring authority cannot be met without adaptation of readily available solutions;
 - The requirements include design or innovative solutions;
 - The contract cannot be awarded without prior negotiation because of specific circumstances related to the nature, the complexity or the legal and financial make up or because of risks attached to them;
 - The technical specifications cannot be established with sufficient precision by the contracting authority with reference to a standard, European Technical Assessment, common technical specification or technical reference, and
 - An open / restricted procedure procurement has been run but only irregular or unacceptable tenders have been submitted.

- **Competitive Procedure with Negotiation** – The Competitive Procedure with Negotiation is intended for use when the procuring authority is able to substantially articulate its requirements but there are some variable requirements that are open to interpretation by bidders. This is a relatively new development intended to fill the gap between the Restricted and Competitive Dialogue procedures (see above). The process seeks to establish a tendered position with each bidder in similar fashion to the restricted procedure above, however it provides the procuring authority with the right to exercise a right of negotiation where it is considered that the tendered outcomes do not wholly align with expectations or there are aspects of the proposed solution that the procuring authority believes could be reconfigured to provide better value for money (always with reference to the same evaluation and award criteria).

3.3.4 OJEU Compliant Framework

To try and better streamline procurement and to facilitate an earlier draw down of works (and services), a number of bodies, have sought to “pre procure” via OJEU, contractors who are available to then be engaged by the public sector quickly and efficiently whilst maintaining an OJEU compliant position.

These can either be by mini-tender where a smaller number of contractors are approached directly for prices or a direct appointment. Although in either case maximum rates for at least some items will have been agreed through a prior process allowing some cost certainty, there could be (certainly will be in the case of single source frameworks) potentially, better rates achieved through a new OJEU process. However, the likelihood and quantum of this will need to be assessed against the additional administration cost and time of doing so.

3.4 Procurement Route

3.4.1 Enabling services

Supporting the development of proposals and / or take the project through the planning process is likely to require some form of OJEU compliant procurement depending on whether certain costs are novated to the construction contractor as part of their appointment.

To the extent the Council wishes to continue with the current team, its procurement obligations can once again be discharged through the Scape framework or alternatively, other frameworks could be used, or lastly, a full OJEU tender exercise undertaken.

3.4.2 Capital Costs

Given the current uncertainty over costs as a result of the potential impact on the construction sector arising from the future consequences of Covid 19, it is not recommended that a procurement route be adopted where a single supplier was approached as this is unlikely to be value for money. Instead some form of competition should be undertaken either:

- By way of a mini competition either through one framework or through approaching single suppliers from multiple frameworks and making a comparison, or
- By undertaking an OJEU procurement through the restricted route, the scope being relatively defined but with a need to limit the market to entities with a track record of similar projects.

3.4.3 Maintenance and Management Costs

It is likely that each organisation has in place current in-house or external maintenance arrangements for the property it occupies.

From an external perspective, at least in the short term, it could be possible for one / many of these to be utilised to service the new accommodation to the extent that:

- Their values are in excess of the services OJEU limit and they have been pre procured through OJEU (if they haven't, then rolling them over to a contract caught by the legislation would be a breach of procurement rules);
- There is sufficient flexibility in the scope and value of the original OJEU advertisement to allow them to be rolled over, and
- They are considered value for money.

From an internal perspective, in terms of maintenance, Derbyshire County Council may have in-house services to provide the necessary services to the new asset.

- In terms of maintenance and other FM costs, again Derbyshire County Council may have internal services that could provide these services on behalf, not only of itself, but to other occupants. Subject to its own VfM tests and assuming they fall under the OJEU services threshold, the occupants could enter into a contract with DCC for such services but on a contract by contract basis.

If there is a concern over VfM or the parties do not agree, then the only options will be to procure a new FM / maintenance contract.

3.5 Risk Allocation

The main risk of the approach are as follows:

- **Land acquisition** – although in public sector ownership (Shirebrook Town Council), DCC will still need to acquire the land. To the extent that this cannot be completed or there is additional cost to what is assumed, this will impact on the project's timescale and cost.

Early engagement with the landowner will be key in assisting in the management / mitigation of this risk.

- **Planning** – the impact of the planning process on both the deliverability of the project and its costs will rest with DCC. The Local Planning Authority, although also a public sector body, will need to operate independently.

During the development of the physical options, the project teams' architects have liaised with the Local Planning Authority, this should continue as part of the management of this risk.

- **Cost / income risk** – to date, the project team have used historic benchmarks to assess both the costs of the project and any capital receipts, however, the outturn costs and income will only be known when the market is tested. Any movement in assumptions will impact on project cost.

Currently, it is too soon to assess the impact of the current pandemic on the construction sector and sales values / capital receipts (although in terms of the latter we are aware that a number of Commercial Agents are not issuing advice and / or including significant caveats in their reports). This will need to be kept under review and it may be that a fuller market test (rather than the use of a framework) will give a better indication of the market.

- **Finance cost** – historically, PWLB finance has been available and at favourable rates. However, announcements in the budget could lead you to question whether this situation is set to continue. In addition, the impact of Covid 19, the measures the Governments has taken to support businesses and individuals could potentially provide upward pressure on gilt rates which could manifest itself in higher PWLB rates, cost of finance and overall project costs.

DCC and their Treasury Managers will need to keep Public Sector finance rates under review and test additional types of finance to ensure it remains the optimum financing solution.

- **Demand / Residual value** – at present, demand has been set by reference to the various entities' requirements in the locality. However, this can change for various reasons including policy / political, demographics, service need etc – to the extent demand for space changes for either DCC or other occupants, they will potentially be owning property / occupying space for which they have no use and which may not have an alternative commercial use (residual value below)

To assist in the management of risk, all entities will need to have service delivery plans and underlying estate strategies which are as robust as possible. DCC will need to ensure that it has reasonable minimum commitments in lease terms with other occupiers and that the space is as flexible as possible to make it valuable either to itself, other public sector occupants or the private / third sector.

3.6 Contractual

Based on the commercial approach outlined above, the following contracts will need to be entered into:

- **Agreements to lease** – given cost exposure, DCC may wish to enter into some form of binding agreement with the other potential occupiers to limit cost exposure. This will be binding and will need to set out the terms of the future lease which will need to be present “best value” for all parties under relevant local government legislation;
- **Enabling services** – depending on the evaluation of internal capacity and capability, it may be necessary to enter into contract with a number of providers (project managers, cost managers, site surveys / engineers etc and architects) to progress the project;
- **Site purchase** – DCC will need to enter into a purchase agreement with the current landowner of the site. The value will need to present “best value” under relevant local government legislation;
- **Build contract** – DCC, following the relevant procurement exercise, will need to enter into a contract with another party for the construction of the new facility;
- **Management and maintenance contracts** – DCC may need to enter into contract with a number of providers to provide management and maintenance service to the new building (part of which will be offset by service charges charged to the occupants);
- **Building leases** – building leases will need to be entered into between DCC and other public sector occupants. To the extent agreements to lease are entered into these should reflect the terms set out in those documents. This will cover the lease for the occupied space and reflect any service charges and their basis;
- **Staff terms and conditions** – to the extent moving their employment to the new facility has not been anticipated by or is accommodated in existing staff terms and conditions, these will need to be amended accordingly;
- **Site sales** – upon vacating the current sites, to the extent they are to be disposed of, the relevant parties will need to enter into sales agreements with the future purchaser / developer.

4

Financial Case

4 Financial Case

4.1 Introduction

The Finance Case sets out the whole life financial costs associated with the delivery of the Preferred Scheme – “Dii - Consolidation on Portland Road (exc GP Surgery)”, as described in the Economic Case.

The Finance Case differs from the Economic Case in that it deals with the financial and funding implications of the project both in terms of capital and revenue implications. This includes assessing cash flows associated with funding the capital cost of the option, the cost of any borrowing and the long-term impact on revenue costs.

4.2 Capital Costs

The capital cost has been developed for the Preferred Scheme (and other shortlisted options). A full breakdown of the capital cost is included within **Appendix E**. These costs have been prepared on the following basis:

- An allowance has been made for the acquisition cost of the Portland Road site. This is based on input provided by our Commercial Agents, Pygott and Crone;
- Order of Cost Estimate prepared by Gleeds Cost Management based on a variety of sources;
- Costs were prepared at the quarterly cost base at the time of preparation. Regardless of what this was, all costs have been updated to Q4 2020. We have not sought to amend our inflation assumptions and so this presents for any impact of the current global pandemic;
- Costs are “all in” and therefore include allowances for prelims, overheads and profit, fees, risk and contingency – in terms of the latter – this is currently assumed to be 5%, and
- Gleeds Cost Management have used the designs provided by Arc Partnership⁷.

⁷ During and subsequent design development phase, areas, and adjacencies should be discussed and confirmed along with other design principles and changes made accordingly. For example, although the library provision has been developed in line with accepted benchmarks, it has been raised by the service as being too large for the actual need. This may change the design, the financial case and the various contributions accordingly.

A summary of the acquisition and capital costs is set out in the table below:

| Cost Category | (£) |
|--------------------------------------|-------------------|
| Acquisition | |
| Acquisition Costs | 421,988 |
| | |
| Main Build | |
| Demolition and Enabling | 201,000 |
| Ground Floor Main Build | 5,802,000 |
| First Floor Main Build | 4,928,000 |
| Second Floor Main Build ⁸ | 1,404,000 |
| External works | 335,560 |
| Fees, Risk and Inflation | 4,306,198 |
| Main Build | 16,976,758 |
| Say | 16,980,000 |

4.3 Capital Funding

The Preferred Options' acquisition and capital costs of £421,988 and £16,980,000 respectively (£17,401,988 in total), will be met from a mixture of borrowing and capital receipts as follows:

| Site | (£) |
|------------------|--------------------|
| Borrowing | 16,432,238 |
| Capital Receipts | 969,750 |
| TOTAL | 17,401,988, |

These are discussed further below.

⁸ This is low compared to the costs of other floors as it reflects the removal of the GP premises and associated circulation allowances – in reality, it would be possible to redesign the building over 2 floors.

4.3.1 Public Sector Borrowing

The bulk of the funding will be provided by public sector borrowing. In line with the delivery structure, as DCC will be the lead entity and “developer”, being the property freeholder, it has been assumed that DCC will be the borrower. The borrowing has been built into the financial projections on the following basis:

- Borrowing will be from the Public Works Loan Board (“PWLB”) or equivalent;
- Interest only will be serviced during the development phase;
- Interest is charged on any brought forward balance and in-year borrowing;
- Interest has been assumed to be at 2.50%;
- The loan is consolidated in the first year of operation (at which time it is assumed to be reduced by the value of the capital receipts), and
- Repayment is made over the assumed life of the asset (40 years) on an annuity basis.

The loan schedule is set out in **Appendix I**. From this we can conclude:

- Peak debt is £17,401,988 (immediately prior to the new facility becoming operational) in 2023 / 24.
- Interest costs (which will represent growth in revenue costs for DCC) in the development phase are:
 - 2021 / 22 = £98,987;
 - 2022 / 23 = £313,712, and
 - 2023 / 24 = 445,367.
- The loan is fully repaid at the end of 2063 / 64 (40-year term).

Although DCC will be the principal lender and responsible for the loan repayment, a proportion of the debt will be covered by the lease payments made by the other building occupants this is discussed further in the “Revenue Implications” section below.

4.3.2 Capital Receipts

The potential returns that the Council could generate from the disposal of the surplus sites is set out in the table below:

| Site | Area (Ac) | £ / Ac | (£) |
|---------------|-----------|---------|----------------|
| Carter Lane | 2.41 | 225,000 | 542,250 |
| Patchwork Row | 1.34 | 225,000 | 301,500 |
| Shirevale | 0.56 | 225,000 | 126,000 |
| TOTAL | | | 969,750 |

The £ / Acre figure was provided by Commercial Agent's, Pygott and Crone who undertook a market review of the area as part of the development of this SOC / OBC. This market review is set out in **Appendix F**. This was received prior to the current pandemic and so the values should be treated with some caution.

All capital receipts are assumed to be occur in the year following occupation of the new facility.

4.4 Revenue Implications

4.4.1 Basis

The revenue implications have been calculated on the following basis:

- To reflect the delivery structure with DCC being the “lead” entity with other occupants being tenants;
- Affordability will be measured against the current budgeted costs (uplifted to the first year of operation);
- Revised revenue costs have been prepared for the new facilities to include:
 - FM costs, utilities and lifecycle costs (these are based on the hub at its increased size), and
 - The revenue costs of debt service (see above).
- In line with the first point:
 - DCC will incur all costs, revenue costs and debt service costs, and
 - A proportion of debt service costs and other revenue costs will be recovered from other occupiers based on the relative space utilised as rent and service charges respectively.

4.4.2 Revenue Costs and Income

Revenue costs (and income) for the Preferred and other options have been prepared on the following basis:

- Existing costs have been provided by the relevant entities. These have been updated inflated to the project's commencement (2021 / 22), and
- New revenue costs have been prepared based on a mix of inputs provided Gleeds and by utilising existing information as follows:
 - Hard FM maintenance (Gleeds at £15 / m2 of Net Internal Area (“NIA”) – current prices);
 - Hard FM compliance (Gleeds at £3.50 / m2 of NIA – current prices);
 - Response repairs (Gleeds at 10% of Hard FM maintenance);
 - Caretaking and cleaning (Gleeds at £13.50 / m2 of Gross Internal Area (“GIA”);
 - Trade waste (based on existing costs);
 - Business rates (based on existing costs);
 - Grounds maintenance (based on existing costs);

- Nursey income (based on existing income);
- Utilities (based on existing costs), and
- Capital lifecycle and cyclical maintenance (Gleeds, based on a Gleeds profile over 40 years but equalised over the term).

A detailed breakdown of revenue costs and income is included at **Appendix J**. Note, this excludes relevant inflation.

4.4.3 Overall Scheme Affordability

The table below shows the surplus / deficit of the project for its initial years. Note, as the lifecycle profile has been “smoothed”, the remaining years of the assets’ life are assumed to be the same as year 4:

| Building / Cost / Income | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 |
|-----------------------------------|--------------------|----------------------------|----------------------------|----------------------------|---------------------------|
| Costs | | | | | |
| Sub Total - Debt Service | 27,042,004 | 98,987 | 313,712 | 445,367 | 654,598 |
| Sub Total - Existing Annual Costs | 2,093,967 | 1,388,202 | 352,883 | 352,883 | 0 |
| Sub Total - New Annual Costs | 18,775,902 | 0 | 0 | 0 | 469,398 |
| TOTAL COSTS | 47,911,873 | 1,487,189 | 666,594 | 798,250 | 1,123,996 |
| Existing Budgets | | | | | |
| TOTAL - EXISTING BUDGETS | 16,209,267 | 1,388,202 | 352,883 | 352,883 | 352,883 |
| PROJECT SURPLUS / -DEFICIT | -31,702,606 | -98,987 | -313,712 | -445,367 | -771,113 |

As can be seen, the new project represents growth in revenue cost of circa £771,113 in a full year (at 2021 / 22 prices). However, it should be noted that:

- This reflects a new build and fully maintained building, over time the gap is likely to become lower as the lack of schedule maintenance leads to increased maintenance costs;
- There could be operational staffing savings but these cannot be assessed and so have not been quantified, and
- The majority of the “affordability gap” relates to the debt service for the new building with only £116,515 per annum linked to a rise in FM Costs (despite the new building being bigger than the current space provided. Given that debt service costs will be fixed for the life of the loan, this gap will reduce over time due to the impact of inflation.

4.4.4 Impact on Revenue Position of Each Occupier

The table above shows the overall deficit position of the scheme, however, this will impact on the occupiers to a greater or lesser degree. The following table shows how the deficit above is met by each party (figures represent the growth against current budgets):

| Building / Cost / Income | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 |
|---|-------------|----------------------------|----------------------------|----------------------------|---------------------------|
| NET REVENUE IMPACT UPON DCC (SURPLUS / -DEFICIT) | -25,589,314 | -98,987 | -313,712 | -445,367 | -618,281 |
| NET REVENUE IMPACT UPON DCHS (SURPLUS / -DEFICIT) | -4,030,101 | 0 | 0 | 0 | -100,753 |
| NET REVENUE IMPACT UPON DWP (SURPLUS / -DEFICIT) | -2,083,191 | 0 | 0 | 0 | -52,080 |

As can be seen, the project would lead to growth in all revenue budgets when compared to current costs – for example (in a full year at 2021 / 22 prices):

- DCC share = £618,281;
- DCHS share = £100,753, and
- DWP share = £52,080.

As above, this is largely due to the need to impact of the new build, additional space and would reduce in real terms over time due to a large element of the gap (debt service) not being subject to inflation.

The table shows DCC being responsible for the revenue impact of the project – this is the initial debt service during the development phase. This is not an equitable position and in reality, it would be the case that these costs are also shared between the eventual occupants

The affordability analysis is included as **Appendix K**.

4.5 Summary of the Financial Case

The financial case sets the net (of capital receipts) capital cost of the scheme at £16.4m (although the peak debt prior to applying the capital receipts due from the scheme is £17.4m). This is assumed to be met from public sector borrowing (PWLb).

The project will result in a need for an increased revenue budget of £771k in the first full year of operation (2024 / 25 at 2021 / 22 prices). This will be met from the occupants as follows:

- DCC share = £618,281;
- DCHS share = £100,753, and
- DWP share = £52,080.

The majority of the increase cost is due to the need to provide a totally new building (debt service costs of £655k) with the residual £116k linked to additional FM costs. Given the building is not currently fit for purpose and has a level of backlog maintenance, DCC have benefitted from a low asset cost for some time and the majority of the increase (debt service) is to some extent inevitable. In addition, given the increased space provided in the new facility, the increased FM costs, although unwelcome, is not unreasonable.

5

Management Case

5 Management Case

The management case will describe the arrangements that DCC will employ in the successful delivery of this project including the Key Performance Indicators (“KPI’s”) which will be used objectively to ensure we are on track. Lastly it will identify our current thoughts on potential risk and / or change which could occur during the life of the project and how these challenges will be managed.

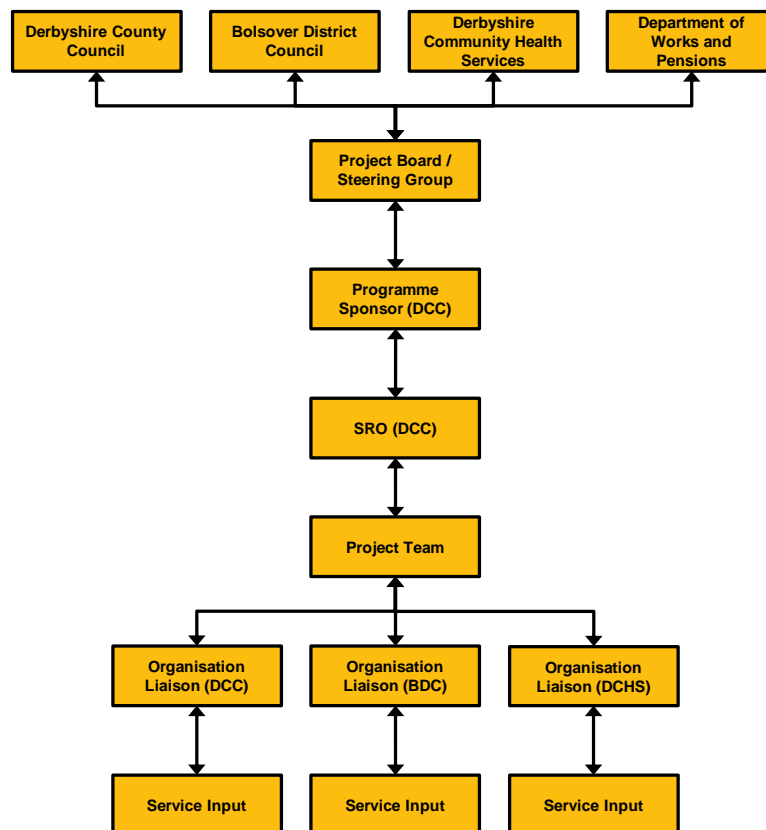
Key issues to manage are in relation to this scheme are:

- Project framework;
- KPIs, monitoring and oversight;
- Risk management, and
- Benefits, evaluation and realisation.

These are further discussed below.

5.1 Project Framework

The proposed governance structure, lines / nature of reporting and responsibilities are set out in the diagram below:



In terms of the diagram set out above:

- The organisational sponsor, DCC and other public sector occupiers will nominate representatives for the project board. To allow for efficient governance and decision-making, it is expected that the representatives will have some delegated / decision-making powers. These entities will receive regular updates from the Programme Board in terms of minutes and updates from the representatives.
- A programme board will be established consisting of senior officers and elected members of DCC and the other public sector organisations. The role of this body will be to provide a rounded view, make decisions (under delegation) and help steer the programme and projects to ensure an optimum result.
- DCC will nominate a project sponsor with overall accountability for the delivery of the project.
- DCC will nominate a Senior Responsible Officer (SRO) with overall responsibility for the delivery of the project. The SRO is a senior individual and will be responsible for reporting progress to the Programme Board and ensuring that their recommendations are implemented.
- A project team will be established, chaired by the SRO and attended by (at the very least) liaison leads from each of the public sector entities representing the services which will co-locate and operate from the new facility together with any functional support (finance, legal etc). This body will drive the project
- A Liaison Officer will be appointed from each of the public sector entities to represent the relevant services' interest and progress their individual project aspects on a day to day basis.
- Each individual service of each public sector body will have an appointed lead for that service who will lead on the development of proposals for that service and report to the overall organisation liaison as necessary.

It is recognised that available finance can often constrain the level of capacity and capability it is able to employ to full time / substantive posts. In response it may consider a "mixed economy" approach to its resource planning which, depending on circumstances will also utilise temporary / fixed term appointments and consultancy appointments. These could include:

- Project management
- Design / architecture;
- Cost management;
- Commercial agency, and
- Strategic asset management.

A decision will be made on the need for additional external resources as the project progresses.

5.2 KPIs, Monitoring and Oversight

Progress will be monitored by:

| Monitoring and Oversight Measure | Description |
|---|--|
| Progress against the project plan | The project plan will include a series of tasks with appropriate milestones and deliverables. This will be a live document constantly reviewed and updated. As can be seen from comments set out above, the plan will contain a critical path and any movement against this will be closely monitored. |
| Internal team and consultancy workstream organisation and service plans | Below project plan level, the workstreams for each organisation / service will each have their own plans and programmes. For example, consultancy proposals and appointments will include activities and deliverables likely to be at a more granular level than the project plan. The organisation liaisons will manage the inputs on this basis, this providing an “early warning” of any programme slippage. |
| Financial management | Spend throughout will be profiled. Periodic financial statements will be provided alongside the forecasting of physical progress and financial commitments monitored accordingly. |
| Periodic progress reporting | There will be “checks and balances” in terms of the regular updates against plan demanded by the SRO as well as key reporting to the project board, either as part of “business as usual” reporting, gateways or to support decision-making – such events will be scheduled as events on the project plan. This will continue into the operational phase as the actual use, outputs and outcomes of the project will need to be captured. |

The monitoring of outputs and outcomes relative to the objectives for the investment is covered in the final section “Evaluation and Benefits Realisation”.

5.3 Risk Management

The objective of the risk management process is to establish and maintain a “risk aware” culture that encourages on-going identification and assessment of project risks. Risk management is an essential part of the development of any project. Risk should be managed proactively through a process of identification, assessment and mitigation.

The potential risks for this project at a high-level are considered to be as follows (some of these briefly being discussed as part of the commercial case):

| Risk | Impacts | Mitigation |
|---|--|---|
| Project does not receive the support from participant organisations. | Scope of project changes, delay, outcome / outputs are undermined, project potentially aborted. | Stakeholders were identified early on in the project development phase, to date there has been significant engagement with stakeholders, this will continue throughout any remaining phases of the project. |
| It is not possible to acquire the Portland Road site, or a “ransom” situation arises placing an uneconomic value on the site. | Project delay / higher than anticipated costs impacting on DCCs financial position, project potentially aborted. | Early engagement with landowner to establish value and commercial terms |
| Scheme fails to achieve a satisfactory planning permission. | Project delay / higher than anticipated costs impacting on DCCs financial position, project potentially aborted. | The Local Planning Authority has been engaged throughout the SOC / OBC process and has been consulted on all emerging designs. |
| Current pandemic and “lock down” / “social distancing” continue for an extended period. | Project delay / higher than anticipated costs impacting on DCCs financial position, project potentially aborted. | None at present – the implications are potentially so wide-ranging for the construction sector and economy in general that it is not possible to assess the implications of this and so similar to the approach taken by Commercial Agents and other property advisors, we have not sought to price this and have priced at pre Covid 19 levels, in future it may be the case that the consequences are better known and so this position will need to be reviewed in the future. |
| The development costs of the hub are higher than expected. | Business plan is not achieved placing higher than anticipated financial costs on DCC. | More extensive design undertaken than what would be expected at this stage of project development and the use of an experienced QS will limit the potential for under provision / over optimistic budgeting |

| Risk | Impacts | Mitigation |
|--|--|--|
| | To the extent this continues and / or the level of materiality, the future of the project could be in jeopardy. | |
| The cost of finance is higher than that assumed in this SOC / OBC. This could be as a result of government finance raising required to support Covid 19 measures and the impact this has on gilt values. | Project costs increase, potentially impacting on required lease values. To the extent these cannot be higher than market which will leave a residual cost for DCC which may not be acceptable. | DCC's Treasury Managers will need to keep rates PWLB rates under review and test additional types of finance to ensure it remains the optimum financing solution |
| The running costs of the hub are higher than expected. | Higher than anticipated costs impacting on occupier financial positions. Occupiers seek more economic accommodation, benefit of co-location are lost. | Running costs have been determined by FM specialists and so should be robust. These, combined with the increase in area, have increased costs to the participants above current levels. To the extent participants' involvement is signed off, it is hoped that further increases would be limited to inflation. |
| New pathways, ways of working cannot be established between the participant organisations. | Benefits of co-locating are lost and outputs and outcomes for the locals are lower than expected. | No work has been undertaken on organisational change and so a working party will need to be established to understand the services, their touch points and how these can be changed in order to provide a more holistic and effective service for locals. |
| Demand change resulting in obsolescence of the hub building. | DCC are left with a building with excess space or is just surplus to requirements leaving a residual management and maintenance cost. | A memorandum of understanding will need to be reached between the parties with a minimum commitment to occupation. The space should be designed as flexibly as possible so as to make it valuable to DCC in an alternative use, other public sector occupants or the private / third sector. |

At present, we have included general provisions within the financial projections thought appropriate for this project at the current stage of development. Going forward, these risks should be properly quantified and compared to the current allowances.

5.4 Benefits, Evaluation and Realisation

In the Strategic and Economic Cases, we set out the process we have followed in terms of distilling the strategic drivers for the project into more meaningful objectives, the expected benefits that would accrue and lastly how this links to the proposed programme of projects. This is represented by the diagram below:



A benefits logic mapping process has been undertaken with the full Benefits Logic Map being set out in **Appendix B**.

The resulting benefits have been prioritised in line with the organisations' strategic objectives, number of objectives achieved per benefit and ability to provide financial, operational or social value benefit.

The ten main benefits identified are as below:

| Code | Benefit |
|------------|---|
| B1 | Reduce facilities management costs and energy expenditure. |
| B2 | Improved service to the public and customer satisfaction including the ability for integrated events. |
| B3 | Generation of capital receipts. |
| B4 | Reduced expenditure on agency staff. |
| B5 | Improved staff retention and perception. |
| B6 | Keep Shirebrook general practitioners list open in light of known future demand. |
| B7 | To assist in the delivery of the local plan. |
| B8 | Ability to utilise both shared staff and resources along with the ability for joint training initiatives. |
| B9 | The ability to operate out of fit for purpose buildings. |
| B10 | For public services to be seen as integrated to the public across all agencies and increase footfall. |

During the implementation phase, KPIs and benefits realisation strategy will be developed further. This could be achieved by utilising the Association for Project Management's (APM) benefit management lifecycle which includes the following stages:

- Identify and quantify;
- Value and appraise;
- Plan;
- Realise, and
- Review

A diagram explaining the process is included at **Appendix L**.

Appendices

| Appendix | Description |
|-------------------|-------------------------|
| Appendix A | Service Briefing |
| Appendix B | Benefits Realisation |
| Appendix C | Shortlisting |
| Appendix D | Sketch Designs |
| Appendix E | Areas and Capital Costs |
| Appendix F | Market Review |
| Appendix G | Existing Revenue Costs |
| Appendix H | Quantitative Analysis |
| Appendix I | Loan Schedule |
| Appendix J | New Revenue Costs |
| Appendix K | Affordability |
| Appendix L | Benefits Process |

Appendix A – Service Briefing

See separate document.

Appendix B - Benefits Realisation

See separate document.

Appendix C – Shortlisting

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| | Option A: Do Nothing (Baseline) | Ai: Co-Locate at Carter Lane. | Aii: Co-Locate at Carter Lane, excl. GP Service. | Bi: Co-Locate at Patchwork Row. | Bii: Co-Locate at Patchwork Row, excl. GP Service. | C: Co-Locate at Shirevale Site | C: Co-Locate at Shirevale Site, excl GP Service |
|---|---------------------------------------|--|---|---|--|--|--|
| Reference to: | | | | | | | |
| OPE Objectives | | | | | | | |
| More integrated, customer-focused services | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ |
| Reducing running costs | ✗ | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ |
| Generating capital receipts | ✗ | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ |
| Creating economic growth (new homes & jobs) | ✗ | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ |
| Evaluation Criteria | | | | | | | |
| Integrated delivery of co-located services | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ |
| Better access and convenience of location for customers | ✓ | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ |
| More fit for purpose Public Estate | ✗ | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ |
| Car Parking and external spaces | ✓ | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ |
| Flexibility for futureproofing | ✗ | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ |
| Summary | Short-List | Discount | Short-List | Discount | Discount | Discount | Discount |

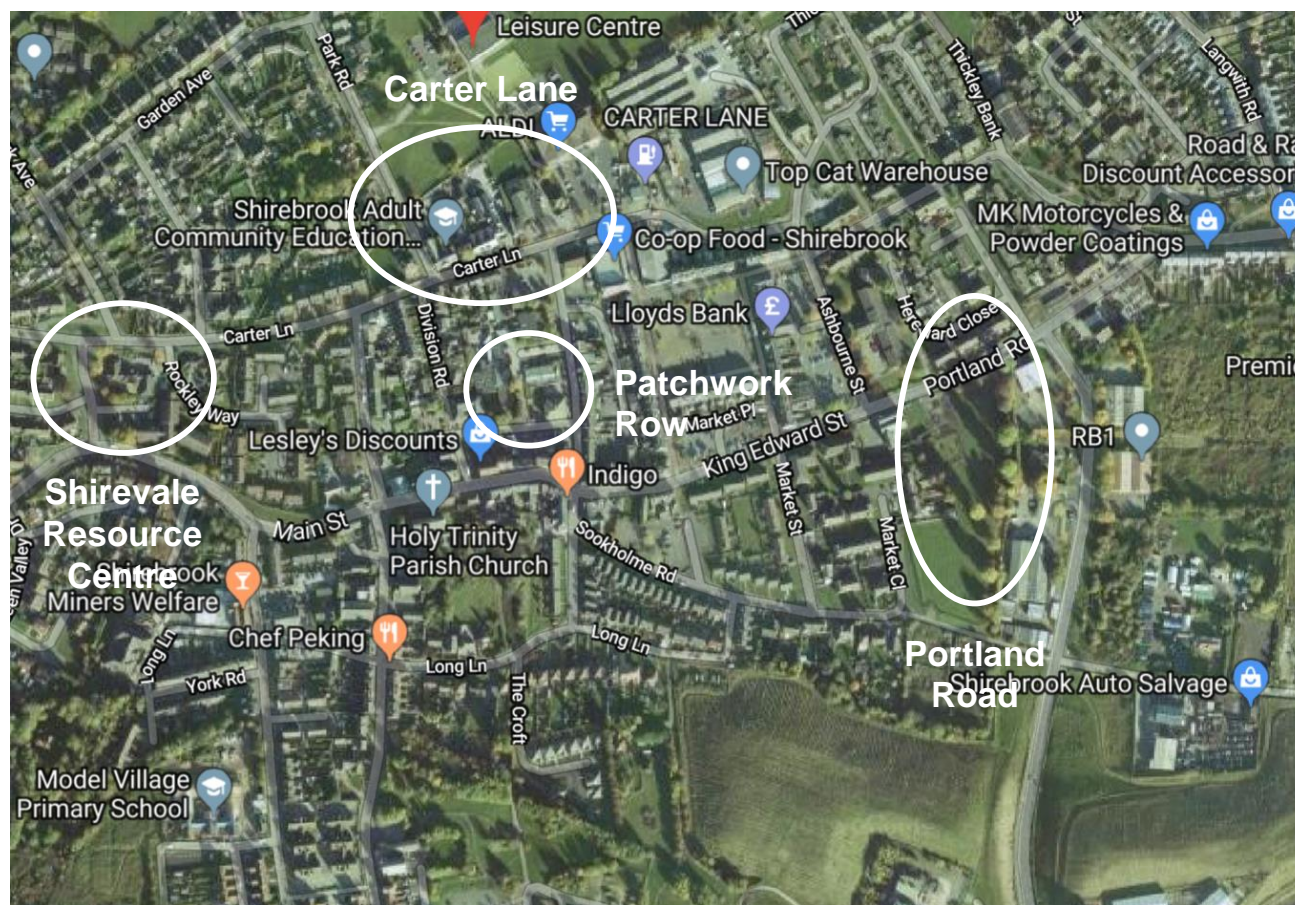
Note: Option Di – Consolidate at Portland Road (excluding GPs) was shortlisted outside of this process.

Appendix Di – Sketch Designs – Option Aii (Carter Lane)

See separate document.

Appendix Dii –Option Dii - Portland Road

Site Juxtaposition



The Site (Copyright Google Maps)



Sketch Designs

Sketch designs set out in separate document.

Note: The design includes the GP Surgery. A separate design has not been produced to exclude it. In essence, it should be possible to reduce area and floors (the top floor would not be required) in a different design. However, we can confirm that the mass could be accommodated, and the area required is as per the financial analysis performed.

Appendix E – Areas and Capital Cost

See separate document.

Appendix F – Market Review

See separate document.

Appendix G – Existing Revenue Costs

The existing revenue costs provided by DCC are set out below (2017 prices)

| | | | | | | | | | | gleeds ^G |
|---|----------------------------|-----------------------------------|-------------------------|------------------------|------------------------|-----------------------------|------------------------|---------------------------|-----------------|---------------------|
| One Public Estate - Asset Information Form | | | | | | | | | | |
| Site ID | Shirebrook Children Centre | Shirebrook Adult Education Centre | Adult Care Day Services | MAT & Youth Service | Private Day Nursery | TOTAL Carter Lane (NR00003) | Shirebrook Library | Shirevale Resource Centre | GRAND TOTAL | |
| Property Name | Carter Lane Complex | Carter Lane Complex | Carter Lane Complex | Carter Lane Complex | Carter Lane Complex | | Shirebrook Library | Shirevale Resource Centre | | |
| Street Address | Carter Lane | Carter Lane | Carter Lane | Carter Lane | Carter Lane | | Patchwork Row | Rockley Way | | |
| Town | Shirebrook, Derbyshire | Shirebrook, Derbyshire | Shirebrook, Derbyshire | Shirebrook, Derbyshire | Shirebrook, Derbyshire | | Shirebrook, Derbyshire | Shirebrook, Derbyshire | | |
| Post Code | NG20 8QJ | NG20 8QJ | NG20 8PE | NG20 8PE | NG20 8PE | | NG20 8AL | NG20 8PD | | |
| UPRN | 3485-02 | 3485-01 | 1400-02 | 3485-02 | 1400-01-102 | | 1856-01 | 4488-01 | | |
| Tenure | Freehold | Freehold | Freehold | Freehold | Lease Out | | Freehold | Freehold | | |
| Floor Area (m2, gross internal) | 328.25 | 882.53 | 415.24 | See column D | | 1626.02 | 348.70 | 409.57 | 2384.29 | |
| Floor Area (m2, net internal) | 301.31 | 743.13 | 346.97 | See column D | | 1391.41 | 313.82 | 355.23 | 2060.46 | |
| Land Area (ha) | 0.036975 | 0.163957 | 0.043946 | See column D | | | 0.100774 | 0.220496 | | |
| Floor plans | Available 3485-02 | Available 3485-01 | Available 1400-02 | See column D | Available 1400-01 | | Available 1856-01 | Available 4488-01 | | |
| Site Plans | Available | Available | Available | See column D | Available | | Available | Available | | |
| Elevations | | | | | | | | | | |
| Cost Centre | NR00003 | NR00003 | NR00003 | NR00003 | N/A | | KLL1250 | AWS1220 | | |
| Cleaning & Caretaking | £37,221.93 | | | | | £37,221.93 | £629.78 | £1,702.75 | £39,554.46 | |
| Maintenance | £14,063.21 | | | | | £14,063.21 | £1,582.86 | £2,333.29 | £17,979.36 | |
| Rents (Income) | £24,100.00 | | | | | £24,100.00 | £0.00 | £0.00 | £24,100.00 | |
| Security | £2,248.90 | | | | | £2,248.90 | £1,752.00 | £533.00 | £4,533.90 | |
| Business Rates | £12,558.70 | | | | | £12,558.70 | £9,317.60 | £0.00 | £21,876.30 | |
| Trade Waste | £3,621.85 | | | | | £3,621.85 | £358.35 | £1,358.68 | £5,338.88 | |
| Building Maintenance | £20,863.35 | | | | | £20,863.35 | £4,617.33 | £4,583.85 | £30,064.53 | |
| Building Cleaning | £49,246.67 | | | | | £49,246.67 | £8,712.87 | £0.00 | £57,959.54 | |
| Grounds Maintenance | £0.00 | | | | | £0.00 | £1,240.97 | £1,009.59 | £2,250.56 | |
| Facilities Management Costs (2017) | £115,724.61 | | | | | £115,724.61 | £28,211.76 | £11,521.16 | £155,457.53 | |
| Gas | £14,314.85 | | | | | £14,314.85 | £1,700.43 | £3,888.64 | £19,903.92 | |
| Electricity | £14,536.15 | | | | | £14,536.15 | £1,924.43 | £4,198.33 | £20,658.91 | |
| Water | £4,153.35 | | | | | £4,153.35 | £609.88 | £1,910.54 | £6,673.77 | |
| Utilities Costs (2017) | £33,004.35 | | | | | £33,004.35 | £4,234.74 | £9,997.51 | £47,236.60 | |
| Insurance Costs | Not Known | Not Known | Not Known | Not Known | N/A | | Not Known | Not known | | |
| Lease (if applicable) | N/A | N/A | N/A | N/A | Lease Out | | N/A | N/A | | |
| Sub-Leases (all occupants) | N/A | N/A | N/A | N/A | N/A | | N/A | N/A | | |
| Condition Survey | 22.08.2017 | 20.01.2017 | 22.02.2018 | | 28.02.2008 | | 15.08.2014 | 12.04.2016 | | |
| Title | DY442999 | DY442999 | DY442999 | | DY442999 | | DY443461 | DY484491 | | |
| Planned Preventative Maintenance Schedule | £124,634.00 | £195,554.00 | £128,728.02 | | £107,723.00 | £556,639.02 | £97,437.00 | £190,872.00 | £844,948.02 | |
| Forward Maintenance Register - Lifecycle plan | | | | | | | | | | |
| Building Maximum Occupancy | | | | | | | | | | |
| Current Building Occupancy | Local Authority | Local Authority | Local Authority | Local Authority | Tenant | | Local Authority | Local Authority | Local Authority | |
| Suitability reports | None | None | None | None | None | | None | None | None | |
| Current demand and utilisation information | Being Evaluated | Being Evaluated | Being Evaluated | Being Evaluated | N/A | | Good | Good | Good | |
| Any Known Building Issues | None | None | None | None | None | | None | None | None | |
| Any Known Occupier Issues | None | None | None | None | None | | None | None | None | |
| Total FM (See Breakdown) | £115,724.61 | | | | | £115,724.61 | £28,211.76 | £11,521.16 | £155,457.53 | |
| Total Utilities (See Breakdown) | £33,004.35 | | | | | £33,004.35 | £4,234.74 | £9,997.51 | £47,236.60 | |
| Total Preventative Maintenance / Lifecycle | £124,634.00 | £195,554.00 | £128,728.02 | £0.00 | £107,723.00 | £556,639.02 | £97,437.00 | £190,872.00 | £844,948.02 | |
| Grand Total | £273,362.96 | £195,554.00 | £128,728.02 | £0.00 | £107,723.00 | £705,367.98 | £129,883.50 | £212,390.67 | £1,047,642.15 | |

Appendix H – Quantitative Analysis

Do Nothing (years 9-40 are the same)

| | | | | | | | | | | |
|--|--------------------------------------|-------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Economic Case | | | | | | | | | | |
| Option F - Do Nothing | | | | | | | | | | |
| Building / Cost / Income | NPV @ 01-Apr-20 3.50% | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 | Year 5 1 April 2025 | Year 6 1 April 2026 | Year 7 1 April 2027 | Year 8 1 April 2028 |
| Building 1 - Carter Lane | | | | | | | | | | |
| Acquisition Costs | 0 | 0 | | | | | | | | |
| Capital Costs | 0 | 0 | | | | | | | | |
| Capital Receipts (Enter as Neg) | 0 | 0 | | | | | | | | |
| Backlog Maintenance | 593,648 | 614,425 | 614,425 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 803,758 | 1,566,517 | 36,431 | 36,431 | 36,431 | 36,431 | 36,431 | 36,431 | 36,431 | 36,431 |
| FM Costs | 2,818,251 | 5,492,748 | 127,738 | 127,738 | 127,738 | 127,738 | 127,738 | 127,738 | 127,738 | 127,738 |
| Revenue Income (Included Above) | 0 | 0 | | | | | | | | |
| Total | 4,215,656 | 7,673,690 | 778,594 | 164,169 | 164,169 | 164,169 | 164,169 | 164,169 | 164,169 | 164,169 |
| Building 2 - Shirebrook Library | | | | | | | | | | |
| Acquisition Costs | 0 | 0 | | | | | | | | |
| Capital Costs | 0 | 0 | | | | | | | | |
| Capital Receipts (Enter as Neg) | 0 | 0 | | | | | | | | |
| Backlog Maintenance | 103,915 | 107,552 | 107,552 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 103,129 | 200,998 | 4,674 | 4,674 | 4,674 | 4,674 | 4,674 | 4,674 | 4,674 | 4,674 |
| FM Costs | 687,043 | 1,339,042 | 31,141 | 31,141 | 31,141 | 31,141 | 31,141 | 31,141 | 31,141 | 31,141 |
| Revenue Income (Included Above) | 0 | 0 | | | | | | | | |
| Total | 894,087 | 1,647,591 | 143,367 | 35,815 | 35,815 | 35,815 | 35,815 | 35,815 | 35,815 | 35,815 |
| Building 3 - Shirebrook Resource Centre | | | | | | | | | | |
| Acquisition Costs | 0 | 0 | | | | | | | | |
| Capital Costs | 0 | 0 | | | | | | | | |
| Capital Receipts (Enter as Neg) | 0 | 0 | | | | | | | | |
| Backlog Maintenance | 203,562 | 210,687 | 210,687 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 243,470 | 474,521 | 11,035 | 11,035 | 11,035 | 11,035 | 11,035 | 11,035 | 11,035 | 11,035 |
| FM Costs | 280,576 | 546,840 | 12,717 | 12,717 | 12,717 | 12,717 | 12,717 | 12,717 | 12,717 | 12,717 |
| Revenue Income (Included Above) | 0 | 0 | | | | | | | | |
| Total | 727,608 | 1,232,048 | 234,440 | 23,753 | 23,753 | 23,753 | 23,753 | 23,753 | 23,753 | 23,753 |
| Building 4 - DCHS | | | | | | | | | | |
| Acquisition Costs | 0 | 0 | | | | | | | | |
| Capital Costs | 0 | 0 | | | | | | | | |
| Capital Receipts (Enter as Neg) | 0 | 0 | | | | | | | | |
| Backlog Maintenance | 99,183 | 102,655 | 102,655 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| FM Costs | 2,849,310 | 5,553,283 | 129,146 | 129,146 | 129,146 | 129,146 | 129,146 | 129,146 | 129,146 | 129,146 |
| Revenue Income (Included Above) | 0 | 0 | | | | | | | | |
| Total | 2,948,494 | 5,655,937 | 231,801 | 129,146 | 129,146 | 129,146 | 129,146 | 129,146 | 129,146 | 129,146 |
| Building / Cost / Income | NPV @ 01-Apr-20 3.50% | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 | Year 5 1 April 2025 | Year 6 1 April 2026 | Year 7 1 April 2027 | Year 8 1 April 2028 |
| TOTALS - DO NOTHING OPTION | | | | | | | | | | |
| Acquisition Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts (Enter as Neg) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Backlog Maintenance | 1,000,308 | 1,035,319 | 1,035,319 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 1,150,357 | 2,242,036 | 52,140 | 52,140 | 52,140 | 52,140 | 52,140 | 52,140 | 52,140 | 52,140 |
| FM Costs | 6,635,180 | 12,931,912 | 300,742 | 300,742 | 300,742 | 300,742 | 300,742 | 300,742 | 300,742 | 300,742 |
| Revenue Income (Included Above) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 8,785,845 | 16,209,267 | 1,388,202 | 352,883 | 352,883 | 352,883 | 352,883 | 352,883 | 352,883 | 352,883 |

Option Aii – Consolidate at Carter Lane (exc GPs) (years 9-40 are the same)

| | | | | | | | | | | |
|--|--------------------------------------|-------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <u>Economic Case</u> | | | | | | | | | | |
| <u>Option - Aii - Consolidate all EXC GP Surgery on Carter Lane Site</u> | | | | | | | | | | |
| Building / Cost / Income | NPV @ 01-Apr-20 3.50% | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 | Year 5 1 April 2025 | Year 6 1 April 2026 | Year 7 1 April 2027 | Year 8 1 April 2028 |
| Building 1 - Public Services Hub | | | | | | | | | | |
| Acquisition Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Costs | 17,011,384 | 18,270,000 | 3,806,250 | 9,135,000 | 5,328,750 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts (Enter as Neg) | -372,542 | -427,500 | 0 | 0 | 0 | -427,500 | 0 | 0 | 0 | 0 |
| Backlog Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 3,327,429 | 6,910,171 | 0 | 0 | 0 | 172,754 | 172,754 | 172,754 | 172,754 | 172,754 |
| Utilities | 2,258,690 | 4,690,689 | 0 | 0 | 0 | 117,267 | 117,267 | 117,267 | 117,267 | 117,267 |
| FM Costs | 4,117,996 | 8,551,966 | 0 | 0 | 0 | 213,799 | 213,799 | 213,799 | 213,799 | 213,799 |
| Revenue Income (Included Above) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 26,342,958 | 37,995,326 | 3,806,250 | 9,135,000 | 5,328,750 | 76,321 | 503,821 | 503,821 | 503,821 | 503,821 |

Option Dii – Consolidate at Portland Road (exc GPs) (years 9-40 are the same)

| | | | | | | | | | | |
|---|--------------------------------------|-------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <u>Economic Case</u> | | | | | | | | | | |
| <u>Option - Dii - Portman Road (Exc GP Surgery)</u> | | | | | | | | | | |
| Building / Cost / Income | NPV @ 01-Apr-20 3.50% | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 | Year 5 1 April 2025 | Year 6 1 April 2026 | Year 7 1 April 2027 | Year 8 1 April 2028 |
| Building 1 - Public Services Hub | | | | | | | | | | |
| Acquisition Costs | 407,717 | 421,988 | 421,988 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Costs | 15,810,251 | 16,980,000 | 3,537,500 | 8,490,000 | 4,952,500 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts (Enter as Neg) | -845,081 | -969,750 | 0 | 0 | 0 | -969,750 | 0 | 0 | 0 | 0 |
| Backlog Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lifecycle Costs | 3,092,487 | 6,422,261 | 0 | 0 | 0 | 160,557 | 160,557 | 160,557 | 160,557 | 160,557 |
| Utilities | 2,267,472 | 4,708,927 | 0 | 0 | 0 | 117,723 | 117,723 | 117,723 | 117,723 | 117,723 |
| FM Costs | 4,146,409 | 8,610,972 | 0 | 0 | 0 | 215,274 | 215,274 | 215,274 | 215,274 | 215,274 |
| Revenue Income (Included Above) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 24,879,257 | 36,174,397 | 3,959,488 | 8,490,000 | 4,952,500 | -476,196 | 493,554 | 493,554 | 493,554 | 493,554 |

Appendix I – Loan Schedule

| Option Dii - Portman Road (Exc GP Surgery) | | | | | | -969,750 | Capital Receipts | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|-------------|-------------|------------|-------------|-------------|-------------|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|--|--|--|--|--|--|--|--|--|
| Building / Cost / Income | NPV @ | Total | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 11 | Year 12 | Year 13 | Year 14 | Year 15 | Year 16 | Year 17 | Year 18 | Year 19 | Year 20 | | | | | | | | | | |
| | 01-Apr-19 | | 01 April | 01 April | 01 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | 1 April | | | | | | | | | | |
| Year from 1/4 | 3.50% | | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | | | | | | | | | | |
| Year 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | | | 0 | -4,058,475 | -4,159,937 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Debt Drawdown | -3,959,488 | -3,959,488 | -3,959,488 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Interest @ | | | -98,987 | -101,462 | -103,998 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Annuity @ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.50% | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | | | -4,058,475 | -4,159,937 | -4,263,935 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | | | 0 | 0 | -8,702,250 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Debt Drawdown | -8,202,899 | -8,490,000 | 0 | -8,490,000 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Interest @ | | | 0 | -212,250 | -217,556 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Annuity @ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.50% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | | | 0 | -8,702,250 | -8,919,806 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | | | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Debt Drawdown | -4,623,212 | -4,952,500 | 0 | 0 | -4,952,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Interest @ | | | 0 | 0 | -123,813 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Annuity @ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.50% | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | | | 0 | 0 | -5,076,313 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Phase | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | | | 0 | 0 | 0 | 0 | -16,188,445 | -15,938,558 | -15,682,423 | -15,419,885 | -15,150,784 | -14,874,955 | -14,592,231 | -14,302,438 | -14,005,400 | -13,700,937 | -13,388,862 | -13,068,985 | -12,741,111 | -12,405,041 | -12,060,568 | -11,707,484 | | | | | | | | | | |
| Debt Drawdown (Net of Capital Receipts) | -14,820,937 | -16,432,238 | 0 | 0 | 0 | -16,432,238 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | |
| Interest @ | | | | | | -410,806 | -404,711 | -398,464 | -392,061 | -385,497 | -378,770 | -371,874 | -364,806 | -357,561 | -350,135 | -342,523 | -334,722 | -326,725 | -318,528 | -310,126 | -301,514 | -292,687 | | | | | | | | | | |
| Annuity @ | | | | | | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | | | | | | | | | | |
| | 2.50% | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | | | 0 | 0 | 0 | -16,188,445 | -15,938,558 | -15,682,423 | -15,419,885 | -15,150,784 | -14,874,955 | -14,592,231 | -14,302,438 | -14,005,400 | -13,700,937 | -13,388,862 | -13,068,985 | -12,741,111 | -12,405,041 | -12,060,568 | -11,707,484 | -11,345,573 | | | | | | | | | | |
| Grand Total Debt Service Costs | 13,867,389 | 27,042,004 | 98,987 | 313,712 | 445,367 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | | | | | | | | | | |
| Total Annuity (Rent Recovery) | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Peak Debt | | | -4,058,475 | -12,862,187 | -18,260,054 | -16,188,445 | -15,938,558 | -15,682,423 | -15,419,885 | -15,150,784 | -14,874,955 | -14,592,231 | -14,302,438 | -14,005,400 | -13,700,937 | -13,388,862 | -13,068,985 | -12,741,111 | -12,405,041 | -12,060,568 | -11,707,484 | -11,345,573 | | | | | | | | | | |

| Option Dii - Portman Road (Exc GP Surgery) | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Building / Cost / Income | Year 21 1 April | Year 22 1 April | Year 23 1 April | Year 24 1 April | Year 25 1 April | Year 26 1 April | Year 27 1 April | Year 28 1 April | Year 29 1 April | Year 30 1 April | Year 31 1 April | Year 32 1 April | Year 33 1 April | Year 34 1 April | Year 35 1 April | Year 36 1 April | Year 37 1 April | Year 38 1 April | Year 39 1 April | Year 40 1 April | Year 41 1 April | Year 42 1 April | Year 43 1 April |
| Year from 1/4 | 2041 | 2042 | 2043 | 2044 | 2045 | 2046 | 2047 | 2048 | 2049 | 2050 | 2051 | 2052 | 2053 | 2054 | 2055 | 2056 | 2057 | 2058 | 2059 | 2060 | 2061 | 2062 | 2063 |
| Year 1 | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | | | | | | | | | | | | | | | | | | | | | | | |
| Debt Drawdown | | | | | | | | | | | | | | | | | | | | | | | |
| Interest @ | | | | | | | | | | | | | | | | | | | | | | | |
| Annuity @ | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.50% | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | | | | | | | | | | | | | | | | | | | | | | | |
| Year 2 | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | | | | | | | | | | | | | | | | | | | | | | | |
| Debt Drawdown | | | | | | | | | | | | | | | | | | | | | | | |
| Interest @ | | | | | | | | | | | | | | | | | | | | | | | |
| Annuity @ | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.50% | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | | | | | | | | | | | | | | | | | | | | | | | |
| Year 3 | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | | | | | | | | | | | | | | | | | | | | | | | |
| Debt Drawdown | | | | | | | | | | | | | | | | | | | | | | | |
| Interest @ | | | | | | | | | | | | | | | | | | | | | | | |
| Annuity @ | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.50% | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Phase | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | -11,345,573 | -10,974,613 | -10,594,380 | -10,204,641 | -9,805,159 | -9,395,690 | -8,975,983 | -8,545,784 | -8,104,831 | -7,652,853 | -7,189,576 | -6,714,717 | -6,227,986 | -5,729,087 | -5,217,716 | -4,693,561 | -4,156,301 | -3,605,610 | -3,041,152 | -2,462,582 | -1,869,549 | -1,261,689 | -638,633 |
| Debt Drawdown (Net of Capital Receipts) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest @ | -283,639 | -274,365 | -264,860 | -255,116 | -245,129 | -234,892 | -224,400 | -213,645 | -202,621 | -191,321 | -179,739 | -167,868 | -155,700 | -143,227 | -130,443 | -117,339 | -103,908 | -90,140 | -76,029 | -61,565 | -46,739 | -31,542 | -15,966 |
| Annuity @ | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 |
| | 2.50% | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | -10,974,613 | -10,594,380 | -10,204,641 | -9,805,159 | -9,395,690 | -8,975,983 | -8,545,784 | -8,104,831 | -7,652,853 | -7,189,576 | -6,714,717 | -6,227,986 | -5,729,087 | -5,217,716 | -4,693,561 | -4,156,301 | -3,605,610 | -3,041,152 | -2,462,582 | -1,869,549 | -1,261,689 | -638,633 | -0 |
| Grand Total Debt Service Costs | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 | 654,598 |
| Total Annuity (Rent Recovery) | | | | | | | | | | | | | | | | | | | | | | | |
| Peak Debt | -10,974,613 | -10,594,380 | -10,204,641 | -9,805,159 | -9,395,690 | -8,975,983 | -8,545,784 | -8,104,831 | -7,652,853 | -7,189,576 | -6,714,717 | -6,227,986 | -5,729,087 | -5,217,716 | -4,693,561 | -4,156,301 | -3,605,610 | -3,041,152 | -2,462,582 | -1,869,549 | -1,261,689 | -638,633 | -0 |

Appendix J – New Revenue Costs

| | Capital Cost £ | NIA m² | GIA m² | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|--|----------------|----------|----------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Option Dii: Portman Road (Excluding GP Surgery) | 16,980,000 | 3,797.73 | 5,383.28 | GLEEDS GENERATED FM | | | | | | | | | | | | | | | | | | | | |
| | | | | HARD FM MAINTENANCE | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 |
| | | | | HARD FM COMPLIANCE | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 |
| | | | | RESPONSE REPAIRS | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 |
| | | | | CARETAKING AND CLEANING | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 |
| | | | | TOTAL ANNUAL PPM/FM (GLEEDS GENERATED) | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 |
| | | | | FM UTILISING CLIENT FIGURES | | | | | | | | | | | | | | | | | | | | |
| | | | | TRADE WASTE | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 |
| | | | | BUSINESS RATES | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 |
| | | | | GROUNDWORK MAINTENANCE | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 |
| | | | | NURSERY INCOME | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 |
| | | | | TOTAL ANNUAL PPM/FM (CLIENT BASED) | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 |
| | | | | UTILITIES (UTILISING CLIENT FIGURES) | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 |
| | | | | CAPITAL LIFECYCLE & CYCLICAL REFURBISHMENT | - | - | - | - | 169,800 | - | - | - | - | 169,800 | - | 339,600 | - | - | 169,800 | 169,800 | - | - | - | 679,200 |
| | | | | GRAND TOTAL | 308,841 | 308,841 | 308,841 | 308,841 | 478,641 | 308,841 | 308,841 | 308,841 | 308,841 | 478,641 | 308,841 | 648,441 | 308,841 | 308,841 | 478,641 | 478,641 | 308,841 | 308,841 | 308,841 | 988,041 |

| | Capital Cost £ | NIA m² | GIA m² | | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | TOTAL |
|--|----------------|----------|----------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|------------|
| Option Dii: Portman Road (Excluding GP Surgery) | 16,980,000 | 3,797.73 | 5,383.28 | GLEEDS GENERATED FM | | | | | | | | | | | | | | | | | | | | | |
| | | | | HARD FM MAINTENANCE | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 56,966 | 2,278,637 |
| | | | | HARD FM COMPLIANCE | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 13,292 | 531,682 |
| | | | | RESPONSE REPAIRS | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 5,697 | 227,864 |
| | | | | CARETAKING AND CLEANING | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 72,674 | 2,906,971 |
| | | | | TOTAL ANNUAL PPM/FM (GLEEDS GENERATED) | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 148,629 | 5,945,154 |
| | | | | FM UTILISING CLIENT FIGURES | | | | | | | | | | | | | | | | | | | | | |
| | | | | TRADE WASTE | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 12,054 | 106,651 |
| | | | | BUSINESS RATES | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 49,393 | 1,975,703 |
| | | | | GROUNDWORK MAINTENANCE | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 16,214 | 648,561 |
| | | | | NURSERY INCOME | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | -24,100 | 964,000 |
| | | | | TOTAL ANNUAL PPM/FM (CLIENT BASED) | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 53,561 | 2,142,432 |
| | | | | UTILITIES (UTILISING CLIENT FIGURES) | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 106,651 | 4,266,056 |
| | | | | CAPITAL LIFECYCLE & CYCLICAL REFURBISHMENT | 679,200 | 679,200 | - | - | 169,800 | 169,800 | - | 339,600 | - | - | 169,800 | 169,800 | - | - | - | 679,200 | 679,200 | 679,200 | - | - | 6,112,800 |
| | | | | GRAND TOTAL | 988,041 | 988,041 | 308,841 | 308,841 | 478,641 | 478,641 | 308,841 | 648,441 | 308,841 | 308,841 | 478,641 | 478,641 | 308,841 | 308,841 | 308,841 | 988,041 | 988,041 | 988,041 | 308,841 | 308,841 | 18,466,442 |

Note:

The costs above are provided at 2019 values (i.e. 2-years inflation required to start of operations).

For the purposes of modelling, “capital lifecycle and cyclical maintenance” have been equalised on a “sinking fund basis” over the life of the asset.

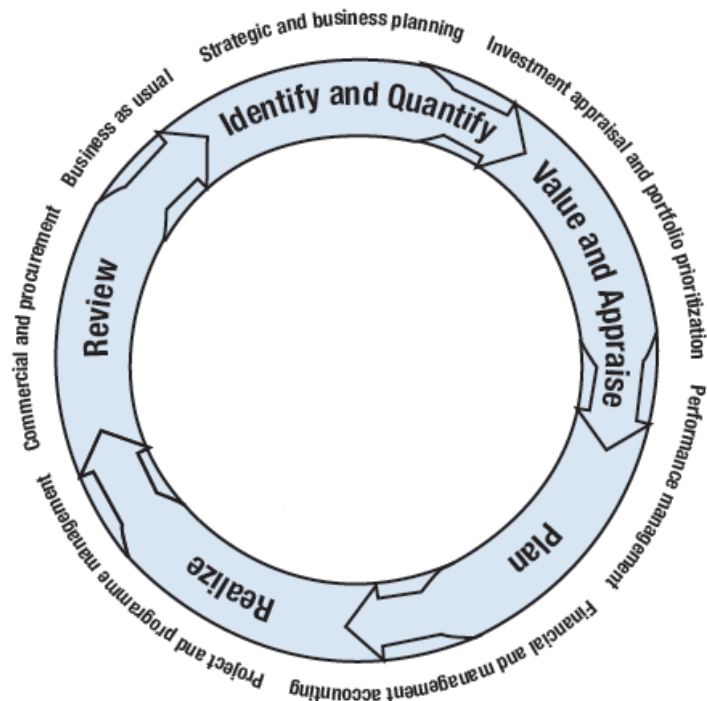
Appendix K – Affordability

| | | | | | |
|--|--------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------------|
| Economic Case | | | | | |
| Affordability | | | | | |
| Building / Cost / Income | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 |
| Costs | | | | | |
| Debt Service | | | | | |
| Debt Service | 27,042,004 | 98,987 | 313,712 | 445,367 | 654,598 |
| Sub Total - Debt Service | 27,042,004 | 98,987 | 313,712 | 445,367 | 654,598 |
| Existing Annual Costs | | | | | |
| Facilities Management | 902,226 | 300,742 | 300,742 | 300,742 | 0 |
| Utilities | 156,421 | 52,140 | 52,140 | 52,140 | 0 |
| Lifecycle / Cyclical Refurbishment (non Capital) | 1,035,319 | 1,035,319 | 0 | 0 | 0 |
| Sub Total - Existing Annual Costs | 2,093,967 | 1,388,202 | 352,883 | 352,883 | 0 |
| New Annual Costs | | | | | |
| Gleeds FM | 5,945,154 | 0 | 0 | 0 | 148,629 |
| Remaining FM (Client Based) | 2,142,432 | 0 | 0 | 0 | 53,561 |
| Utilities | 4,266,056 | 0 | 0 | 0 | 106,651 |
| Lifecycle / Cyclical Refurbishment (non Capital) | 6,422,261 | 0 | 0 | 0 | 160,557 |
| Sub Total - New Annual Costs | 18,775,902 | 0 | 0 | 0 | 469,398 |
| TOTAL COSTS | 47,911,873 | 1,487,189 | 666,594 | 798,250 | 1,123,996 |
| Existing Budgets | | | | | |
| Nursery Income (Included in Net FM Cost Above) | | | | | |
| No Income Assumed for Community | | | | | |
| Carter Lane - Backlog Maintenance | 614,425 | 614,425 | 0 | 0 | 0 |
| Carter Lane - Lifecycle | 0 | 0 | 0 | 0 | 0 |
| Carter Lane - Utilities | 1,566,517 | 36,431 | 36,431 | 36,431 | 36,431 |
| Carter Lane - FM Costs | 5,492,748 | 127,738 | 127,738 | 127,738 | 127,738 |
| Shirebrook Library - Backlog Maintenance | 107,552 | 107,552 | 0 | 0 | 0 |
| Shirebrook Library - Lifecycle | 0 | 0 | 0 | 0 | 0 |
| Shirebrook Library - Utilities | 200,998 | 4,674 | 4,674 | 4,674 | 4,674 |
| Shirebrook Library - FM Costs | 1,339,042 | 31,141 | 31,141 | 31,141 | 31,141 |
| Shirebrook Resource Centre - Backlog Maintenance | 210,687 | 210,687 | 0 | 0 | 0 |
| Shirebrook Resource Centre - Lifecycle | 0 | 0 | 0 | 0 | 0 |
| Shirebrook Resource Centre - Utilities | 474,521 | 11,035 | 11,035 | 11,035 | 11,035 |
| Shirebrook Resource Centre - FM Costs | 546,840 | 12,717 | 12,717 | 12,717 | 12,717 |
| DCHS - Backlog Maintenance | 102,655 | 102,655 | 0 | 0 | 0 |
| DCHS - Lifecycle | 0 | 0 | 0 | 0 | 0 |
| DCHS - Utilities | 0 | 0 | 0 | 0 | 0 |
| DCHS - FM Costs | 5,553,283 | 129,146 | 129,146 | 129,146 | 129,146 |
| TOTAL - EXISTING BUDGETS | 16,209,267 | 1,388,202 | 352,883 | 352,883 | 352,883 |
| PROJECT SURPLUS / -DEFICIT | -31,702,606 | -98,987 | -313,712 | -445,367 | -771,113 |

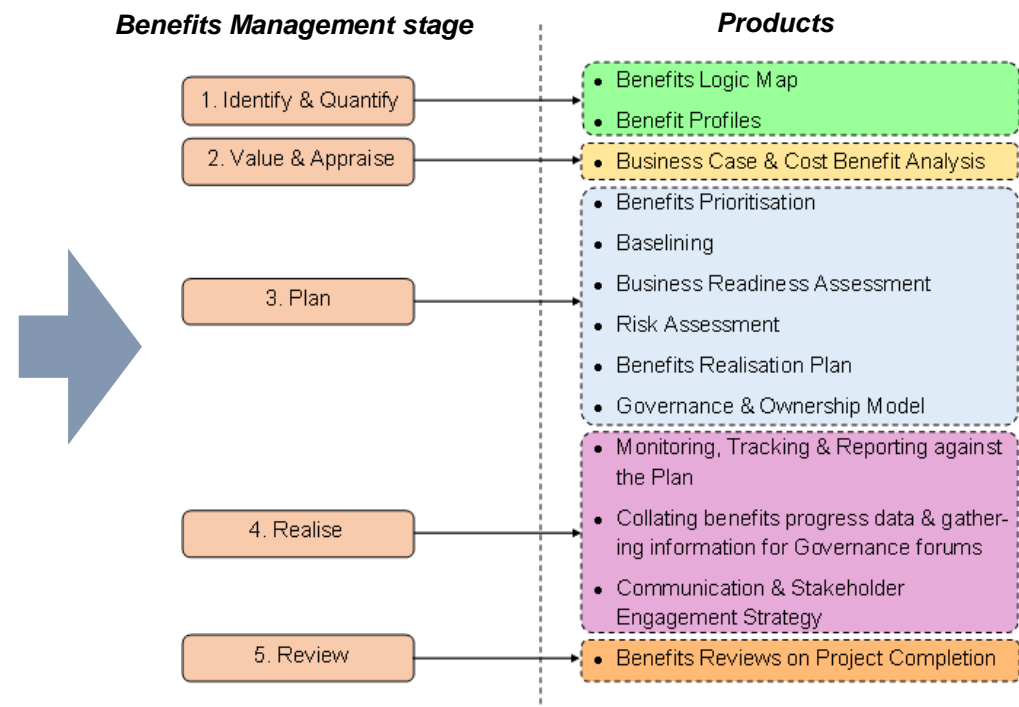
| | | | | | |
|--|--------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------------|
| Economic Case | | | | | |
| Affordability | | | | | |
| Building / Cost / Income | Total | Year 1 01 April 2021 | Year 2 01 April 2022 | Year 3 01 April 2023 | Year 4 1 April 2024 |
| Of Which: | | | | | |
| DCC Position | | | | | |
| Existing Costs | -1,603,874 | -1,156,401 | -223,736 | -223,736 | |
| Debt Service (as Landlord) | -27,042,004 | -98,987 | -313,712 | -445,367 | -654,598 |
| New FM Costs | | | | | |
| Gleeds FM | -5,945,154 | 0 | 0 | 0 | -148,629 |
| Remaining FM (Client Based) | -2,142,432 | 0 | 0 | 0 | -53,561 |
| Utilities | -4,266,056 | 0 | 0 | 0 | -106,651 |
| Lifecycle / Cyclical Refurbishment (non Capital) | -6,422,261 | 0 | 0 | 0 | -160,557 |
| Sub Total - New FM Costs | -18,775,902 | 0 | 0 | 0 | -469,398 |
| Existing Revenue Costs | | | | | |
| Backlog Maintenance | 932,665 | 932,665 | 0 | 0 | 0 |
| Lifecycle | 0 | 0 | 0 | 0 | 0 |
| Utilities | 2,242,036 | 52,140 | 52,140 | 52,140 | 52,140 |
| FM Costs | 7,378,629 | 171,596 | 171,596 | 171,596 | 171,596 |
| Sub Total - Existing Revenue Costs | 10,553,329 | 1,156,401 | 223,736 | 223,736 | 223,736 |
| Recoverable Lease Income from Relevant Occupiers: | | | | | |
| CCG / GP | 0 | 0 | 0 | 0 | 0 |
| DCHS | 5,464,410 | 0 | 0 | 0 | 136,610 |
| DWP | 1,237,873 | 0 | 0 | 0 | 30,947 |
| Sub Total - Lease Income | 6,702,282 | 0 | 0 | 0 | 167,557 |
| Recoverable Service Charge Income from Relevant Occupiers: | | | | | |
| CCG / GP | 0 | 0 | 0 | 0 | 0 |
| DCHS | 3,731,536 | 0 | 0 | 0 | 93,288 |
| DWP | 845,318 | 0 | 0 | 0 | 21,133 |
| Sub Total - Service Charge Income | 4,576,854 | 0 | 0 | 0 | 114,421 |
| NET REVENUE IMPACT UPON DCC (SURPLUS / -DEFICIT) | -25,589,314 | -98,987 | -313,712 | -445,367 | -618,281 |
| DCHS Position | | | | | |
| Existing Costs | -490,093 | -231,801 | -129,146 | -129,146 | |
| Lease Payable | -5,464,410 | 0 | 0 | 0 | -136,610 |
| Service Charge Payable | -3,731,536 | 0 | 0 | 0 | -93,288 |
| Less Existing Budgets | 5,655,937 | 231,801 | 129,146 | 129,146 | 129,146 |
| NET REVENUE IMPACT UPON DCHS (SURPLUS / -DEFICIT) | -4,030,101 | 0 | 0 | 0 | -100,753 |
| DWP Position | | | | | |
| Existing Costs | 0 | 0 | 0 | 0 | |
| Lease Payable | -1,237,873 | 0 | 0 | 0 | -30,947 |
| Service Charge Payable | -845,318 | 0 | 0 | 0 | -21,133 |
| Less Existing Budgets | 0 | 0 | 0 | 0 | 0 |
| NET REVENUE IMPACT UPON DWP (SURPLUS / -DEFICIT) | -2,083,191 | 0 | 0 | 0 | -52,080 |

Appendix L – Benefits Process

Benefits Management Key Stages and Deliverables



The Benefits Management Cycle (APMG-International)



| Operating Centre | Adult Community Education Centre | | Carter Lane Day Centre | | |
|---|---|--|--|---|--|
| Service | Adult Education | Public Health and Wellbeing | Adult Social Care - Elderly Services | Adult Social Care - Learning Disabilities | EarlyBirds Private Nursery |
| Service Provides: | <p>The provision of vocational and non-vocational adult education from ESFA funding.</p> <p>Service delivered through multi-functional classrooms and a ICT suite.</p> <p>There are two main service functions undertaken in Shirebrook:</p> <ul style="list-style-type: none">- 14 to 19 Study Programme <p>This service is for pupils fitting within the age bracket who cannot be educated in a mainstream school or pupil referral unit.</p> <ul style="list-style-type: none">- 19+ Provision <p>This allows the adult community to gain qualifications through programmes for skills development such as leisure, arts, return to work, etc.</p> | <p>Live Life Better Derbyshire (LLBD) is part of the DCC Public Health Dept and we provide an integrated service to clients to enable them to tackle lifestyle risk factors such as smoking, weight management and physical inactivity.</p> <p>As part of our work we will also support clients to identify and tackle wider determinants of health that may be impacting upon them e.g. debt.</p> <p>Clients can self refer to LLBD or may be referred by another professional or partner.</p> | <p>Service support adults with a learning disability. They attend in order to receive the opportunity to have social interaction and be supported to integrate with the community in a variety of activities.</p> <p>We also look to assist them in developing their own independent skills such as accessing public transport or making small meals. There also aspects of personal care provided in connection with toileting.</p> <p>The service currently operates Monday to Friday 08:45 to 16:10.</p> | | <p>A private day nursery based within the day centre in Shirebrook and rent the building from DCC.</p> <p>We provide child care for the people/families of Shirebrook and its surrounding areas.</p> |
| Current Estate | <p>The current building is a former converted school and offers six teaching spaces and an ICT suite. There is also some archive space.</p> <p>Public health also has one of the rooms and there are regular booking by social care. The thriving communities team also has events at the center.</p> <p>5 to 6 FTE teaching staff.</p> <p>3 FTE admin staff (staff currently share office and can in future share office space with other teams)</p> <p>1 hotdesk available</p> | <p>Staff are based at the Shirebrook Adult Education Centre.</p> <p>Approx. 6 FTE LLBD staff who work in the Bolsover locality.</p> <p>Approx. 5 FTE Health Improvement Advisors delivering stop smoking/weight management/physical activity.</p> <p>1 FTE Health Improvement Worker who undertakes health and wellbeing assessments and promotes the LLBD service.</p> <p>The staff mainly work part time and we currently have a number of vacancies. There are about 8-9 actual staff in total (depending upon working patterns of staff recruited for vacancies).</p> <p>Staff will spend the majority of their team (80%) working in peripatetic roles delivering services.</p> <p>We also have 1 FTE Community Development Worker who spends approx. 40-50% of their time away from their desk.</p> | <p>The Service is located in part of the Carter Lane Day Centre.</p> <p>7 staff and one part time admin staff</p> <p>We support people from the local community who have a learning difficulty. We have the capacity building wise to accommodate 35 individuals. However currently our highest day of attendance is 19. Some will attend every day while others have set days they attend</p> <p>Many of the individuals we support don't always have a great understanding of safety so access out of the building is limited with coded doors.</p> <p>We also have hoists which are currently portable and require servicing every six months.</p> <p>Several people who attend are wheelchair users and require appropriate access.</p> | | <p>Currently occupy quite a large portion of Carter Lane day centre, we have just extended and taken over the hall within the centre too.</p> <p>We have a small office for visitors/meetings.</p> <p>17 members of staff, including 2 directors of the company, 11 nursery nurses, 3 apprentices and 1 cook.</p> |
| Good points on Current Estate | <p>The current location is very central location to the town centre.</p> <p>With the building being previously a school it is set out in a manner which is easy to manage safeguarding.</p> | <p>Good central location.</p> | <p>There are a variety of rooms that can be utilised by the individuals we support. Due to the learning difficulties many of the people we support it can become anxious or upset with others and having various rooms to access allows us to distract people into different areas in order to support hem to relax and better cope with the situation.</p> <p>Also there is a kitchen which is set up similar to a kitchen</p> | | <p>Location of the nursery, its accessible and local to everyone.</p> <p>Recently undergone refurbishment of the whole nursery.</p> |
| Poor points of Current Estate | <p>The teaching spaces are dated and suffer from poor acoustics and a difficulty in maintaining a consistent temperature.</p> <p>Some of the current teaching spaces are undersized.</p> <p>Although there is a functioning lift in the building the only accessible toilet is to the ground floor making the 40m distance of combined horizontal and vertical circulation to an accessible W.C. not possible from all parts of the building.</p> <p>The on site parking and pedestrian access cannot be separated in the current arrangement. Staff and learner car park sharing is not safe, would prefer separate parking facilities.</p> | <p>Door is not lockable to our current room which is sited on first floor.</p> <p>There is a lift that occasionally doesn't work so staff need to carry equipment up/down stairs.</p> <p>Staff do have concerns about public wondering around the building.</p> <p>No space to deliver service directly onto site.</p> | <p>It is an old building and this can make it hard to be an attractive interior due to high ceilings. The environment is not very inviting and does appear dated even when newly decorated.</p> <p>There is also limited parking space due to sharing with the nursery next door and only a single road entrance.</p> <p>The current building would benefit from some damp proofing to assist in prolonging any decoration done.</p> <p>Improved security on external doors</p> <p>The needs to be inclusion of a designated changing area with improved hoisting facilities.</p> <p>Main entrance needs improving to make this easier for wheelchair access and more inviting to people as they enter.</p> <p>Heating system needs to be changed or current pipes to be boxed in.</p> | | <p>Parking</p> <p>We need space for a least 65-70 children per day.</p> |
| Requirements for the new Joint Services Community Hub | <p>Reception required, can be shared with other services.</p> <p>6 teaching spaces of which 2 are core rooms dedicated for Adult Education use only. The multi-use classrooms can also be used for the community centre use.</p> <p>IT Suite for an occupancy of 12 people.</p> <p>Arts and craft room (which could also double up as a crèche).</p> <p>Ideally a teaching kitchen</p> <p>"Management Information Systems" will require a lockable office for one person.</p> <p>Access to an interview / 1-1 room which could be shared with others services.</p> <p>Do not need a separate internal secure line for teaching facilities.</p> <p>Ideally a ability to deliver a "forest school" to bring people together and for outdoor teaching.</p> | <p>Ideally we would like the new accommodation to enable us to meet clients on site, though this would be relatively infrequently (average of 1-2 visitors/day)</p> <p>Secure room required to site a locked cupboard to store nicotine replacement therapy (NRT)</p> <p>A large room to deliver group based weight management and physical activity for up to 15 people. This room could be shared with others as it would be used at most 4 sessions/week (a session is a morning or afternoon).</p> <p>A private room that will enable staff to deliver 1:1 services and meet clients.</p> <p>Office accommodation for staff - min of 5 desks and ideally access to 2 others.</p> <p>Room to store equipment and other materials (equivalent to 2 large cupboards).</p> <p>Meeting room for staff meetings to accommodate 8 -10 people.</p> | <p>Future accommodation needs to support an individual with a profound multiple learning disabilities.</p> <p>A full wet room with shower with enough room for hoisting onto a changing bed.</p> <p>There would need to be ease of access for people within wheelchairs. Door entrances would ideally be wide enough for this.</p> <p>Changing facilities would be needed including hoisting systems and changing beds. Ideally ceiling mounted hoists would be required. Toileting areas would need to be large enough to accommodate wheelchairs.</p> <p>Kitchen facilities would be required in order to assist in preparing basic snacks, meals and drinks and flexible enough in allowing us to support individuals to learn in this environment.</p> <p>We would require several rooms or rooms large enough to segregate into separate areas offering alternative activities. Ideally a central room with alternative areas branching off from this would be beneficial.</p> <p>A sensory area would also be beneficial to assist in stimulating the individuals we support and also allowing an area to relax.</p> <p>A small quiet staff area would be required with ability to</p> | | <p>As a business we are not looking to move from our location, we have spent a large amount of money on refurbishing the nursery and extended too to meet our requirements. We would be happy to be kept informed with any plans for the future but this would not be us committing to anything and would most possibly opt out.</p> <p>The nursery are a non profit organisation so finances may not allow a re-location.</p> <p>We need to continue to provide day nursery places both paid and funded, to keep our extended building and scope to extend even further</p> <p>Accommodation:</p> <ul style="list-style-type: none">An office and meeting roomAn baby area for up to 15 babies per sessionA toddler area for 20 toddlers per sessionPreschool area for up to 35-40 pre-schoolersArea for after school club and holiday club25 children per sessiontoilets x 2 |
| Key Adjacencies | <p>Childrens Services - Early Years</p> <p>Multi-Agency Team</p> | <p>GP's</p> <p>Bolsover DC</p> <p>Third-party sector partners e.g. CAB</p> | <p>Parents and carers would find it beneficial being located close to health provisions since they do collect from the day centre during the day to then take them to health appointments.</p> <p>It would also be good to be close to the nursery in order to maintain the links we have already developed.</p> <p>Being near the Fieldwork team would be beneficial for them seeing those on their caseload more easily.</p> <p>We often utilise occupational health visitors so would benefit if these are closer too.</p> | | |
| Additional Comments | | <p>Service pays to hire rooms within the Bolsover locality including Shirebrook.</p> | <p>(There are currently two similar private provisions for people with a learning disability within our area. Both however cater for individuals who are more physically able and their provision is more related to gardening and animals)</p> | | <p>The nursery have just spent around £30,000 on refurbishing accommodation, we budget for upkeep of the nursery and decoration</p> |

| Operating Centre | Shirebrook Childrens Centre | |
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| Service | Early Years 0-5 Childrens Service | Multi-Agency Team |
| Service Provides: | <p>Three focuses of the service are:</p> <ul style="list-style-type: none"> - School Readiness - Targeted parenting support/programmes - Child development <p>Early Years services include parenting teaching classes such as cooking on a budget, stay and play, supervised contact and sign-posting to other social services. The service also offers targeted referral work such as speech and language services, parenting educational sessions, open group sessions, child development and preparing for school. The high-level of deprivation in Shirebrook illustrates the need for Childrens Services for 0-5 years.</p> <p>Family support workers 0-5 based onsite and family 5 – 18. 12 desks are MAT and family support workers. Those just come of child protection.</p> <p>Every Child is a Talker (ECAT) – Speech and Language therapies, groups or 121s.</p> <p>Formal booking system for other organisations to use rooms at no cost.</p> <p>Host voluntary breastfeeding support, Baby Clinic with Health visitors, Baby groups and baby massage as a free service which includes assessments on the babies, Public health smoking cessation, obesity, weight management, Freedom Programme (victims of domestic violence), out of school tuition (4 upwards), parent contact.</p> <p>Those moving into the area that are isolated and volunteers help with confidence building and integrating. Many Polish nationals in the area, that do not speak English and are learning.</p> <p>Community Childrens centre, listen and road shows, summer play schemes is what the community want. Childrens centre provide the community facility and enable food passes for food banks.</p> | <p>The Multi-agency team consists of youth workers, social workers, and the teams based at the Childrens centres.</p> <p>The MDT team provide family support (parenting, contact session) – senior practitioner manages family support staff – 0-5 & 5 – 9 services. Youth Inc team, personal advisors and youth staff.</p> <p>Statutory responsibility feedback on 16 – 19-year-old need. Youth workers for family support, part case and group work. Provision of children's services 0 – 19 services,</p> <p>Contact sessions, parenting courses, freedom programme (domestic abuse for victims) and case work and school attendance.</p> |
| Current Estate | <p>The current Children's centre has reception area, office accommodation, that is shared with the Multi-Agency Team for 5-18-year olds. The centre has class rooms and multi-purpose rooms.</p> <p>Admin staff 1.5FTE Staff and volunteers 15 people total of which 2 would be volunteers.</p> <p>1 – reception area for 6 people. Security is required due to the volatile nature of many families.</p> <p>3 x multi-purpose activity rooms</p> <p>Shared office for 12 people including the MAT team.</p> <p>Kitchen facility</p> <p>Washing machine and tumble dryers.</p> <p>Youth area and early years.</p> <p>Day nursery – private providers.</p> <p>Small interview room</p> <p>Small outdoors play area.</p> <p>1.5 wte and 2 early years, 2 family support workers, 2 volunteers. 10 in team, 15 in total.</p> <p>There is a nursery located next door including the adult centre. Which allows parents to be sign-posted to adult education nearby. Future plans for services to work together and better integrate.</p> | <p>Currently located within the children's centre and utilise the activity room and MAT office.</p> <p>1 manager. 17 staff in total, shared hot desk in children's and reception. Mobile workers don't have the desk.</p> <p>Social work team will utilise current number of 13 desk spaces and would sit alongside some MAT staff.</p> <p>Space required to meet with families. A conference room facility is required, can be shared access.</p> <p>Meeting rooms required that could support supervision and meetings with clients, incl. some clients that could present a challenge.</p> <p>Security - Key-coded doors for staff</p> |
| Good points on Current Estate | <p>Location is accessible to community, old carter lane school, close to market. Community owned, approachable build and accessible.</p> <p>Location and nearby services such as nursery, adult centre, health and social services.</p> <p>Service is viewed as a community facility and this perspective needs to remain.</p> | <p>Location is central to the community.</p> <p>Building is warm and nice.</p> <p>Safe place for young people to go, ask per feedback received on youth forum.</p> <p>Community champions.</p> |
| Poor points of Current Estate | <p>Layout of build does not lend itself to the modern delivery. More accessible room for the children required.</p> <p>On one floor but still need a lift.</p> | <p>Layout, accessibility moving round the building is poor. The link is via a room used for contact centres.</p> <p>Too many areas for youths to disappear to.</p> <p>Not available of an evening so doesn't meet the needs of the community for nights and weekends.</p> <p>Accessibility of the building to the public is a concern.</p> |
| Requirements for the new Joint Services Community Hub | <p>Admin staff 1.5FTE Staff and volunteers 15 people total of which 2 would be volunteers.</p> <p>Admin – reception 1.5 have dedicated desk and then 3-4 hot desks. Ideally 4 – 6 desks in total to share with other agencies.</p> <p>Office/ Reception – MAT and social care staff share office with 2 early years supporters. Reception security is an issue due to the volatile nature of the facility. If there were a joint reception would still require their own staff on reception (this may be a volunteer). Reception point has to be accessible and able to sign-post people. Possible role for the volunteers.</p> <p>Staff room is required. Storage is required.</p> <p>Dedicated interview room for volunteers and mom classes etc.</p> <p>Activity rooms, some with vinyl, for painting, wet activities - Normally 10 adults and 10 children at most and will need hand washing facility. Multi-purpose rooms with little library, sensory area, but not restrictive rooms.</p> <p>Consultation Room – Midwifery is being re-introduced into the facility to allow for a start to finish service for new mums and children 0-5yrs.</p> <p>Teaching Kitchen – to teach parents to cook and clean along with teaching/therapy sessions on a one to one basis with children. Can be a shared space with another organisation.</p> <p>Youth Room and external space for 2x youth mini busses on-site.</p> <p>Children's Room – 8 children and 2 staff as per Ofsted requirements, this requires direct access to children's toilets which can be supervised.</p> <p>Outdoor space is vital for Childrens teams, greenery. Buggy park with – bike chains. Undercover and ability to lock. Car parking for staffing - most parents walk so there is a low parking requirement however staff need parking due to the mobile nature of the work. Parking for 15 would be ideal.</p> | <p>Reception area is welcoming and youth space. Youth have a sense of ownership of an area, home feeling big bean bags. Drop in sessions, games.</p> <p>Create something sustainable, empowerment in the community.</p> <p>Needs to be a Safe place, youth focused area, WIFI. Trampoline. Pool tables, craft areas.</p> <p>There is an office with 13 desks in the current building which are used by the team.</p> |
| Key Adjacencies | <p>Integrate with the day care provider (private nursery)</p> <p>Midwifery</p> <p>Health Visitors</p> | Social Workers |
| Additional Comments | | |

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| Operating Centre | Shires Health Centre |
| Service | GP Service |
| Service Provides: | <p>There are currently 16,200 patients which Shires Health Centre are responsible for providing primary care general practitioner services.</p> <p>The practice provides care of the sick and the positive promotion of health in our practice population. The practice provides: General medical services, sexual health clinics and long-term condition clinics such as asthma and immunisations.</p> <p>The practice will respond to perceived health needs in the community and provide appropriate service. We recognise the need to use resources of time, skill and money wisely.</p> |
| Current Estate | <p>The main Shires Health Centre Practice is located within the centre of Shirebrook with an additional satellite practice located approximately 3 miles away with an additional 2,500 patients on roll. These patients can attend either site for GP services.</p> <p>The current estate has been extended several times over the last 20 years and provides a total of 20 consulting rooms and 4 treatment rooms. In relation to the clinical rooms they are the only user of their facilities. They will however let other health care providers use their facilities on an ad hoc basis free of charge.</p> <p>The current estate only allows for parking for members of staff of which there are not enough spaces to allow a 1:1 basis.</p> <p>Currently there are four registers who operate between two rooms.</p> <p>Shires Pharmacy is co-located on site and leases a part of the building to the south west elevation as part of a 20-year lease.</p> |
| Good points on Current Estate | <p>Location is easily accessible in the centre of the town.</p> <p>There is a lift in the building.</p> <p>Co-location with Shires Pharmacy allows a better all-round service to the public.</p> |
| Poor points of Current Estate | <p>The main reception is located deeper within the footprint of the building than would be ideal, members of reception staff cannot see members of the public approaching from the desk's current location.</p> <p>The current waiting area is possibly undersized and is very busy, especially on Monday mornings.</p> <p>A separate area for the public to collect prescriptions would be beneficial.</p> <p>Car parking is an issue as all patient parking and a proportion of the staff parking is all owned by the local council. There are only 8 spaces dedicated to the health centre staff which is un-controlled and used by members of the public.</p> <p>Due to extensions, there are long corridors and satellite waiting areas.</p> |
| Requirements for the new Joint Services Community Hub | <p>There are 10 general practitioners working from the Shirebrook site with a FTE of 8 members of staff. This is complemented by 8 members of office staff. There are upto 35 members of staff, including nursing staff.</p> <p>As a preference there would be a central reception area which services could be located to wrap around. Base requirements to provide core service:</p> <ul style="list-style-type: none"> -Minor surgery room. -22 consulting rooms. -7 treatment room for nurses. -Office with 6 hot desks and one for the community psychiatric nurse. -Interview room on the ground floor within the building's secure line. -Staff training is currently undertaken in the public waiting area, the ability to use another facility for this would be ideal. - Separate clean and dirty washing areas would be required. - The back office for the health centre would have to be separate from others due to the nature of personal information which is processed in this area. |
| Key Adjacencies | |
| Additional Comments | The Shires Pharmacy would have to be relocated and again co-located with Shires Health Centre |

| Operating Centre | Shirebrook Health Centre | | | |
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| Service | Community Nursing | Podiatry | Health Visiting | Diabetes Education |
| Service Provides: | Community nursing service | The view regarding Shirebrook is that we would need to continue to provide community podiatry as this is an identified area of deprivation and people are not very good at accessing the health care that they require in a timely way. Shirebrook is not a site that we are considering as part of our pc therapy service consolidation / therapy hub development project. | Health visitors | Diabetes education in group sessions. |
| Current Estate | | Shirebrook Health Centre | The team need to have access to rooms for assessments, groups and appointment led clinics, on a regular basis and would need handwashing facilities for where they are doing assessments and clinics. | Currently use Shirebrook Health Centre, Health Education Room on an Adhoc basis for group sessions. 1 staff for 25 Clients Not a customer facing service |
| Good points on Current Estate | | | | Availability of space Size of room Good location for patients |
| Poor points of Current Estate | | | | Occasionally the room we use has equipment/toys left in which has to be moved. |
| Requirements for the new Joint Services Community Hub | 1 room required x 7 days per week. 1 Clinical room required 4mx5m. 4mx4m first line dressing/storeroom required and for a large continence cupboard with pads and catheters etc. 7mx5m office space required hand washing facility required Sluice/dirty utility required 3mx2m storage space 10 staff - The DN office needs space for 10 plus people as the therapists do not desk here too. | 1 room required x 2.5 days per week. 1 Clinical room required Office space required hand washing facility required 1-2 staff Supported by IFM reception | 1 room required x 5 days per week 1 Clinical room required. The team would also need to have access to rooms for assessments, groups and appointment led clinics, on a regular basis and would need handwashing facilities for where they are doing assessments and clinics 3mx2.5m first line dressing/storeroom required 7mx7m office space required hand washing facility required hand washing facility required 9 staff - 7 Hv's (or possibly skill mix) and 2 school nurses. All located in the same room. 7.5msq storage space for scales, height measures, health promotion equipment, display boards. We also have the bookstart packs which take up a lot of space. We are in the process of going paperlight so will need less leaflet storage than previously required. | We require a venue on an ad hoc basis for group education, normally in a block of 6 weeks, 1 session a week for 4.0 hours. Typically run 4 x 6 week blocks each year We would need enough room to accommodate up to 25 participants |
| Key Adjacencies | Community Nursing Multi-Agency Team Elderly Services GP Services Podiatry Day Care for Older People Occupational Therapists Field (Social) Workers | | Midwifery Children's Early Years | Public Health services such as weight management and local authority leisure services |
| Additional Comments | | | | Service hire room. |

| Operating Centre | Shirebrook Resource Centre | | Shirebrook Library |
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| Service | Day Care for Older People | Social Workers and Occupational Therapists | Library Service |
| Service Provides: | <p>Shirevale is primarily used for providing a day opportunities service for older adults and people with dementia. The service provides respite for carer's allowing them to know their family member is safe and cared for. Shirevale can accommodate 20 clients each day and is open Monday to Friday.</p> <p>The workers plan activities for the day and offer personal care to the clients, they are responsible for the serving of drinks and lunch. The centre offers opportunities for the local schools to place students for work experience and also students from colleges doing health and social care courses.</p> | <p>Prevention (safeguarding) and personalisation (service to keep people independent in own homes) team.</p> <p>Teams manage their own admin</p> <p>Team are already hot-desking, flexi working, working from home.</p> | <p>The provision of customer facing library services for the Shirebrook Community, inclusive of:</p> <ul style="list-style-type: none"> - Books - including audio and large print - Free internet access - Health and Wellbeing zone - Home Library Service - Library Information Service - Local studies and family history - Online information - Photocopier colour - Story Time and Rhyme Time - Free Wi-Fi - Self Service check out |
| Current Estate | <p>Based in the Shirevale Resouce Centre.</p> <p>3 offices are used by the assessor south team and OT workers. There is 1 office for the manager and day service workers. There is another office for the mental health team.</p> <p>The day centre has 3 rooms, the large communal room where most of the activities during the day take place and is also where everyone has lunch. There is a quiet room where people can go if they want to be quiet or are feeling unwell, this room is also used for doing people's hair and nails. It is used by District Nurses and G.P.'s visiting clients at the centre which is not always ideal.</p> <p>There is the yellow room which is used for small groups of people for craft groups, knitting groups and also people with dementia.</p> <p>There is a bathroom that is used by clients that pay for a bathing service, this bathroom is open to the public in the afternoons, it is usually used by people that have a disability and are awaiting adaptations at home.</p> <p>There are 5 toilets used by staff and clients.</p> <p>There is a kitchen and storeroom which is used to provide on average 25-30 dinners a day for clients and staff.</p> <p>The centre has 1 manager, 5 day service workers, 6 care workers and 1 cook.</p> <p>The building has a reception for business services admin.</p> <p>Transport is provided which is a bus with a tail lift, the bus is able to park outside the front door so that people don't have to walk far to come into the day centre.</p> | <p>The Shirevale Resource Centre houses the south team.</p> <p>North and Mid team based in The Arc in clowne. Some of their staff come to hot desk on weekly basis (couple staff) at the Resource Centre.</p> <p>Shared reception service from day centre</p> <p>15 staff mix of FTE of PT. 8/9 desks on hot working basis, some work from home.</p> <p>1 Manager</p> <p>1 senior practioner</p> <p>8 Social worker</p> <p>5 Community care worker</p> <p>2 OT</p> <p>Social work team will utilise current number of 13 desk spaces an would sit alongside some MAT staff.</p> <p>Space required to meet with families.</p> <p>A conference room facility is required, can be shared access.</p> <p>Meeting rooms required that could support supervision and meetings with clients, incl. some clients that could present a challenge.</p> <p>Security - Key-coded doors for staff</p> | <p>The library has a back-office function to include 2 offices. The build includes a staff room and domestic facilities.</p> <p>The library is open daily totalling 43hours a week, however this will be reduced to 30hours a week from 1st October</p> <p>Two members of staff on at any one time.</p> |
| Good points on Current Estate | | <p>Lockers available for hot desking staff.</p> <p>Location is ideal, central.</p> <p>Nice private garden for staff.</p> <p>Car park available to site shared with other resource centre services</p> | <p>Centrally located by the market for the Shirebrook community to access the services.</p> |
| Poor points of Current Estate | <p>The building is dated and the communal room is large, there can be 30 people in the room which can become very noisy, this can distress people with dementia, hearing and sight impairments.</p> <p>There is a serving hatch in the room for serving lunches which is not ideal and can be a health and safety risk.</p> | <p>No breakout for lunches and breaks</p> <p>Short fall is that client cannot come here to talk to us.</p> <p>No supervision room/ interview room such as for a safe-guarding meeting</p> <p>No separate kitchen (currently within a office)</p> <p>No main meeting room</p> <p>Unable to network with other partitioners, as only based with day care.</p> | <p>Anti-social behaviour resulting in the premises closing for the safety of the staff and other users.</p> <p>The current build is considered a third larger than what is required for future for the future and does not lend itself to modern delivery of library services.</p> |
| Requirements for the new Joint Services Community Hub | <p>A new day centre would need its own secure entrance, with bus parking, for people to get off the bus and walk or be pushed in their wheelchairs directly into the centre. Adequate parking would be needed for visitors and staff.</p> <p>The new centre would need to be dementia friendly as a lot of our clients have dementia and applying relevant research in this area would be vital to the design process.</p> <p>A quiet room would be required for people to go if they are unwell, need a private conversation or may be struggling with the noise in the main rooms. This could also be utilised for hair, nail treatments etc.</p> <p>2 rooms to accommodate 15 people would be more suitable for the main day services provision.</p> <p>Consideration of fire evacuation procedures would be key when designing any space for our clients. Storage is essential, some clients may travel to the centre in a wheelchair but then transfer into a chair on arrival. Therefore storage for wheelchairs is vital. The centre also needs to store a large amount of activity equipment. Due to the fact that we offer bathing facilities to people, not only our client group, this needs to be located in an area with privacy, away from the day rooms. The room needs to be equipped for people with a physical disability and large enough to allow easy access and ability to manoeuvre. Other toilets also need to consider accessibility for adults with a disability. A secure storage area for staff pocessions would be needed. A confidential office space would be needed for the manager and staff to work from.</p> <p>Space to bring a serving trolley out of the kitchen into the main room or, ideally, a separate dining area with a kitchen would be more suitable.</p> <p>Spacious corridor access would be required throughout.</p> | <p>A supervision room/ interview room.</p> <p>A separate kitchen</p> <p>Access to a bookable main meeting room</p> | <p>The future requirements of the library include the following elements:</p> <ul style="list-style-type: none"> - Computer access (currently 5-6 computers) with WIFI - Open, accessible Library area. If possible integrated with the health, social and community welcoming/waiting area. - Digital Services - Self-service facility - Access to computers for universal credit applications. <p>The service requires:</p> <ul style="list-style-type: none"> - A work room following deliveries of books - Small office for two people, possibly shared - Community, social and welcoming feel to the library. - Integrated with community services, if possible. <p>Open, welcoming spaces integrated with community, health and social care.</p> <p>Suggested modern, comfortable, social, community feel to the library.</p> |
| Key Adjacencies | <p>Near to P&P staff for joint client working would be beneficial and any mental health services for dementia.</p> | <p>Work closely with GP services – referral both ways.</p> <p>MAT Team</p> | <p>Integrated with community, health and social care in welcoming area if possible.</p> <p>Shared office accommodation possible.</p> |
| Additional Comments | <p>Members of the public that have a deputyship in place call in once or twice a week to collect their money. It is also used by home care for collection of personal protection equipment, collection of rota's and paperwork. Supervisions with home care workers based in Shirebrook, internal mail delivery for DCC – who also collects/delivers canary care kit on a regular basis for people in the community. They also deal with all the administration for the centre.</p> <p>The centre also allows for local people to volunteer and works with volunteer projects within Thriving Communities and the Job Centre.</p> | | |

| Operating Centre | - | Shirebrook Job Centre (Building excluded from Asset Review) | - | Various Third-Part Chrities and Voluntary Organistions |
|--|---|---|---|--|
| Service | Maternity Services | DWP - Job Centre | Older Peoples Mental Health Services | BCVS |
| Service Provides: | To provide Maternity Services in Shirebrook area. | <p>The Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy. As the UK's biggest public service department it administers the State Pension and a range of working age, disability and ill health benefits to around 20 million claimants and customers.</p> <p>We provide our services in a number of ways, for example through Jobcentre Plus, The Pension Service, the Child Maintenance Service and partner organisations.</p> <p>Jobcentre Plus helps people move from benefits into work and helps employers advertise jobs. It also deals with benefits for people who are unemployed or unable to work because of a health condition or disability.</p> <p>The DWP has a direct lease with the current landlord for the jobcentre in Shirebrook. The lease agreement has a ten year tenure, with a 5 year break clause.</p> | <p>Derbyshire Community Health Services NHS FT (DCHS) is a community foundation trust which spans the entirety of the County of Derbyshire.</p> <p>Our vision is to be a great place to work and the best provider of local healthcare. DCHS has 11 Community Hospitals within its boundaries and numerous health centres. DCHS also hosts 3 GP Practices.</p> <p>Services provided include</p> <ul style="list-style-type: none"> - Inpatient Rehabilitation beds - Community Nursing Services - Therapy Services - Specialist Dental Services - 0-19 Chldrens services - School Aged Immunisations - Planned Care - Integrated Sexual Health Services - Older Peoples Mental Health Inpatients <p>The services to be included in the hub are Older Peoples Mental Health (OPMH) Living Well with Dementia and OPMH Cognitive Stimulation Therapy. There are furture plans to include functional Groups:</p> <ul style="list-style-type: none"> - Planned Care - Surgical Podiatry - Learning Disability Services <p>OPMH services, currently delivered in local settings, encompass Living Well with Dementia and Cognitive Stimulation Therapy. These groups do not currently have a presence in Shirebrook</p> | <p>Voluntary and Community sector support and development organisation working with groups and individuals. Offering a range of core infrastructure services in addition to signposting and navigation system and VCS services.</p> <p>BCVS offers a signposting and connecting function that assists groups and individuals to navigate the sometimes complex system of statutory and voluntary services to support the wider determinants of health and wellbeing. The range of support is wider reaching and links into every service listed.</p> |
| Current Estate | No current community midwifery base. | <p>The current facility consists of 10 customer facing desks with computers (used by DWP with customers) 2 customer facing interview rooms (sometimes used to facilitate group sessions).</p> <p>Customer/public access PCs with public WiFi.</p> <p>A number of staff only rooms, including staff break out and welfare facilities.</p> <p>There is also a large delivery/store area.</p> | No current local base. | N/A |
| Good points on Current Estate | N/A | | N/A | N/A |
| Poor points of Current Estate | N/A | The existing building is too large for the service requirement and is very much under-utilised. | N/A | N/A |
| Requirements for the new Joint Services Community Hub | <p>Consultation rooms, 3-4 clinical rooms, with a shared large room, bookable room for parent education sessions, etc. Includes room for growth.</p> <p>Community midwifery access to the build evenings and weekends.</p> <p>Administration space, receptionist would be appointed, service to manage own calls and bookings, located near to clinical rooms. Shared waiting area.</p> <p>Admin room for the staff. Potential for storage and equipment included in room.</p> <p>Future proofing, expecting service to grow and now in current new builds tight for space, potential for ultrasound services out of there.</p> <p>Access and parking for women and staff very important, proved problematic for staff coming and going and unloading equipment.</p> <p>Area for clinical waste, sharps, bloods and also having IT service, access to NHS FIND to work more effectively.</p> <p>Maternity, car parking spaces, women with children. Pushchairs. Spaces etc.</p> <p>Clinical rooms maternity toilet access close by, couch, light and fridge, curtains around couch for privacy. sink etc.</p> | <p>Ground floor space to accommodate 6 customer facing desks with computers for use by DWP staff and customers, 2 back line desks for use by staff, a multi-purpose room to facilitate group sessions (seating 8 – 10 theatre style), access to at least one customer interview room.</p> <p>Access to staff break out and welfare facilities. Customer/public PCs with public WiFi.</p> <p>Secure room for DWP IT/telephony cabinet (cabinet can be located alongside partner IT cabinets).</p> <p>Somewhere to house locate secure finance cabinet (out of sight of public), in lockable room.</p> <p>Space for printers, storage and staff lockers.</p> <p>CCTV and panic alarms on customer facing desks (this includes customer facing interview and group rooms).</p> <p>Customer facing service.</p> | <p>A presence in Shirebrook 2 rooms with toilets and catering facilities once or twice a week.</p> <p>2 rooms required for group work for Living Well Programmes and 1 room for Cognitive Stimulation</p> | <p>Customer facing space for visitors required.</p> <p>Office base and confidential meeting space</p> |
| Key Adjacencies | <p>Pathway moving to an integrated service provision with maternity and children's services.</p> <p>Health Visitors</p> <p>Children's Early Years</p> <p>GP and smoking services.</p> <p>Social services</p> <p>HV, Smoking Cessation, weight management</p> | <p>Importance of co-location with the library services.</p> <p>Customer facing service that is welcoming and able to sign-post to other services within the community hub facility.</p> | It would be useful to be near the Memory Assessment Service and any other service provided by Derbyshire Healthcare NHS FT in the area | There are no preferred interactions as all or any would add value to an individual's experience/access to services. It would be beneficial to integrate VCS services throughout the building and would advise against having a dedicated VCS area as this could devalue the contribution made. |
| Additional Comments | | <p>The DWP Estate was, until 31 March 2018, managed through a PFI contract with Telereal Trillium (which provided FM, furniture, security, lease management, projects etc.). Direct contracts are now in place – Sodexo provide an integrator role overseeing contracts with Interserve (FM), G4S (security), Cushman & Wakefield (Landlord and Lease Management), Triumph (non-specialist furniture), Wagstaff Interiors Ltd (ergonomic furniture), Dentons (Legal services)</p> <p>Additional notes 'in confidence' within response form.</p> | | |

| Strategic Drivers | | Investment Objectives | | End Benefits | | Solution and Initiatives | |
|-------------------|--|-----------------------|---|--------------|---|--------------------------|--|
| S1 | Underutilised buildings which are unfit for purpose (in some cases poor quality and do not offer the flexibility to offer new service delivery models. | O1 | To improve communication between agencies. | B1 | Reduce facilities management costs and energy expenditure. | I1 | One Public Estate - Rationalisation and colocation of Services |
| S2 | Reduced and reducing budgets for operating costs and the delivery of services. | O2 | To improve customer services. | B2 | Improved service to the public and customer satisfaction including the ability for integrated events. | I2 | Building Resilience Programme and NG 20 |
| S3 | Lack of communication between agencies. | O3 | To improve liveability and reduce anti-social behaviour. | B3 | Generation of capital receipts. | I3 | STP |
| S4 | Government initiative for community midwifery hubs. | O4 | To reduce overall service costs and building costs delivering at best value. | B4 | Reduced expenditure on agency staff. | I4 | Joint IT Initiative |
| S5 | Increase in population and demographics is applying an increased strain on public services. | O5 | To service the community more effectively, improving access and increasing footfall for services such as the library. | B5 | Improved staff retention and perceptions. | | |
| S6 | A fragmented estate with a range of providers causes difficulties in public access. | O6 | To empower agencies to work together more effectively and ease joint initiatives. | B6 | Keep Shirebrook general practitioners list opening light of known future demand. | | |
| S7 | A community which is perceived to have "lost the heart of what it is about" with emerging communities and an existing community tensions. | O7 | To be able to demonstrate community eldership from public sector services. | B7 | To assist in the delivery of the local plan. | | |
| S8 | The Reputation of Shirebrook. | O8 | To reduce duplication in services. | B8 | Ability to utilise both shared staff and resources along with the ability for joint training initiatives. | | |
| | | O9 | To increase primary care service capacity to meet the future needs of Shirebrook. | B9 | The ability to operate out of fit for purpose buildings. | | |
| | | O10 | To enable regeneration opportunities. | B10 | For public services to be seen as integrated to the public across all agencies and increase footfall. | | |
| | | O11 | To reduce the impact on service provision in light of budgetary restrictions. | | | | |
| | | O12 | To Improve working conditions. | | | | |

| Shirebrook OPE | | | |
|---|--|-----------------------------------|--------------------|
| Benefit Profile: B1 - Reduce facilities management costs and energy expenditure | | | |
| ID: | B1 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | Allows the combined stakeholders to reduce costs associated with hard/ soft facilities management and energy expenditure. These will be defined as costs associated with the building fabric, ongoing maintenance and grounds. | | |
| Actions to be taken: | Undertake proposed Shirebrook OPE estate consolidation and associated works. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | £[] | | |
| Key Assumptions: | Should the Shirebrook OPE programme be delivered in line with the feasibility study the area of the estate across the organisations will reduce whilst maintaining service delivery. | | |
| Risks to Benefit: | With several organisations occupying the same or a fewer number of building(s) and sharing communal spaces the future approach for allocating hard FM investment may change from the currently solely occupied buildings. | | |
| Costs: | There is minimal cost associated with the measurement of this benefit. The data required can be gathered easily as part of standard operations. | | |
| Performance Measure(s): | The key performance indicator is defined as the total cost of the hard/ soft and energy costs for the new consolidated estate. | | |
| Target Performance Realisation Date(s): | One year post occupation of the consolidated facilities. | | |
| Measurement Source: | [insert details of FM manager] | | |
| Measurement Frequency: | Annually | | |
| Measurement Roles: | [to be confirmed with FM manager] | | |
| Dependencies: | Dependent on the implementation of the Shirebrook OPE programme and data provision from all organisations. | | |

| Shirebrook OPE | | | |
|--|--|-----------------------------------|--------------------|
| Benefit Profile: B2 - Improved service to the public and customer satisfaction including the ability for integrated events | | | |
| ID: | B2 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | It is expected that an improved and consolidated estate will allow organisations to provide an improved service and operate more effectively together to the benefit of the community. | | |
| Actions to be taken: | Undertake proposed Shirebrook OPE estate consolidation and associated works alongside public sector agencies working closely together. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | [_____] | | |
| Key Assumptions: | That there is a direct link between the service to the public and that organisations will hold integrated community events to a higher level when operating from a combined estate. | | |
| Risks to Benefit: | Although a new consolidated estate may enable improved service to the public generally and allow more integrated events, operational budgets post implementation may limit the opportunity to bank the benefit. | | |
| Costs: | There will be a cost in relation to the measurement of the benefit in order to gain customer/ public opinion of the services being delivered across multi-agencies. The measurement in the quantum of integrated events should have no cost associated. | | |
| Performance Measure(s): | 1. Current customer satisfaction survey data baselined as a percentage of perfect score in comparison to the expected uplift in score once all relevant agencies are operation out of the combined estate. 2. Current number of public facing events hosted by two or more of the stakeholder organisations in the calendar year prior to the | | |
| Target Performance Realisation Date(s): | One year post occupation of the consolidated facilities. | | |
| Measurement Source: | [consolidated performance data from all the stakeholder organisations] | | |
| Measurement Frequency: | Annually | | |
| Measurement Roles: | Each organisation will need to allocate a responsible person to provide their annual percentage of a perfect score and submit to the benefit owner. | | |
| Dependencies: | Dependent on the implementation of the Shirebrook OPE programme and data provision from all organisations. | | |

| Shirebrook OPE | | | |
|--|---|-----------------------------------|--------------------|
| Benefit Profile: B3 - Generation of capital receipts | | | |
| ID: | B3 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | As a result of the Shirebrook OPE programme it is expected that there will be buildings and ground which will be surplus to requirements. This benefit is in relation to where a capital receipt is received if the freeholder chooses to dispose of the asset. | | |
| Actions to be taken: | Undertake proposed estate consolidation and associated works. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | £[_____] | | |
| Key Assumptions: | The assumption is that all owned facilities which are no longer required will be sold following decant. The assumed benefit valuation is based on: | | |
| Risks to Benefit: | Should operational requirements change in the period leading to the disposal and the facilities be required for any unforeseen purpose the level of capital receipts will reduce. | | |
| Costs: | There is no cost associated with the measurement of this benefit. The data required can be gathered easily as part of standard operations. | | |
| Performance Measure(s): | Total of capital receipts received across all Shirebrook OPE organisations. | | |
| Target Performance Realisation Date(s): | Where all assets to be disposed of have received a contract of sale or can be evidenced in an annual statement of accounts. | | |
| Measurement Source: | The sum of all capital receipts at financial completion. | | |
| Measurement Frequency: | Once only at financial completion of all site disposals. | | |
| Measurement Roles: | All parties to provide net disposal values for each site. | | |
| Dependencies: | Dependent on the implementation of the Shirebrook OPE programme and data provision from all organisations. | | |

| Shirebrook OPE | | | |
|---|---|-----------------------------------|--------------------|
| Benefit Profile: B4 - Reduced expenditure on agency staff | | | |
| ID: | B4 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | Currently many of the stakeholder organisations in the Shirebrook OPE programme rely on the use of agency staff to deliver their service to the public. It is generally believed that that this adversely affected by the poor quality of the current estate. | | |
| Actions to be taken: | All (or some) of the agencies involved in the OPE programme take the proposals forward and collocate into a combined estate. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | £[] | | |
| Key Assumptions: | When operation from improved and consolidated facilities there will be a reduction in staff absences. There may also be the ability for staff such as general reception services to be able to be provided by staff from another co-located organisation where there is an absence. | | |
| Risks to Benefit: | That the need for agency staff may not be linked to current estate condition and suitability. | | |
| Costs: | There is no cost associated with the measurement of this benefit. The data required can be gathered easily as part of standard operations. | | |
| Performance Measure(s): | The combined expenditure on agency staff for the calendar year prior to decanting in to the consolidated estate on comparison to the annual expenditure on agency staff for each year following. | | |
| Target Performance Realisation Date(s): | One calendar year following decant into the consolidated estate. | | |
| Measurement Source: | [to be confirmed] | | |
| Measurement Frequency: | Annually. | | |
| Measurement Roles: | Each organisation will need to allocate a responsible person to provide their annual expenditure on agency staff and submit to the benefit owner. | | |
| Dependencies: | Dependent on the implementation of the One Public Estate rationalisation and colocation. | | |

| Shirebrook OPE | | | |
|--|---|-----------------------------------|--------------------|
| Benefit Profile: B5 - Improved staff retention and perceptions | | | |
| ID: | B5 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | 03/01/2019 |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | Many of the stakeholder organisations suffer from higher than expected staff turnover and a perception of low staff satisfaction in the workplace. It is anticipated that investment into the consolidated estate and bringing organisations into an environment where they can work with others more effectively will improve staff retention. | | |
| Actions to be taken: | All (or some) of the agencies involved in the OPE programme take the proposals forward and collocate into a combined estate. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | Unknown. | | |
| Key Assumptions: | That staff turnover is related to the condition and suitability of the current estate. | | |
| Risks to Benefit: | That there are external factors which affect the attribution of the benefit to the OPE programme. This could be factors such as improvement in employment opportunities locally generating an increase in competition for staff. | | |
| Costs: | There is no cost associated with the measurement of this benefit. The data required can be gathered easily as part of standard operations. | | |
| Performance Measure(s): | The average percentage of staff turnover over the previous five years for all stakeholder organisations in comparison to the annual staff turnover for the stakeholder organisations for each following year post decant into the consolidated estate. | | |
| Target Performance Realisation Date(s): | One calendar year following decant into the consolidated estate. | | |
| Measurement Source: | [to be confirmed] | | |
| Measurement Frequency: | Annually. | | |
| Measurement Roles: | Each organisation will need to allocate a responsible person to provide their percentage of staff turnover and submit to the benefit owner. | | |
| Dependencies: | Dependent on the implementation of the One Public Estate rationalisation and collocation. | | |

| Shirebrook OPE | | | |
|---|---|-----------------------------------|--------------------|
| Benefit Profile: B6 - Keep Shirebrook general practitioners list opening light of known future demand | | | |
| ID: | B6 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | 03/01/2019 |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | The predicted demographic changes in the area show an increased demand on the placed on Shirebrook Medical Centre with the number of patients on list expected to increase. Although there is opportunity to expand the Medical Centre in its current location if a new facility was built it could account for short term flexibility and long term extendibility. | | |
| Actions to be taken: | All (or some) of the agencies involved in the OPE programme take the proposals forward and collocate into a combined estate. | | |
| Stakeholders: | Shirebrook Medical Centre & Hardwich CCG. | | |
| Benefits Valuation: | A fiscal value cannot be placed on the benefit at this time. The benefit is the long term future proofing of the estate. A financial benefit would be seen in the future where the ability to expand the practice could not be reached in its current location only. | | |
| Key Assumptions: | Predicted demographic changes. | | |
| Risks to Benefit: | There is a current option for the Medical Centre to extend within its current site, if this option is taken the practice will not be part of the Shirebrook OPE programme. | | |
| Costs: | There is no cost associated with the measurement of this benefit. | | |
| Performance Measure(s): | Not applicable. | | |
| Target Performance Realisation Date(s): | Not applicable. | | |
| Measurement Source: | Not applicable. | | |
| Measurement Frequency: | Not applicable. | | |
| Measurement Roles: | Not applicable. | | |
| Dependencies: | Dependent on the implementation of the One Public Estate rationalisation and colocation. | | |

| Shirebrook OPE | | | |
|---|--|-----------------------------------|--------------------|
| Benefit Profile: B7 - To assist in the delivery of the local plan | | | |
| ID: | B7 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | 03/01/2019 |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | The local plan is currently in draft form with receipt of the inspector's report due in July 2019 with the expectation of its adoption in September of the same year. It is expected that a consolidated estate from the stakeholder organisations would assist in the local plan where releasing land for housing and retail could be made possible and therefore creating jobs within the local economy. | | |
| Actions to be taken: | All (or some) of the agencies involved in the OPE programme take the proposals forward and collocate into a combined estate. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | [TBC] | | |
| Key Assumptions: | There will be confirmation of the proportion of the housing need allocated to Shirebrook from the will not alter from 658 as defined in Policy SS3: Spatial Strategy and Distribution of development. | | |
| Risks to Benefit: | The local plan is not approved and adopted. | | |
| Costs: | There should be minimal cost in the measurement of this benefit. | | |
| Performance Measure(s): | Number of dwellings constructed as a direct consequence of the Shirebrook OPE programme. | | |
| Target Performance Realisation Date(s): | Start of construction for each site (or phase of site) directly attributed to the release of land. | | |
| Measurement Source: | [to be confirmed] | | |
| Measurement Frequency: | On an annual basis up to ten years from organisations decanting into a consolidated estate. | | |
| Measurement Roles: | [to be confirmed] | | |
| Dependencies: | Dependent on the implementation of the One Public Estate rationalisation and collocation. | | |

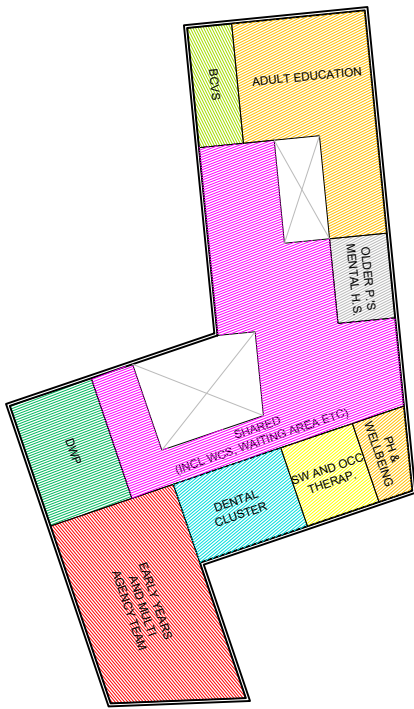
| Shirebrook OPE | | | |
|--|--|-----------------------------------|--------------------|
| Benefit Profile: B8 - Ability to utilise both shared staff and resources along with the ability for joint training initiatives | | | |
| ID: | B8 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | 03/01/2019 |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | There is the opportunity for resources and knowledge to be shared between the organisations more effectively once co-locating. All of the stakeholder organisation within the Shirebrook OPE programme are in place to serve the public and strive to do this in the most effective ways possible. Lessons learnt and joint community training between organisations can improve working relationships and create more informed staff in relation to the wider needs of the community. | | |
| Actions to be taken: | All (or some) of the agencies involved in the OPE programme take the proposals forward and collocate into a combined estate. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | Operational and social value only. | | |
| Key Assumptions: | That the individual organisations will benefit from a greater understanding of other agencies operations and knowledge. | | |
| Risks to Benefit: | That there will be an ongoing willingness for joint initiatives. | | |
| Costs: | There is no perceived cost with the measurement of this benefit. | | |
| Performance Measure(s): | The average number of joint training initiatives per year over the previous five calendar years in comparison with the number of joint training initiatives per calendar year following decant into a consolidated estate. | | |
| Target Performance Realisation Date(s): | One calendar year following decant into the consolidated estate. | | |
| Measurement Source: | [to be confirmed] | | |
| Measurement Frequency: | Annually. | | |
| Measurement Roles: | [to be confirmed] | | |
| Dependencies: | Dependent on the implementation of the One Public Estate rationalisation and colocation. | | |

| Shirebrook OPE | | | |
|---|--|-----------------------------------|--------------------|
| Benefit Profile: B9 - The ability to operate out of fit for purpose buildings | | | |
| ID: | B9 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | 03/01/2019 |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | Several of the stakeholder organisations have explained that the current estate places limitation on the ability to deliver their service to the public. By entering into a modernised estate this benefit can be delivered. | | |
| Actions to be taken: | All (or some) of the agencies involved in the OPE programme take the proposals forward and collocate into a combined estate. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | No fiscal value. | | |
| Key Assumptions: | That new or improved service offerings can be evidenced as being delivered and not possible in the current estate. | | |
| Risks to Benefit: | That new or improved existing services were not limited by the existing estate. | | |
| Costs: | [to be confirmed] | | |
| Performance Measure(s): | [to be confirmed] | | |
| Target Performance Realisation Date(s): | [to be confirmed] | | |
| Measurement Source: | [to be confirmed] | | |
| Measurement Frequency: | [to be confirmed] | | |
| Measurement Roles: | [to be confirmed] | | |
| Dependencies: | Dependent on the implementation of the One Public Estate rationalisation and collocation. | | |

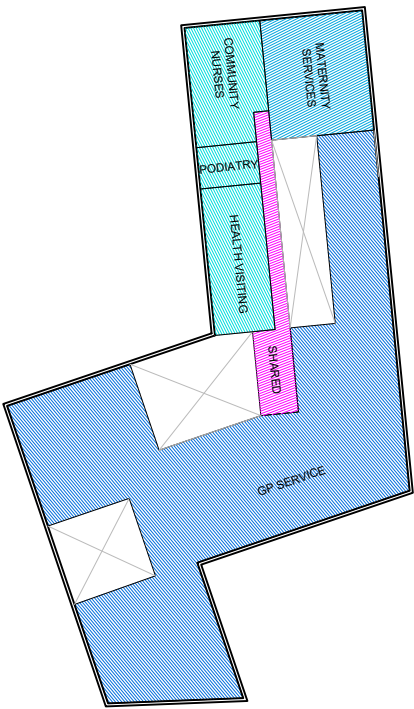
| Shirebrook OPE | | | |
|---|---|-----------------------------------|--------------------|
| Benefit Profile: B10 - For public services to be seen as integrated to the public across all agencies and increase footfall | | | |
| ID: | B10 | Owner: | |
| Profile agreement date: | | Profile Last Reviewed: | 03/01/2019 |
| Category | <i>Financial/ Economic</i> | <i>Social Value</i> | <i>Operational</i> |
| Derived from: | <i>Central Government</i> | <i>Local Government</i> | |
| OPE Category: | <i>1. Capital Receipts</i> | <i>2. Running Cost Reductions</i> | <i>3. Jobs</i> |
| | <i>4. Land Released for Housing</i> | <i>5. Inward Investment</i> | <i>Local</i> |
| Description: | It is anticipated that colocation of services in a combined and consolidated estate will allow the public to see that the community services are working together and generate an overall increased footfall over once the facilities are consolidated. | | |
| Actions to be taken: | All (or some) of the agencies involved in the OPE programme take the proposals forward and collocate into a combined estate. | | |
| Stakeholders: | Adult Care, Libraries, Children's Services, Hardwich CCG, Derbyshire County Council, Bolsover District Council, Derbyshire Community Health, Shirebrook Health Centre, Shirebrook Town Council and Thriving Communities. | | |
| Benefits Valuation: | Value is placed on the social aspect where a higher proportion of the community are using and or engaging with the stakeholder agencies. | | |
| Key Assumptions: | That a change in the footfall of the public service buildings is due to the colocation and ease of access of the estate consolidation. | | |
| Risks to Benefit: | There are unrelated outside factors which change the community demand for public services in either direction. | | |
| Costs: | There should be only minimal cost to the stakeholder organisations in relation to measuring the change in use of the organisations services. | | |
| Performance Measure(s): | These will vary for each organisation be it appointments, foot fall or hours taught. An assessment of the current annual totals will be demonstrated by each organisation in comparison to how this has changed following the colocation into a consolidated estate as a percentage change. | | |
| Target Performance Realisation Date(s): | One calendar year following decant into the collocated facilities. | | |
| Measurement Source: | Each organisation is to measure its own change in use by the public, each of these will be measured in differing ways (for example the Library can measure number of visitors in the period, the Medical Centre can measure the number of appointments and Adult Education can measure number of hours taught). | | |
| Measurement Frequency: | Annually. | | |
| Measurement Roles: | There will be a nominated representative from each organisation responsible for providing the percentage change to the benefit owner. | | |
| Dependencies: | Dependent on the implementation of the One Public Estate rationalisation and colocation. | | |



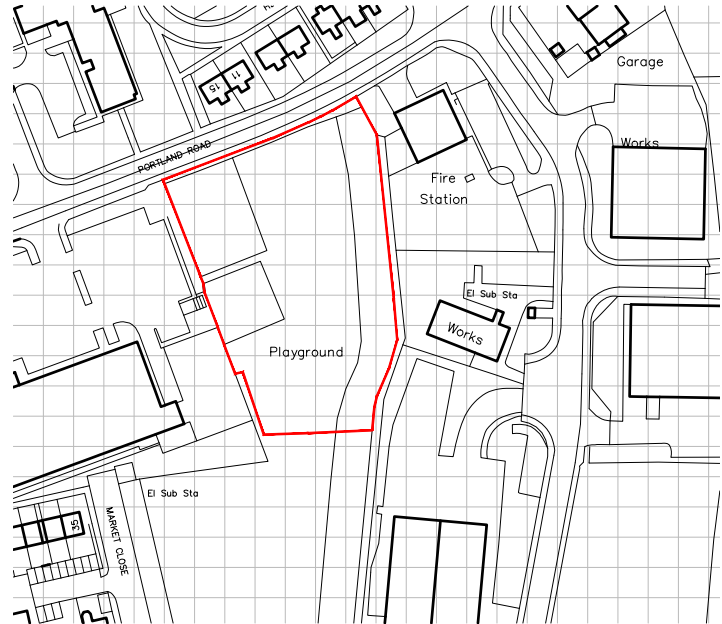
Ground Floor Plan / Scale 1:1000



First Floor Plan / Scale 1:1000



Second Floor Plan / Scale 1:1000



Site Location Plan / Scale 1:2500

NOTES:
This drawing should be read in conjunction with all relevant design information, drawings and documents.
All dimensions to be verified on site. Do not scale from the drawing.
This drawing is Copyright and is issued on the condition that it is not copied, reproduced, retained or disclosed to any unauthorised person, either wholly or in part without consent in writing from Arc Partnership.

These feasibility plans are indicative only and are presented to only demonstrate the feasibility of the option and initial principles against known existing site constraints. Full design development of one or more options requires a full topographical survey to be undertaken and the client/building user groups to provide confirmation of the SoA (and all of Arc's assumptions) alongside confirmation of external space and car parking requirements. Further consultation with the client/building user groups and other key stakeholders is necessary as well as pre-application discussion with the LPA in order to prepare and submit any planning submission, the success of which cannot be guaranteed.

Planning Policy is geared towards the completion of a travel plan, without which 363 car parking spaces would be required. A travel plan which considers the town centre location and availability of public transport would most likely significantly reduce this number. 40 car parking spaces are currently shown for this option to reflect the potential reduction in requirement following the completion of a travel plan and liaison with the building tenants and stakeholders.

Building GIA: 6881 m²
External Footprint: 2673 m²

LPA to be consulted to confirm status of existing parkland and playground under Bolsover DC Planning Policy

Potential for pedestrian link to neighbouring retail site

The presence or absence of underground services running beneath site to be confirmed.

145



| | | | | |
|---|---------------------------------------|--------|------|------------------|
| P01 | First Issue | KA | BAY | 24.07.19 |
| Rev | Description | Drawn | Auth | Date |
| Client: | | | | |
| Gleeds on behalf of Bolsover DC | | | | |
| Site Address: | | | | |
| Shirebrook | | | | |
| Project Title: | | | | |
| Shirebrook Hub (One Public Estate) | | | | |
| Drawing Title: | | | | |
| Feasibility Sketch Option G Portland Road - All Services | | | | |
| Drawing Status: | | | | |
| FEASIBILITY | | | | |
| Scale: | 1:1000 @ A3 | Drawn: | KA | Date: 24.07.2019 |
| Prefix: | EXT | Auth: | BAY | Date: 24.07.2019 |
| Drawing No: | 00182 - ARC - ZZ - ZZ - DR - A - 0008 | Rev: | P01 | |
| arcpartnership | | | | |
| 2nd Floor City Gate West, Tollhouse Hill, Nottingham, NG1 5AT | | | | |
| Tel: 0115 838 4844 Email: info@arc-partnership.co.uk | | | | |
| © Arc Partnership | | | | |

gleeds

Shirebrook Hub

For

Bolsover District Council

Order of Cost

Gleeds Cost Management Ltd

Revision: Final

Date issued: 17/04/2020

Contents

Estimate Build-Up: Option Aii
(Consolidate on Carter Lane (exc GP))

Estimate Build-Up: Option Aii
(Consolidate on Carter Lane (exc GP))

Basis of Estimate

Shirebrook Hub
Bolsover DC



Schedule of Areas (Aii - Consolidate on Carter Lane exc GP)

| Gross Areas: | | Measured GIFA (m ²) (B) | Measured GIFA (ft ²) (B) |
|--|---------------------------------------|--|---|
| | | 5,362 | 57,717 |
| | TOTAL AREA (m²) | TOTAL AREA (ft²) | |
| Site Boundary Area (B) | | | |
| Total Site Area | 9,793 | 105,412 | |
| Total for Site Boundary Area (B) | 9,793 | 105,412 | |
| Option B | | | |
| Ground Floor | | | |
| Early Years | 229 | 2,464 | |
| Early Birds | 521 | 5,610 | |
| Shared (Incl WC's, Waiting Area Etc) | 569 | 6,123 | |
| BCVS | 91 | 977 | |
| Older P'S Mental H.S | 85 | 915 | |
| Adult Social Care | 339 | 3,648 | |
| Day Care for Older People | 412 | 4,440 | |
| Library | 443 | 4,768 | |
| DWP | 153 | 1,648 | |
| Subtotal | 2,842 | 30,594 | |
| First Floor | | | |
| Adult Education | 377 | 4,060 | |
| Early Years and Multi Agency Team | 495 | 5,325 | |
| Community Nurses | 152 | 1,633 | |
| Podiatry | 44 | 473 | |
| SW and OCC Therapy | 106 | 1,144 | |
| Health Visiting | 159 | 1,709 | |
| Maternity Services | 229 | 2,467 | |
| PH&Wellbeing | 61 | 656 | |
| Shared (Incl Staff Facilities, Waiting Area, WC's Etc) | 706 | 7,600 | |
| Dentist and Associated Spaces | 157 | 1,694 | |
| DWP | 34 | 366 | |
| Subtotal | 2,520 | 27,127 | |
| Total for Option B | 5,362 | 57,721 | |
| External areas | | | |
| Car Park and Access | 2114 | 22,755 | |
| Landscaping Area | 1,611 | 17,341 | |
| Total for External areas | 3,725 | 40,096 | |
| Total for Site Area | 9,793 | 105,412 | |

**Shirebrook Hub
Bolsover District Council
Estimate Build Up
Option Aii - Consolidate on Carter Lane (exc GP)**

gleeds

GIFA (m²): 5,362

GIFA (ft²): 57,717

Project Works (costs rounded)

| | Quantity | Unit | Rate | | Cost | Cost per m ² | Cost per ft ² |
|--------------------------------------|----------|----------------|-----------|-----------------|------------------|-------------------------|--------------------------|
| Demolition and Enabling Works | | | | | | | |
| Demolition of Existing Structure | 10,258 | m ³ | £ 20 | £ | 206,000 | £ 38.42 | £ 3.57 |
| Site Clearance and Levelling Works | 2570 | m ² | £ 30 | £ | 78,000 | £ 14.55 | £ 1.35 |
| Phasing of Building Works | 1 | Item | £ 500,000 | £ | 500,000 | £ 93.25 | £ 8.66 |
| | | | | Subtotal | £ 784,000 | £ 146.21 | £ 13.58 |

Building Works

Option B

Ground Floor

| | | | | | | | |
|--------------------------------------|-----|----------------|---------|-----------------|--------------------|-------------------|-----------------|
| Early Years | 229 | m ² | £ 2,200 | £ | 504,000 | £ 93.99 | £ 8.73 |
| Early Birds | 521 | m ² | £ 2,200 | £ | 1,147,000 | £ 213.91 | £ 19.87 |
| Shared (Incl WC's, Waiting Area Etc) | 569 | m ² | £ 2,000 | £ | 1,138,000 | £ 212.23 | £ 19.72 |
| BCVS | 91 | m ² | £ 2,200 | £ | 200,000 | £ 37.30 | £ 3.47 |
| Older P'S Mental H.S | 85 | m ² | £ 2,400 | £ | 205,000 | £ 38.23 | £ 3.55 |
| Adult Social Care | 339 | m ² | £ 2,400 | £ | 814,000 | £ 151.81 | £ 14.10 |
| Day Care for Older People | 412 | m ² | £ 2,400 | £ | 990,000 | £ 184.63 | £ 17.15 |
| Library | 443 | m ² | £ 2,600 | £ | 1,152,000 | £ 214.85 | £ 19.96 |
| DWP | 153 | m ² | £ 2,400 | £ | 368,000 | £ 68.63 | £ 6.38 |
| | | | | Subtotal | £ 6,518,000 | £ 1,215.59 | £ 112.93 |

Building Works

Option B

First Floor

| | | | | | | | |
|--|-----|----------------|---------|-----------------|--------------------|-------------------|----------------|
| Adult Education | 377 | m ² | £ 2,200 | £ | 830,000 | £ 154.79 | £ 14.38 |
| Early Years and Multi Agency Team | 495 | m ² | £ 2,200 | £ | 1,089,000 | £ 203.10 | £ 18.87 |
| Community Nurses | 152 | m ² | £ 2,400 | £ | 365,000 | £ 68.07 | £ 6.32 |
| Podiatry | 44 | m ² | £ 2,400 | £ | 106,000 | £ 19.77 | £ 1.84 |
| SW and OCC Therapy | 106 | m ² | £ 2,200 | £ | 234,000 | £ 43.64 | £ 4.05 |
| Health Visiting | 159 | m ² | £ 2,400 | £ | 382,000 | £ 71.24 | £ 6.62 |
| Maternity Services | 229 | m ² | £ 2,400 | £ | 551,000 | £ 102.76 | £ 9.55 |
| PH&Wellbeing | 61 | m ² | £ 2,200 | £ | 135,000 | £ 25.18 | £ 2.34 |
| Shared (Incl Staff Facilities, Waiting Area, WC's Etc) | 706 | m ² | £ 2,000 | £ | 1,413,000 | £ 263.52 | £ 24.48 |
| Dentist and Associated spaces | 157 | m ² | £ 2,900 | £ | 457,000 | £ 85.23 | £ 7.92 |
| DWP | 34 | m ² | £ 2,400 | £ | 82,000 | £ 15.29 | £ 1.42 |
| | | | | Subtotal | £ 5,644,000 | £ 1,052.59 | £ 97.79 |

External works

| | | | | | | | |
|---|-------|----------------|----------|------------------|------------------|-----------------|----------------|
| Car Park with Access Road | 2114 | m ² | £ 175 | £ | 369,950 | £ 68.99 | £ 6.41 |
| Remaining External Space to Include Any Landscaping | 1,611 | m ² | £ 40 | £ | 64,440 | £ 12.02 | £ 1.12 |
| Hard Landscaping to Other Areas | 2,416 | m ² | £ 100 | £ | 241,600 | £ 45.06 | £ 4.19 |
| External Features | 1 | item | £ 10,000 | £ | 10,000 | £ 1.86 | £ 0.17 |
| | | | | Sub Total | £ 685,990 | £ 127.94 | £ 11.89 |

Grand Total £ **13,631,990** £ **2,542.33** £ **236.19**

Professional Fees, Risk, and Inflation

| | | | | | | |
|--|--------|---|--------------|---|--------|---------|
| Contingency; excluding employer change | 5% | £ | 681,599.50 | £ | 127.12 | £ 11.81 |
| Inflation to Q2 2023 | 16.99% | £ | 2,315,510.19 | £ | 431.84 | £ 40.12 |
| Professional fees | 12% | £ | 1,635,838.80 | £ | 305.08 | £ 28.34 |

Ground Total (Rounded) £ **18,270,000** £ **3,410.00** £ **320.00**

Shirebrook Hub
Bolsover DC



Schedule of Areas (Dii - Consolidate on Portman Road exc GP)

| Gross Areas: | | Measured GIFA (m ²) (G) | Measured GIFA (ft ²) (G) |
|--|---------------------------------|--|---|
| | | 5,383 | 57,938 |
| | TOTAL AREA (m ²) | TOTAL AREA (ft ²) | |
| Site Boundary Area (E.) | | | |
| Total Site Area | 5,715 | 61,512 | |
| Total for Site Boundary Area (E.) | 5,715 | 61,512 | |
| Option G | | | |
| Ground Floor | | | |
| Shared Support Areas | 557 | 5,998 | |
| Adult Social Care | 339 | 3,648 | |
| Earlybirds private nursery | 521 | 5,610 | |
| Early-Years 0-5 Children's centre | 216 | 2,327 | |
| Multi-Agency Team | 43 | 458 | |
| Day Care for Older people | 412 | 4,440 | |
| Library Service | 443 | 4,768 | |
| DWP | 34 | 366 | |
| Subtotal | 2,566 | 27,616 | |
| First Floor | | | |
| Shared Support Areas | 737 | 7,937 | |
| Adult Education | 378 | 4,065 | |
| Public Health & Wellbeing | 61 | 656 | |
| Early Years 0-5 Children's Partnership | 465 | 5,005 | |
| Dental | 157 | 1,694 | |
| Social workers & OT | 106 | 1,144 | |
| DWP | 153 | 1,648 | |
| Older People Mental Health | 85 | 915 | |
| BCVS | 91 | 977 | |
| Subtotal | 2,233 | 24,041 | |
| Second Floor | | | |
| Shared Support Areas | 0 | 0 | |
| GP Service | 0 | 0 | |
| Community Nursing | 152 | 1,633 | |
| Podiatry | 44 | 473 | |
| Health Visiting | 159 | 1,709 | |
| Maternity Services | 229 | 2,467 | |
| Subtotal | 584 | 6,282 | |
| Total for Option G | 5,383 | 57,938 | |
| External areas | | | |
| Car Park and Access | 1,204 | 12,960 | |
| Landscaping Area | 1,945 | 20,936 | |
| Total for External areas | 3,149 | 33,896 | |

Shirebrook Hub
Bolsover District Council
Estimate Build Up
Option Dii - Consolidate on Portman Road exc GP



GIFA (m2): 5,383

GIFA (Ft2): 74,076

Project Works (costs rounded)

| | Quantity | Unit | Rate | | Cost | Cost per m ² | Cost per ft ² |
|--------------------------------------|----------|----------------|------|---|----------------|-------------------------|--------------------------|
| Demolition and Enabling Works | | | | | | | |
| Site Clearance and Levelling Works | 5,715 | m ² | £ 35 | £ | 201,000 | £ 37.34 | £ 2.71 |
| Subtotal | | | | £ | 201,000 | £ 37.34 | £ 2.71 |

Building Works

Option G

Ground Floor

| | | | | | | | |
|-----------------------------------|-----|----------------|---------|---|------------------|-------------------|----------------|
| Shared Support Areas | 557 | m ² | £ 2,000 | £ | 1,115,000 | £ 207.15 | £ 15.05 |
| Adult Social Care | 339 | m ² | £ 2,200 | £ | 746,000 | £ 138.60 | £ 10.07 |
| Earlybirds private nursery | 521 | m ² | £ 2,200 | £ | 1,147,000 | £ 213.09 | £ 15.48 |
| Early-Years 0-5 Children's centre | 216 | m ² | £ 2,200 | £ | 476,000 | £ 88.43 | £ 6.43 |
| Multi-Agency Team | 43 | m ² | £ 2,200 | £ | 94,000 | £ 17.46 | £ 1.27 |
| Day Care for Older people | 412 | m ² | £ 2,400 | £ | 990,000 | £ 183.93 | £ 13.36 |
| Library Service | 443 | m ² | £ 2,600 | £ | 1,152,000 | £ 214.02 | £ 15.55 |
| DWP | 34 | m ² | £ 2,400 | £ | 82,000 | £ 15.23 | £ 1.11 |
| Subtotal | | | | £ | 5,802,000 | £ 1,077.92 | £ 78.32 |

Building Works

Option G

First Floor

| | | | | | | | |
|--|-----|----------------|---------|---|------------------|-----------------|----------------|
| Shared Support Areas | 737 | m ² | £ 2,000 | £ | 1,475,000 | £ 274.03 | £ 19.91 |
| Adult Education | 378 | m ² | £ 2,200 | £ | 831,000 | £ 154.39 | £ 11.22 |
| Public Health & Wellbeing | 61 | m ² | £ 2,200 | £ | 135,000 | £ 25.08 | £ 1.82 |
| Early Years 0-5 Children's Partnership | 465 | m ² | £ 2,200 | £ | 1,023,000 | £ 190.06 | £ 13.81 |
| Dental | 157 | m ² | £ 2,900 | £ | 457,000 | £ 84.90 | £ 6.17 |
| Social workers & OT | 106 | m ² | £ 2,200 | £ | 234,000 | £ 43.47 | £ 3.16 |
| DWP | 153 | m ² | £ 2,400 | £ | 368,000 | £ 68.37 | £ 4.97 |
| Older People Mental Health | 85 | m ² | £ 2,400 | £ | 205,000 | £ 38.09 | £ 2.77 |
| BCVS | 91 | m ² | £ 2,200 | £ | 200,000 | £ 37.16 | £ 2.70 |
| Subtotal | | | | £ | 4,928,000 | £ 915.55 | £ 66.53 |

Building Works

Option G

Second Floor

| | | | | | | | |
|----------------------|-----|----------------|---------|---|------------------|-----------------|----------------|
| Shared Support Areas | 0 | m ² | £ 2,000 | £ | - | £ - | £ - |
| GP Service | 0 | m ² | £ 2,900 | £ | - | £ - | £ - |
| Community Nursing | 152 | m ² | £ 2,400 | £ | 365,000 | £ 67.81 | £ 4.93 |
| Podiatry | 44 | m ² | £ 2,400 | £ | 106,000 | £ 19.69 | £ 1.43 |
| Health Visiting | 159 | m ² | £ 2,400 | £ | 382,000 | £ 70.97 | £ 5.16 |
| Maternity Services | 229 | m ² | £ 2,400 | £ | 551,000 | £ 102.37 | £ 7.44 |
| Subtotal | | | | £ | 1,404,000 | £ 260.84 | £ 18.95 |

External works

| | | | | | | | |
|---|-------|----------------|----------|---|----------------|----------------|---------------|
| Car Park with Access Road | 1,204 | m ² | £ 175 | £ | 210,700 | £ 39.14 | £ 2.84 |
| Remaining External Space To Include Any Landscaping | 1,494 | m ² | £ 40 | £ | 59,760 | £ 11.10 | £ 0.81 |
| Hard Landscaping to Other Areas | 451 | m ² | £ 100 | £ | 45,100 | £ 8.38 | £ 0.61 |
| External Features | 1 | item | £ 10,000 | £ | 10,000 | £ 1.86 | £ 0.13 |
| Allowance For Works To Public Realm Areas | 1 | item | £ 10,000 | £ | 10,000 | £ 1.86 | £ 0.13 |
| Sub Total | | | | £ | 335,560 | £ 62.34 | £ 4.53 |

Professional Fees, Risk, and Inflation

| | | | | | | |
|--|--------|---|------------------|---|---------------|----------------|
| Contingency; excluding employer change | 5% | £ | 633,528.00 | £ | 117.70 | £ 8.55 |
| Inflation to Q2 2023 | 16.99% | £ | 2,152,203.08 | £ | 399.85 | £ 29.05 |
| Professional fees | 12% | £ | 1,520,467.20 | £ | 282.48 | £ 20.53 |
| Sub Total | | £ | 4,306,198 | £ | 800.03 | £ 58.13 |

Grand Total (Rounded)
Grand Total £ **16,976,758** £ **3,154.02** £ **229.18**
£ **16,980,000** £ **3,200** £ **230**

Assumptions

- 1 All work is carried out in normal working hours
- 2 Local labour readily available
- 3 Works to commence in Q1 2019
- 4 Access and highways assumed sufficient for demolition works
- 5 Costs based on average benchmarking data
- 6 No Asbestos or contamination removal required
- 7 Works carried out in multiple phases (Options A&B, vacant possession assumed)
- 8 Incoming services assumed as sufficient for new use
- 9 Demolition to existing buildings above ground

Exclusions

- 1 Legal fees & costs of finance during demolition and contract works
- 2 Fees payable to Local Authorities under Building Regulations
- 3 Value Added Tax
- 4 Statutory Fees
- 5 Party Wall Act 1996, covenant, rights of light, rights of way, etc.
- 6 Section agreements generally to include s.106 & s.278 & CIL
- 7 Service alterations, such as HV, gas, water.
- 8 Obstructions
- 9 and Legal costs associated with easements etc.
- 10 Filling to basements
- 11 Additional acoustic works required due to adjacent land use
- 12 Medical gases
- 13 Dedicated surgery fit-out
- 14 FF&E
- 15 Active ICT
- 16 Land acquisition
- 17 Decanting

Basis of Costs

- 1 Costs have been prepared in accordance with historic cost data for similar schemes
- 2 Pricing accuracy should be considered to be +/- 15%
- 3 Areas and designs supplied by Arc

Appendix 7

Pygott & Crone
Commercial

36a Silver Street, Lincoln, LN2 1EW

Tel: 01522 536777

Email: commercial@pygott-crone.com

Website: www.pygott-crone.com



Market Overview

On

Shirebrook Property Market

Prepared upon the instructions of

Gleeds Advisory Ltd

Date: 26th March 2019

Disclaimer

Note – This document has been produced on a desk-top basis. The figures contained within this document should be used for guidance purposes only. The quoted figures are subject to change dependant on the final build specifications and the market conditions at the time of the scheme's delivery.

Once the final scheme has been considered, the final plans/site layouts/drawings should be made available to us for our comments to confirm the above figures are accurate.

SALES | LETTINGS | MORTGAGES | CONVEYANCING | AUCTIONS | COMMERCIAL | AGRICULTURE | SURVEYORS



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Pygott and Crone Estate Agents Limited. Registered office:- 3 Castlegate, Grantham, Lincolnshire, NG31 6SF

Registered in England and Wales. No 6224553

1.0 INSTRUCTION

- 1.1 We have been instructed by Gleeds Advisory Ltd ("The Client") to provide a market overview ("The Report") of the Shirebrook property market; having particular regards to the following three sites:
- Carter Lane Site;
 - Patchwork Row Site;
 - Shirevale Site.
- 1.2 We understand that the purpose of the report is to support the decision making process of your Clients (Bolsover District Council) consideration towards the relocation of their business operations.
- 1.3 The report has been drafted in accordance to the brief provided and more specifically, comments on:
- Location;
 - A brief overview/description of the sites;
 - Residential market overview;
 - Retail market overview;
 - Office market overview;
 - Conclusion.
- 1.4 The Report has been produced by Pygott and Crone and overseen by Tim Downing on a desk top basis.
- 1.5 The date of this report is 26th March 2019.

2.0 LOCATION

- 2.1 The three sites are located in Shirebrook, a small market town in the Bolsover district of north-east Derbyshire on the border with Nottinghamshire. It had a population of approximately 9,760 at the 2011 Census.
- 2.2 The town is situated on the B6407, and is close to the A632 which links Mansfield and Bolsover. The M1 main transport link is some 10 km (6miles) east via the A617, The town is served by Shirebrook railway station, on the Robin Hood Line.
- 2.3 The nearest City is Mansfield which is some 10 km (6 miles) south and other notable town and cities within the vicinity include; Bolsover 10 km (6 miles) northwest, Chesterfield 19 km (12 miles) west, Nottingham 40 km (15 miles) south and Sheffield 50 km (30 miles) north.
- 2.4 The town is well served by local facilities and benefits from various retail, leisure and educational provisions.
- 2.5 Location plans of the sites are attached for identification purposes only.

3.0 DESCRIPTION

3.1 Carter Lane Site

- 3.2 The site is situated with frontage on to both Carter Lane and Park Road.
- 3.3 The surrounding area is mixed use. There is an ex-servicemens club to the eastern boundary, a leisure centre to the southern boundary and residential dwellings to the western boundary. An Aldi supermarket is also located within close proximity, along with various other retail provisions which are made up of local and regional occupiers.
- 3.4 The site measures in total approximately 0.98 hectares (2.41 acres) and is occupied by a detached two storey community facility. The site is broadly rectangular and relatively flat.
- 3.5 The building appears to be of traditional solid brick construction under pitched roofs with later additions and extensions. The original part of the building appears to have been constructed in the Victorian era.
- 3.6 The areas that are not covered by the existing buildings comprise mainly of hardstanding tarmacked areas and a large open grassed area to the rear which measures approximately 0.52 hectares (1.28 acres). We understand that there are pedestrian and cycle rights of way over the grassed area, along with an electric substation positioned to the eastern boundary. The grassed area is open with limited physical boundary features.

3.7 Patchwork Row Site

- 3.8 The site is situated within close proximity to the Carter Lane site frontage directly on to Patchwork Row. Patchwork Row leads off Carter Lane. The junction linking Patchwork Row and Carter Lane is opposite the Carter Lane site.
- 3.9 The surrounding area is predominately residential interspersed with leisure, retail and office uses. There is a community centre to the northern boundary and a telephone communications exchange to the south/east of the site. The town council buildings are situated directly opposite.
- 3.10 The site incorporates a library, a single storey detached building and a health centre. The site measures approximately 0.54 hectares (1.34 acres) and is irregular in shape. The site is accessed directly off Patchwork Row.
- 3.11 The library and single storey detached buildings appear to have been constructed in the 1960's whilst the health centre appears to have been built in the 1990's. We were unable to identify the type of construction from our desktop inspection.
- 3.12 The areas that are not covered by the existing buildings comprise predominately hardstanding tarmacked areas.

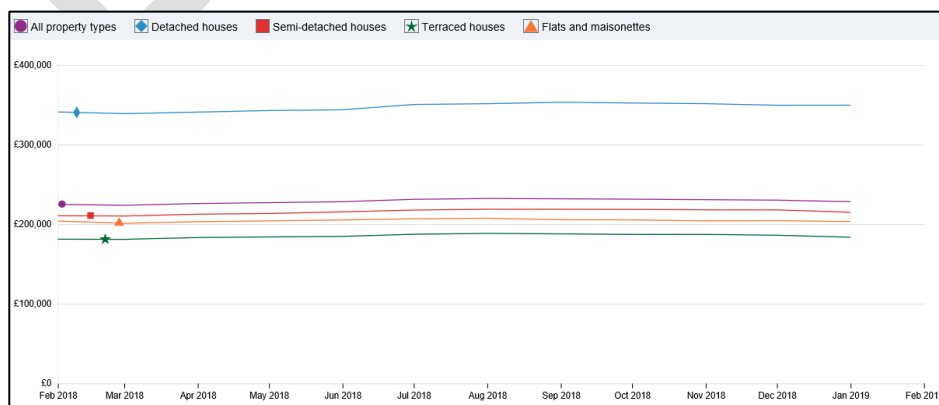
3.13 Shirevale Site

- 3.14 The site is situated <500 meters along Carter Lane traveling west of the Carter Lane site.

- 3.15 The surrounding area is predominately residential interspersed with leisure, retail and office uses. There is a sheltered/retirement housing complex to the southern boundary.
- 3.16 The site measures in total approximately 0.23 hectares (0.56 acres) and is currently occupied by a single storey community facility. The site is broadly rectangular and relatively flat rising slightly to Carter Lane.
- 3.17 The building appears to be of cavity brick construction under pitched roofs with tile covering. The building appears to have been constructed in the 1990's.

4.0 RESIDENTIAL MARKET OVERVIEW

- 4.1 The RICS produce monthly residential market surveys. The survey for February 2019 identified the following key dynamics:
- 77% of respondents cite Brexit uncertainty as the biggest challenge in the market right now.
 - Key activity indicators remain in negative territory during February.
 - Twelve month sales expectations suggest momentum may recover further out.
- 4.2 The survey continued to signal the market is struggling for momentum, with key indicators on enquiries, sales and new instructions all remaining subdued.
- 4.3 Whilst the headline price growth indicator slipped once more, posting a net balance of -28% (down from -22% previously), this was mainly influenced by London with Scotland and Northern Ireland displaying positives readings while the rest of the UK broadly indicating a flat trend.
- 4.4 The survey foresees price growth resuming across most parts of the UK in the near future. London and the South East are the only exceptions, with a further decline anticipated in the former and a flat picture for the latter.
- 4.5 The UK house price index indicates as of January 2019, the average house price in the UK was **£228,147**, and the index stands at 119.66. Property prices have fallen by 0.8% compared to the previous month, and risen by 1.7% compared to the previous year.
- 4.6 The average UK houses prices indicate the following trends (as of January 2019):



- Detached house = £349,363
- Semi-detached house = £214,858
- Terrace houses = £183,520
- Flat/Maisonettes = £203,280

4.7 More specifically we identified the following characteristics for the Shirebrook residential market during the past 12 months:

| Shirebrook Residential Market | | | |
|--------------------------------------|----------|--------------|-----------------|
| Average Price Paid | £117,360 | Sales | 104 |
| Current Average Value | £115,628 | Value Change | £3,412(+ 3.04%) |

Furthermore, these statistics can be broken down in to each differed property type:

| Detached - Shirebrook Residential Market | | | |
|---|----------|--------------|------------------|
| Average Price Paid | £153,586 | Sales | 22 |
| Current Average Value | £166,559 | Value Change | £7,675 (+ 4.83%) |

| Semi-detached - Shirebrook Residential Market | | | |
|--|----------|--------------|------------------|
| Average Price Paid | £115,691 | Sales | 54 |
| Current Average Value | £111,845 | Value Change | £4,755 (+ 4.44%) |

| Terrace - Shirebrook Residential Market | | | |
|--|---------|--------------|------------------|
| Average Price Paid | £93,319 | Sales | 26 |
| Current Average Value | £82,578 | Value Change | £1,317 (+ 1.62%) |

| Flats - Shirebrook Residential Market | | | |
|--|---------|--------------|------------------|
| Average Price Paid | £76,500 | Sales | 2 |
| Current Average Value | £64,797 | Value Change | £1,867 (+ 2.97%) |

4.8 Although the average house prices within the area are substantially lower than the national average, this is a common factor across the midlands and northern regions, with national averages influenced heavily by southern markets. That said, the housing market within Shirebrook appears stable with some growth.

4.9 The data highlights a distinct lack of sales of flats within the area. This represents a lower housing stock within the sector, in particular within new properties.

4.10 Whilst we were unable to identify any new build developments within Shirebrook itself, we noted the following within a 3 mile radius;

- Birlington Court, Langwith (only development within a 1.5 mile radius).
- Oxcroft Lane, Bolsover;
- Mooracre Lane, Bolsover;
- Chesterfield Road North, Pleasley, Mansfield;
- Wildflower Rise, The Park, Mansfield;
- Park Hall Road, Mansfield Woodhouse;
- The Green, Westfield Lane, Mansfield;
- Old Water Lane, Mansfield;

- 4.11 In identifying the above, we have assessed the most relevant development; **Birlington Court, Primrose Way, Langwith Junction** which is a large scale development for the delivery of circa 68 new homes (a mix of 2, 3 & 4 beds) situated some 3 km (1.5 miles) north of Shirebrook. At the date of this report, the development had three properties available for sale and had completed on 5 (in accordance with data available via land registry) as is indicated by the below:

For Sale:

| Plot/Style | Description | Price | Size (m ²) | Price per m ² |
|--------------------|------------------------------------|----------|------------------------|--------------------------|
| 14/The Galway | 3 bed semi- detached with driveway | £122,995 | 71 | £1,732.3 |
| 48 & 49/The Tyrone | 3 bed semi- detached with garage | £129,950 | 71 | £1,830.3 |

Agreed Sales:

| Date | Address | Price | Type | Size (m ²) | Price per m ² |
|----------|--------------|----------|----------------|------------------------|--------------------------|
| 30/11/18 | 6, Primrose | £133,995 | Detached | 72 | £1,860.4 |
| 30/11/18 | 4, Primrose | £124,995 | Semi-detached | 71 | £1,760.5 |
| 30/11/18 | 8, Primrose | £103,995 | Semi- detached | 62 | £1,677.3 |
| 14/12/18 | 12, Primrose | £134,995 | Detached | 72 | £1,874.9 |
| 14/12/18 | 14, Primrose | £127,995 | Semi-detached | 71 | £1,802.7 |

- 4.12 Furthermore, we identified 52 sales that had occurred during the past 12 months and within a 0.5 mile radius of the subject site. The comparable evidence indicated the following:

| Detached | | | |
|----------------------|------------------------|-------------------------|----------------------------|
| Number of deals | Low per m ² | High per m ² | Average per m ² |
| 8 | £1,402 | £1,979 | £1,679 |
| Semi-detached | | | |
| Number of deals | Low per m ² | High per m ² | Average per m ² |
| 27 | £833 | £2,755 | £1,442 |
| Terrace | | | |
| Number of deals | Low per m ² | High per m ² | Average per m ² |
| 17 | £791 | £1,488 | £956 |

- 4.13 Consequently, in considering the above, we would anticipate that new dwellings would achieve the following values on the given site:

| House Type | Price per m ² |
|---------------|--------------------------|
| Detached | £1,900 |
| Semi-Detached | £1,800 |
| Terrace | £1,600 |
| Flat | £1,500 |

5.0 RETAIL MARKET OVERVIEW

5.1 The RICS identified the following key dynamics in a commercial survey carried out in 2018:

- Growth in tenant demand confined to the industrial sector with Brexit affecting occupier's decisions;
- Retail availability and inducements continue to rise noticeable;
- Twelve month capital value expectations downgraded across secondary office markets.

5.2 The changes in demand reflect social attitudes towards internet shopping and home-working and, therefore, is unlikely to change for the foreseeable future; this, in turn, is restricting investment into the retail sector although it is acknowledged generally within the industry that the changing attitude is likely to have the greatest impact on larger, national operators; which has become apparent in the numerous recent retail operator failures and the rise of CVAs (company voluntary arrangements) which have impacted landlords directly. Simple extrapolation of the figures to date suggest that the number of shop units impacted by operator failures in 2018 may approach the previous peak in 2012.

5.3 Stress has also been placed on the retail sector by major transformations arising from changes in consumption patterns, technology and an unfortunate inflexible tax and regulatory controls. With the Brexit vote, and the consequent devaluation of sterling, the small profit margins that may have been on offer, are all but wiped out by increased input costs, higher labour costs as well as the indirect impacts of imported inflation on real wage growth and household disposable income.

5.4 On a local level we understand the key market dynamics represent (across Derby and Nottingham retail sector):

5.5 Nottingham Key Market Indicators:

| | NIA | Vacancy Rate | Asking Rent | Availability Rate | Net Absorption SF | Deliveries SF | Under Construction |
|-----------------|-------------------|--------------|---------------|-------------------|-------------------|---------------|--------------------|
| Shopping Centre | 2,896,494 | 5.6% | £31.01 | 6.9% | (1,226) | 0 | 0 |
| Retail Park | 3,059,826 | 3.0% | £17.06 | 4.0% | 0 | 0 | 0 |
| General Retail | 18,665,008 | 2.4% | £18.21 | 3.8% | 10,881 | 0 | 8,438 |
| Market | 24,621,328 | 2.9% | £19.58 | 4.2% | 9,655 | 0 | 8,438 |

| Annual Trends | 12 Month | Historic Average | Forecast Average | Peak | When | Trough | When |
|--------------------|----------|------------------|------------------|----------|---------|-----------|---------|
| Vacancy change YOY | -0.2% | 3.4% | 2.9% | 4.8% | 2012 Q3 | 2.1% | 2016 Q2 |
| Net Absorption SF | 110k | 98,462 | 41,473 | 322,750 | 2014 Q4 | (175,743) | 2017 Q2 |
| Deliveries SF | 64.6k | 82,878 | 38,032 | 144,771 | 2012 Q4 | 27,743 | 2018 Q1 |
| Rent Growth | -3.4% | -0.9% | -1.6% | 1.5% | 2012 Q4 | -4.5% | 2018 Q3 |
| Sales Volume | £35.8 M | £113.9 M | N/A | £238.2 M | 2017 Q3 | £27.7 M | 2018 Q3 |

5.6 Derby Key Market Indicators:

| | NIA | Vacancy Rate | Asking Rent | Availability Rate | Net Absorption SF | Deliveries SF | Under Construction |
|-----------------|-------------------|--------------|---------------|-------------------|-------------------|---------------|--------------------|
| Shopping Centre | 2,037,959 | 1.5% | £27.14 | 3.2% | 1,743 | 0 | 0 |
| Retail Park | 2,094,714 | 3.7% | £14.76 | 3.7% | 38,000 | 0 | 0 |
| General Retail | 14,926,169 | 2.0% | £15.75 | 3.2% | (156) | 0 | 0 |
| Market | 19,058,842 | 2.2% | £16.98 | 3.3% | 39,587 | 0 | 0 |

| Annual Trends | 12 Month | Historic Average | Forecast Average | Peak | When | Trough | When |
|--------------------|----------|------------------|------------------|---------|---------|-----------|---------|
| Vacancy change YOY | -0.6% | 3.7% | 2.2% | 6.7% | 2012 Q3 | 2.2% | 2019 Q1 |
| Net Absorption SF | 125k | 160,446 | 32,056 | 632,210 | 2013 Q4 | (103,986) | 2017 Q2 |
| Deliveries SF | 20.4k | 101,791 | 12,508 | 312,381 | 2012 Q1 | 0 | 2016 Q2 |
| Rent Growth | -3.3% | -0.9% | -1.6% | 1.5% | 2012 Q4 | -4.3% | 2018 Q3 |
| Sales Volume | £60.3 M | £193.8 M | N/A | £553 M | 2013 Q4 | £29.1M | 2012 Q3 |

5.7 In comparison to the Bolsover submarket:

| | NIA | Vacancy Rate | Asking Rent | Availability Rate | Net Absorption SF | Deliveries SF | Under Construction |
|-----------------|----------------|--------------|---------------|-------------------|-------------------|---------------|--------------------|
| Shopping Centre | 0 | -% | £- | -% | - | 0 | 0 |
| Retail Park | 0 | -% | £- | -% | - | 0 | 0 |
| General Retail | 980,595 | 0.8% | £17.27 | 1.9% | (160) | 0 | 0 |
| Market | 980,595 | 0.8% | £17.27 | 1.9% | (160) | 0 | 0 |

| Annual Trends | 12 Month | Historic Average | Forecast Average | Peak | When | Trough | When |
|--------------------|----------|------------------|------------------|--------|---------|----------|---------|
| Vacancy change YOY | 0.2% | 1.5% | 1.2% | 4.1% | 2013 Q2 | 0.1% | 2015 Q3 |
| Net Absorption SF | (4.4k) | 4,794 | (1,487) | 24,091 | 2014 Q2 | (19,114) | 2013 Q2 |
| Deliveries SF | 0 | 2,776 | 237 | 16,794 | 2012 Q4 | 0 | 2018 Q4 |
| Rent Growth | -3.2% | -1.1% | -1.5% | 1.6% | 2016 Q2 | -4.5% | 2018 Q3 |
| Sales Volume | £0 | £1.9 M | N/A | £7.0 M | 2017 Q1 | £0 | 2018 Q4 |

5.8 The above data represents the retail markets within the Bosolver submarket in comparison to the wider Derby and Nottingham markets. The data has been collated to provide an general insight in to the performance of the retail market.

5.9 The data indicates a subdued market with tolerable vacancy rates but negative annual rental growth.

5.10 In producing a CoStar analytical report, we were able to identify 11 lease transactions that had occurred within the past 18 months, all situated within Shirebrook (5 mile radius of the town centre).

5.11 The analytical report highlighted the following data:

| | Average | Low | High |
|-------------------------|-----------|-----------|----------|
| Rents Per SQF | £8.21 | £4.90 | £18.70 |
| Average Deal SF | 1,705 | 321 | 10,619 |
| Months on Market | 9.9 | 1.6 | 20.4 |
| Average Term | 4.6 years | 1.0 years | 10 years |

5.12 With assessing the transactional data within a 5 mile radius, this also included Mansfield and its submarkets. We were only able to identify one deal that had occurred on Recreation Road in Shirebrook. The deal reflected the letting of a ground floor small lock up shop situated within a two storey 1950's building and the retail space measured approximately 56 m² (601 ft²). The letting was completed at £4,000 PAX on a 12 month term and we understand the property was marketed for around 18 months before a letting was successfully agreed.

5.13 In considering the above, along with the transactional data, we anticipate the following values would be achieved within Shirebrook, should retail units be delivered as part of the final scheme:

| Unit Size (SQF) | Rate Per SQF |
|-----------------|------------------|
| 0 – 500 | £15.00 |
| 501 – 1,500 | £15.00 to £12.50 |
| 1,501 – 2,500 | £12.50 to £10.00 |
| 2,501 – 5,000 | c£7.50 |

- 5.14 The quoted rates per ft² reflect the space being new build and therefore a premium in comparison to the comparable evidence sourced.
- 5.15 The major high street retailers are located within neighbouring locations and are not located within Shirebrook with the exception of a few. The Market Street together with the surrounding area comprises retail units made up of mainly local covenants. The lack of transactional data, along with the current tolerable but rising vacancy rates and negative annual rental growth highlights a weak retail market sector with poor occupier demand and therefore, should retail provisions for the completed scheme a prolonged marketing period of say 6-12 months should be allowed for to enable the units to be occupied.
- 5.16 Each of the sites are situated within isolated trading positions, with limited pedestrian flow to support a solely retail scheme; however, having regards to the surrounding area being primarily residential/retail we anticipate these surrounding uses would support some form of retail development on both the Carter Lane site and Patchwork Row site.
- 5.17 The Patchwork Row site is situated on the periphery of the retail core and providing better and modern retail accommodation to the northern side of Patchwork Row may act as a pedestrian anchor to the surrounding shopping area.
- 5.18 We would deem the Carter Lane most suited to an out of town retail scheme, due to Carter Lane acting as a pedestrian barrier between the site and the main pedestrian retail area.
- 5.19 Having regards to the retail property investment market, the markets are expected to remain subdued against occupier uncertainty and negative feeling generally. Investment markets remain tied between the difference in historic valuations and buyers' expectations. However, over the longer term, the outlook for UK retail is anticipated to be more positive than most expect. But having said this, proactive intervention is required to instil confidence within the sector.
- 5.20 On a local level to Shirebrook, there have been very few investment transactions taking place. Therefore, in assessing comparable evidence from neighbouring locations, investments sales appear to be achieving yields between 6-12%. The wide range indicates the sensitivity surrounding this sector at present, with the covenant strength, type of property (versatility) and lease terms key reflection of the yield achieved.
- 5.21 Therefore, we would anticipate an 9% NIY would achieved for units let to local covenant with an unexpired term of say 3 years (should the unexpired term reflect a longer period, we would anticipate the yield would lower to reflect greater security) and 6-8% NIY for larger units with a national covenant with an unexpired term in excess of 5 years; however, as previously mentioned, the yields stated above are

subject to the individual lease terms agreed and the trading characteristics of the final product.

6.0 OFFICE MARKET OVERVIEW

6.1 The latest Investment Property Forum consensus report shows the range of forecasts for UK office returns in 2018 is wider than for any of the other major property sectors, highlighting the degree of uncertainty about the outlook. However, recognising that 2018 was likely to see performance moderate across all sectors, as was likely this will be mirrored in the office sector.

6.2 There was a reported rise of 6% year on year of money invested within the office sector whereby we understand volumes have been largely driven by continuing investor demand for regional office assets in key locations benefitting from strong occupier fundamentals. Investment in the big six regional cities (Birmingham, Bristol, Edinburgh, Glasgow, Leeds and Manchester) remained robust (circa £830m), helped by the highest volume in Glasgow in a decade. In contrast, spending on Central London offices fell to its second lowest level since 2011, down 37% quarter on quarter and 19% year on year.

6.3 Having reviewed various market data, on the occupier demand side, there is no doubt that the fundamentals have been improving across a number of fronts. 2017/2018 saw jobs growth across most of the UK's regions, boosted by high-profile private investors who have been increasing their share of regional offices purchases, and are under significant pressure to deploy further capital. London and parts of the south east markets remain too competitive and/or expensive for some such funds, meaning prime offices in regional locations will be an attractive alternative – as long as the stock can be found.

6.4 On a local level we understand the key market dynamics represent (across Derby and Nottingham retail sector):

6.5 Nottingham Key Market Indicators:

| | NIA | Vacancy Rate | Asking Rent | Availability Rate | Net Absorption SF | Deliveries SF | Under Construction |
|--------------------|-------------------|------------------|------------------|-------------------|-------------------|---------------|--------------------|
| 4 & 5 Star | 2,420,396 | 2.5% | £15.27 | 3.7% | 5,377 | 0 | 0 |
| 3 Star | 10,405,281 | 5.3% | £13.19 | 8.5% | 6,784 | 0 | 0 |
| 1 & 2 Star | 4,480,441 | 2.2% | £10.63 | 4.7% | (1,389) | 0 | 0 |
| Market | 17,306,118 | 4.1% | £12.82 | 6.8% | 10,772 | 0 | 0 |
| Annual Trends | 12 Month | Historic Average | Forecast Average | Peak | When | Trough | When |
| Vacancy change YOY | -0.4% | 7.4% | 3.7% | 10% | 2012 Q4 | 4.1% | 2019 Q1 |
| Net Absorption SF | 83.1 k | 70,422 | 137,311 | 379,557 | 2010 Q1 | (284,882) | 2011 Q1 |
| Deliveries SF | 10.8 k | 73,904 | 158,948 | 274,416 | 2010 Q2 | 534 | 2018 Q1 |
| Rent Growth | 3.3% | 0.9% | 2.1% | 9.8% | 2016 Q4 | -8.3% | 2013 Q4 |
| Sales Volume | £116 M | £63.3 M | N/A | £97.1 M | 2018 Q4 | £29.7 M | 2013 Q2 |

6.6 Derby Key Market Indicators:

| | NIA | Vacancy Rate | Asking Rent | Availability Rate | Net Absorption SF | Deliveries SF | Under Construction |
|------------|-----------|--------------|-------------|-------------------|-------------------|---------------|--------------------|
| 4 & 5 Star | 401,435 | 0.6% | £15.06 | 6.0% | (896) | 0 | 0 |
| 3 Star | 6,157,319 | 6.5% | £11.98 | 12.7% | 11,639 | 0 | 0 |
| 1 & 2 Star | 3,797,818 | 5.2% | £10.93 | 7.2% | (14,306) | 0 | 0 |

| | | | | | | | |
|----------------------|-------------------|-------------------------|-------------------------|--------------|----------------|---------------|-------------|
| Market | 10,356,572 | 5.8% | £11.72 | 10.4% | (3,563) | 0 | 0 |
| Annual Trends | 12 Month | Historic Average | Forecast Average | Peak | When | Trough | When |
| Vacancy change YOY | 0% | 8.1% | 5.8% | 11.1% | 2012 Q3 | 5.3% | 2017 Q1 |
| Net Absorption SF | 21.4 k | 59,902 | 5,227 | 306,396 | 2009 Q4 | (112,359) | 2010 Q4 |
| Deliveries SF | 17.7 k | 73,983 | 18,832 | 420,133 | 2008 Q4 | 7,640 | 2012 Q4 |
| Rent Growth | -0.1% | 0.5% | 1.3% | 6.7% | 2016 Q4 | -6.5% | 2012 Q1 |
| Sales Volume | £37.6 M | £11.7 M | N/A | £27.8 M | 2018 Q4 | £3.7 M | 2012 Q4 |

6.7 In comparison to the Bolsover submarket:

| | | | | | | | |
|----------------------|-----------------|-------------------------|-------------------------|--------------------------|--------------------------|----------------------|---------------------------|
| | NIA | Vacancy Rate | Asking Rent | Availability Rate | Net Absorption SF | Deliveries SF | Under Construction |
| 4 & 5 Star | 33,281 | 0% | £15.65 | 0% | 0 | 0 | 0 |
| 3 Star | 380,918 | 1.5% | £11.89 | 3.1% | (961) | 0 | 0 |
| 1 & 2 Star | 157,841 | 2.8% | £9.50 | 3.1% | 0 | 0 | 0 |
| Market | 572,040 | 1.8% | £11.45 | 2.9% | (961) | 0 | 0 |
| Annual Trends | 12 Month | Historic Average | Forecast Average | Peak | When | Trough | When |
| Vacancy change YOY | 0% | 16.1% | 2.3% | 35.5% | 2007 Q1 | 1.6% | 2018 Q4 |
| Net Absorption SF | (62) | 19,969 | (620) | 140,877 | 2008 Q1 | (64,009) | 2009 Q3 |
| Deliveries SF | 0 | 10,741 | 448 | 111,361 | 2008 Q4 | 0 | 2018 Q4 |
| Rent Growth | -1.1% | 0.1% | 1.0% | 5.5% | 2016 Q4 | -9.8% | 2012 Q1 |
| Sales Volume | £1.2 M | £661.8 k | N/A | £3.2 M | 2016 Q2 | £0 | 2017 Q3 |

6.8 The above data represents the office markets within the Bosolver submarket in comparsion to the wider Derby and Nottingham markets. The data has been collated to provide an general insight in to the performance of the office market.

6.9 The data indicates a subduded market with tolerable vacancy rates and a slightly negative annual rental growth. The overall local office market appears to be stable.

6.10 In producing a CoStar analytical report, we were able to identify 25 lease transactions that had occurred within the past 18 months, all situated within Shirebrook (5 mile radius of the town centre).

6.11 The analytical report highlighted the following data:

| | | | |
|------------------------|----------------|------------|-------------|
| | Average | Low | High |
| Rents Per SQF | £7.44 | £2.37 | £42.40 |
| Average Deal SF | 3,153 | 108 | 49450 |
| Average Term | 4.2 years | 0.5 years | 10 years |

6.12 With assessing the transactional data within a 5 mile radius, this also included Mansfield and its submarkets. We were only able to identify two deals; one on Station Road and the other on Tangent Business Hub on Weighbridge Road. Both properties reflected the lettings of contrasting accommodation, the deal on station road reflect the letting of a two storey Victorian office measuring 91.2 m² (982 ft²) in poor condition which achieved c£6.11 per ft² and the deal on Tangent Business Hub was a small modern serviced office which measure 24 m² (258 ft²) which achieved c£16.00 per ft².

6.13 In considering the above, along with the transactional data, we would anticipate the following values to be achieved on the subject site, should office units be delivered as part of the final scheme:

| Unit Size (SQF) | Rate Per SQF |
|-----------------|------------------|
| 0 - 500 | £12.50 |
| 500 – 2,500 | £12.50 to £10.00 |
| 2500 - 5000 | £10.00 to £7.50 |
| 5,000 -10,000 + | c£7.50 |

- 6.14 The quoted rates per ft² reflect the space being new build and therefore premium in comparison to the comparable evidence sourced.
- 6.15 As already mentioned, there have been very few office transactions within the past 24 months within Shirebrook (we identified only two transactions and therefore, we expanded our search criteria to gauge a range of rents), this is due to the evident under supply of grade A accommodation, combined with little speculative development in the area and the fact there are large competing office and employment areas in the neighbouring large cities of Derby and Nottingham. Therefore, this has led to the primary demand / recent office transactions being located in out of town offices in the nearby cities such as Derby and Nottingham in search of better quality accommodation, stronger strategic positions and with parking.
- 6.16 Take up rates across the Midlands have slowed marginally over the last 12-18 months, however market research highlights that demand and take up by size remains constant and strong in the <2,500 sq ft office market sector, making up the majority transactions.
- 6.17 The UK office investment fell to £4.1 bn quarter-on-quarter, 37% below the 5-year average. Turnover for the full year totalled £22.1 bn, a year-on-year fall of 12%. Overseas capital dominated over the year, accounting for 58% of all purchases. Investment into London offices fell to its lowest level since the EU referendum, due mainly to a fall in the number of large unit sales.
- 6.18 In considering the evidence, and on a local level to Shirebrook investment sales are achieving net initial yields of between 6% and 10%, albeit there have been very few investment transactions that have occurred within a 10 mile radius of the given site. Yields are sensitive to covenant strength and lease term. The data also highlights a lack of smaller office sales in the area.
- 6.19 Whilst the Shirebrook market would perhaps not support a single purpose built office block, our thoughts and advice would be that demand is expected for Grade A serviced office accommodation, due to the lack of other office facilities within the locality. Therefore, the local market may support a small proportion of Grade A office accommodation.

7.0 LAND

- 7.1 The RICS Residential Market Survey reported the residential market ending the 2018 on a weak note, with key activity indicators continuing to slip at the headline level. However, in our experience, demand for residential development land remains strong, reflecting interest from the Private Rented Sector (PRS) and from Registered Providers (RP) for affordable housing.
- 7.2 Whilst PRS sector investors and RPs typically pay reduced levels either for land or for completed developments, the housing mix provides more certainty for developers and

assists with cash flow. Notwithstanding the levels of demand for residential development land, developers no longer maintain extensive land banks, the preference being to acquire land to enable a rolling programme of site development.

- 7.3 The RICS UK Market Survey for Q4 of 2018 which was published on 31st January 2019, identifies “mixed fortunes across the three traditional sectors”, with the “strong performance of the industrial sector” remaining in “stark contrast to that of retail, driven by the structural shift in consumer spending habits”. During the final three months of 2018, all-sector occupier demand was reported to have declined for the third consecutive quarter.
- 7.4 The greatest impacts on both residential and commercial land markets tends to be in the south of the country due to the impact of Brexit uncertainty on the London property market; however, a similar effect (albeit not as emphasised) exists closer to main conurbations and economic centres, as opposed to localised markets.
- 7.5 The table below identifies evidence of transactions for residential and commercial development sites within a 15 mile radius of Shirebrook.

| Sale Date | Property Name | Street | City | Postcode | Type | Area Ac | Sale Price | Sale Rate/Ac | Development |
|------------|-----------------------------------|----------------------|-----------------|----------|------|---------|-----------------|--------------|--|
| 30/04/2018 | Land off Teal Close - Residential | Teal Close | Danethorpe | NG4 2PE | Land | 121.5 | £ 21,800,000.00 | £ 179,424.00 | Residential with leisure facilities, primary school and ecology park. |
| 30/04/2018 | Land off Teal Close - Residential | Teal Close | Danethorpe | NG4 2PE | Land | 13.5 | £ 3,100,000.00 | £ 229,630.00 | Part of the above development but residential only. |
| 07/08/2019 | Harworth Colliery | Scrooby Road | Doncaster | DN11 8AB | Land | 7.1 | £ 5,083,343.00 | £ 718,900.00 | Kier Living purchased the site on confidential terms. |
| 18/10/2018 | Development Site | Hamilton Way | Mansfield | NG18 5BU | Land | 5 | £ 135,500.00 | £ 271,000.00 | Warehouse/office development land. |
| 30/04/2018 | 143 Alfretton Road | Alfretton Road | South Normanton | DE55 2BL | Land | 14.3 | £ 4,103,500.00 | £ 286,840.00 | Large scale residential development. |
| 05/06/2018 | Development Site | Great Central Street | Mansfield | NG18 1AH | Land | 4 | £ 1,000,000.00 | £ 250,000.00 | Cleared site with potential residential, commercial and trade counter uses. Sold without planning. |
| 29/09/2017 | Residential Development | Main Street | Calverton | NG14 6FP | Land | 0.4 | £ 315,000.00 | £ 759,036.00 | Central redevelopment opportunity. No planning permission. |
| 21/09/2018 | Dalton Working Mens Club | Doncaster Road | Rotherham | S65 3ET | Land | 3.3 | £ 800,000.00 | £ 242,674.00 | Commercial development. Potential out of town retail. |
| 11/06/2018 | Bullbridge Hill | Ambergate | Belper | DE56 2FX | Land | 20.6 | £ 154,800.00 | £ 7,515.00 | Previously contaminated site |

- 7.6 Prices for residential development land range from between £179,424 per acre to £759,036 per acre, the latter being for a manageable scheme in a prime central residential area. The sites in Belper reflect the lack of appetite from developers for intensively developed brownfield sites and previously contaminated land.
- 7.7 The price achieved for residential development land can be heavily influenced by Section 106 planning obligations and abnormal costs (such as for the provision of services or in foundation/drainage treatment) and therefore it is difficult to fully analyse residential sales evidence without a detailed breakdown of the individual sites.
- 7.8 Notwithstanding the fall in demand for retail occupation, commercial retail sites have been well supported, reflecting land values similar to those for residential development sites: in our experience, there remains demand for sites also for small retail convenience stores and fast food outlets with good road frontages within well populated areas.

8.0 CONCLUSION

- 9.1 All three sites are positioned in mixed use areas whereby any redevelopment would be welcomed and deliverable, depending on the scale and nature. The Carter Lane Site provides the greatest redevelopment opportunity to maximise returns, with the site having frontage on to a main vehicular road and being within close proximity to national retail occupiers, a leisure facility and residential dwellings.

- 9.2 The housing market within Shirebrook appears stable with little growth.
- 9.3 The improvement of retail zones within town centre location has a direct correlation with increased pedestrian flow, and therefore improves with an influx of population. Consequently, residential development within the locality of the town centre should be considered for a high density scheme i.e. for flats or apartments.
- 9.4 Shirebrook's retail market appears to be subdued with little growth. The site on Patchwork Row is situated in a secondary/tertiary trading position, whilst the Shirevale site would only support destination occupiers to create an independent out of town retail scheme. The lack of presence of any reasonable occupiers within the town centre and the dilapidated state of many of the buildings create a poor shopping experience and no real need for any shopper to visit the area. We would anticipate that should the any new development provide a modern retail provision, this would improve vacancy rates; however, occupier demand is difficult to establish.
- 9.5 We consider greatest demand for the Shirevale site to be for residential whilst the Carter Lane site along with the Patchwork site to be from mixed use schemes due to the size of each site and the local market demographics.

Bolsover District Council

Executive

28th September 2020

| |
|---|
| Extension to Local Development Order to support the Shop Front Repairs Grants Scheme |
|---|

Report of the Portfolio Holder - Corporate Governance

This report is public

Purpose of the Report

- To seek approval for an extension to the Local Development Order to grant planning permission for alterations and improvements to shop frontages in Shirebrook covered by the Phase 2 Shop Front Repairs Grants Scheme.

1 Report Details

Background

- 1.1 In April 2017 the Partnership Team secured £167,212 through the Ministry for Housing Communities and Local Government (MHCLG) Controlling Migration Fund to improve the visual appearance of the shop fronts and shutters on Shirebrook Market Square as part of the Building Resilience programme, a £1.26m programme for Shirebrook.
- 1.2 Of this funding, £90,000 was allocated to a Shop Front Repairs Grants Scheme, targeting physical improvements to the front elevations and shop fronts of independent retail properties, to encourage further investment by the owner/occupiers, and to maximise the benefit of other improvement projects taking place on the Market Square.
- 1.3 The Shop Front Repairs Grants Scheme is managed by the Economic Development Team and provides financial support to shop owners and tenants to improve the visual appearance of their shop fronts. Applications to the scheme have been made for 12 shop fronts, of which 8 have been approved to date, allocating £68,132.42 of grant funding.
- 1.4 The scheme is supported by a Local Development Order that grants an 'automatic' planning permission for alterations to shop fronts in the Market Square providing they are in accordance with the Shop Front Design Guide. This document is an illustrative guide to a set of design standards that are intended to enhance the external appearance of the premises fronting on to the Market Square.

Phase 2

- 1.5 In order to secure continuation of the scheme beyond March 2020, the Economic Development Team were successful in securing a further £375,000 through the Business Rates Pooling Pilot for a Phase Two of the Scheme. This funding was received in October 2019 and permission was sought from the funder (Derbyshire County Council) to extend the Shop Front Repairs Scheme to a wider geographical area, which was granted in January 2020.
- 1.6 The Shop Front Repairs Grants Scheme aims to improve shop fronts as a way of supporting the growth of local businesses, improving the local environment and improving perceptions of the area amongst local residents and visitors. Phase 2 of the Shop Front Repairs Grants Scheme is available to both existing independent businesses, and owners of vacant units that are located within the following eligible areas -
- Market Square
 - King Edward Street
 - Patchwork Row
 - Main Street
- 1.7 To assist delivery of the Phase 2 Shop Front Repairs Grants Scheme, officers consider wider deployment of the Local Development Order (LDO) could be made by the Council (in its capacity as the local planning authority) to give a grant of planning permission to alterations and improvements to shop fronts within the wider eligible geographical areas, in line with the Shop Front Design Guide produced as part of Phase 1 of the Scheme.
- 1.8 The extension of the LDO would streamline the planning process by removing the need for the owner / occupier of the affected premises to make a full planning application to the Council.
- 1.9 Instead, the LDO would allow applicants to seek prior approval of their proposed alterations at the same time as they make a grant application using the same plans they would submit at that time.
- 1.10 Therefore, the Council would be able to offer a 'one-stop' service and be able to issue a decision on the grant funding and the planning issues at the same time. Currently, applicants for grant-funding have to apply separately for planning permission once grant funding has been agreed because all alterations to shop frontages require planning permission other than 'like for like' repairs.
- 1.11 Public consultation has to be carried out before an extension to the LDO is adopted. The LDO extension has been publicised by way of a press advert, site notices, and

by notifying the affected premises. A period of 28 days has been allowed for comments to be made.

2 Conclusions and Reasons for Recommendation

- 2.1 In summary, the extension to the LDO would support the significant investment being made in the Town Centre by removing red tape: granting planning permission for the works that the Shop Front Repairs Grants Scheme is targeting, avoiding the need for individual properties to gain planning permission, with the time and expense that is involved with that process.
- 2.2 The LDO would be an effective tool to make the planning process easier, thereby encouraging participation in the Shop Front Repairs Grants Scheme in a wider area than just the Market Place. In addition the LDO would encourage desirable improvements within the scope of the design guide. This would ensure the LDO delivered a consistent high quality design across the Town Centre.
- 2.3 The fact that the LDO applies regardless of whether the improvements are being carried out as part of the scheme means that if a property owner decides to improve their shop front independently, they still would not need specific planning permission as long as the works are within the scope of the design guide, leaving a legacy beyond the life of the funding.
- 2.4 Finally, planning fees are an eligible expenditure under the scheme, therefore removing the expense would increase the amount of grant funding available for improvements. The streamlined process will also reduce officer time on dealing with applications through the formal process.

3 Consultation and Equality Impact

- 3.1 The proposed extension to the LDO to support the Shop Front Repairs Grants Scheme has been subject to a formal consultation for a 28 day period. One letter has been received which expressed support for the scheme but asked if it could be extended to include a retail shop, a hot food takeaway and a car sales business on Central Drive. No other representations have been received as a result of the consultation.
- 3.2 Unfortunately it is not possible to extend the LDO outside the town centre and main shopping frontages of Shirebrook at this time as funding is not currently available to extend the scheme to individual premises within the area.
- 3.3 The proposals are unlikely to have any negative impact on any person with a protected characteristic or group of people with a shared protected characteristics because the proposals are designed to improve the environmental quality of the Town Centre for everybody.
- 3.4 In the alternative, specific improvements for accessibility improvements can be proposed under the LDO process and the LDO process would make the planning

system more accessible for those wishing to make an application for grant funding or carry out improvements to their premises privately.

4 Alternative Options and Reasons for Rejection

- 4.1 When the original LDO was considered, the alternative options included 'do nothing' or 'widen the scope' of the proposed LDO. The do nothing option was rejected because this would simply maintain the status quo and do nothing to support the Shop Front Repairs Grants Scheme. The do nothing option at this stage would do nothing to support the Scheme across the wider town centre.
- 4.2 The option to "widen the scope" of the LDO was originally deferred rather than rejected because it was considered that it would be useful to understand how effective the original LDO had been. Funding for shop front repairs to other premises off Market Street had not been agreed under the terms of Phase Two of the scheme that is being funded from Business Rates Pooling Pilot. As this funding is now secured the "widen the scope" to support the Shop Front Repairs Grants Scheme in the wider town centre is considered appropriate

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 If the Council were to accept applications of prior approval under the LDO without an application fee then there would be some loss of income. The normal fee for an application for planning permission for shop front alterations would be £234.
- 5.1.2 Therefore, there would be a potential loss of fee income of c. £10,000 if there was a significant uptake in premises seeking prior approval through the LDO process albeit these applications may not have come forward in the first place if an LDO was not in place.
- 5.1.3 Equally, the saving made by applicants on the application fee and associated costs of making a formal application would help to maximise the amount of grant funding available to facilitate shop front improvements.

5.2 Legal Implications including Data Protection

- 5.2.1 The LDO process is regulated through the planning acts. Once it is in place, the LDO would grant planning permission for prescribed works to shop frontages subject to conditions.
- 5.2.2 The LDO would not grant advertisement consent for new signage because adverts are considered under a different regulatory regime. However, many of the premises involved will have 'deemed consent' for new signage and therefore, will not have to make a separate application for advertisement consent by virtue of the presence of existing signage.
- 5.2.3 The proposed extended LDO would not otherwise grant planning permission for EIA development because the site is not in a sensitive area (as defined by the EIA regulations) and the types of development that would be granted planning permission

by the LDO would be highly unlikely to have any significant effects on the environmental quality of the local area (from an EIA perspective.)

- 5.2.4 The LDO process does not give rise to any specific data protection issues other than the personal details of any consultees responding to consultation on the LDO would be dealt with in accordance with the Planning Service's existing privacy statement.

5.3 Human Resources Implications

- 5.3.1 These proposals do not give rise to any significant increase in existing workloads.

6 Recommendations

- 6.1 An extension to the Local Development Order is put in place to support the Shop Front Repairs Grants Scheme across the wider area
- 6.2 The reason for the extension to the Local Development Order is to support the significant investment being made in improving the environmental quality of the Market Square in Shirebrook by (i) streamlining the planning process for the works that the Shop Front Repairs Grants Scheme is targeting, (ii) speeding up the delivery of grant money and subsequent improvements to the Town centre, and (iii) ensuring a consistent high quality of design is achieved that provides a long-lasting legacy that will benefit the local community, improve the character and appearance of the local area and improve the local economy.
- 6.3 The Extended Local Development Order shall grant planning permission for alterations and improvements to shop frontages, including replacement windows and doors, new or replacement canopies, new or replacement cladding, new or replacement fascia, new or replacement shutters and similar items, for all premises located within the areas edged green, blue and red on the plan attached as Appendix A.1 operating either in an A1 Use (retail), A2 Use (professional offices), A3 Use (cafes), A4 Use (drinking establishments) or A5 Use (hot food takeaway) and/or Class E and Class F (business premises and community facilities) at street level, subject to the following conditions:
- Prior approval for the proposed alterations must be obtained from the Local Planning Authority prior to the commencement of any development;
 - The design of the proposed alterations and the final external appearance of the shop frontage must be in accordance with the design principles set out in the Shop Front Design Guide.
 - Any alterations approved under this Order must be completed within two years of approval

Development not permitted:

- There must be no alterations to the shape to the main roof over the existing premises.
- 6.4 That the Order shall take effect following approval by the Executive.

- 6.5 That delegated authority be granted to the Planning Manager (Development Control) to grant and/or grant delegated powers to other officers in the Planning Service to grant prior approval for subsequent applications made under this LDO.

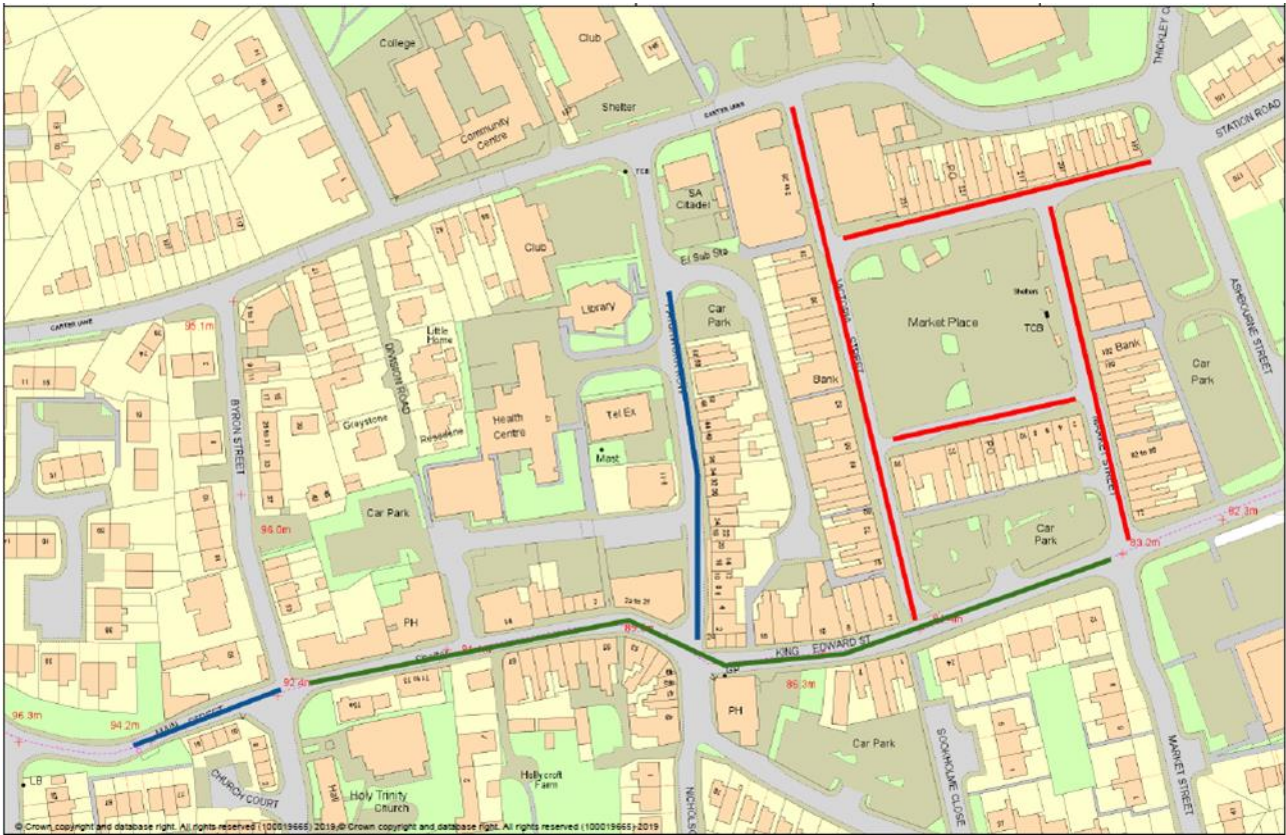
7 Decision Information

| | |
|---|------------|
| Is the decision a Key Decision? 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 |
| Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In) | No |
| Has the relevant Portfolio Holder been informed | Yes |
| District Wards Affected | Shirebrook |
| Links to Corporate Plan priorities or Policy Framework | All |

8 Document Information

| Appendix No | Title | |
|--|--------------------------------|-----------------------|
| 1 | Plan of Shirebrook Town Centre | |
| Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers) | | |
| Shop Front Design Guide | | |
| Report Author | | Contact Number |
| Chris Fridlington & Karen Wake | | EXT: 2354 or 2266 |

Appendix 1:



- Existing Coverage – Market Place
- Extended Coverage – Patchwork Row and Main Street
- Extended Coverage – King Edward Street

Bolsover District Council

Executive

28th September 2020

Community Lottery Scheme

Report of the Portfolio Holder - Partnerships and Leisure

This report is public

Purpose of the Report

- To seek approval to establish a Community Lottery Scheme for Bolsover District that will provide an additional income stream to our community and voluntary sector, whilst also providing an opportunity for the Council to raise money to fund additional community focused initiatives.

1 Report Details

- 1.1 A community lottery scheme would offer a valuable, additional income stream to our community and voluntary sector, enabling them to tackle specific issues around loneliness, participation and engagement that aligns with the Council's Ambition Statement. Whilst also providing the Council with additional monies to allocate as community grants or develop new community focused projects.
- 1.2 The simplest way for a council to operate a lottery is to engage an External Lottery Manager (ELM). There would then be a contractual arrangement with the appointed ELM for the management of the lottery on the council's behalf, including website management, administration of ticket sales and payments, prize management and marketing. ELMs are not primarily to be a vehicle for profit for commercial organisations, but the intention is that they enable councils and other societies to raise funds for their own non-commercial purposes.
- 1.3 The Procurement team undertook a Request for Quotation tender and one submission was received from Gatherwell Ltd. The evaluation criteria was based upon 70% quality and 30% price.
 - Gatherwell rated as 1 with a score of 90%
- 1.4 Gatherwell Ltd is by far the largest provider of council lotteries, with our research indicating that it operates 71 community lottery schemes at present.
- 1.5 The contract will be for an initial period of two years with three possible extensions each of two years. The initial contract would cost £5,871 to set up and the ELM would then take 17% of income from the scheme as their management fee.

- 1.6 The community lottery project would be managed by Gatherwell on a day-to-day basis and an operational plan is attached at appendix 1 which shows how the scheme will operate and how good causes can be approved.
- 1.7 The projections below are based on the 16+ population within Bolsover District with 0.5 - 1.5% of that population playing the lottery in the first year. This is based on averages across the council lottery platforms Gatherwell run with each player purchasing on average 1.8 tickets per week.

**Bolsover Community Lottery
Projections**

| £1 Ticket Price / 1 Ticket per week | | | | | | | | | |
|-------------------------------------|--------------------------|-----------------|--------------------------------|------------------------|---------------------|--|--------------------------|---|---|
| <i>Ticket Price £</i> | <i>Number of players</i> | <i>% of Pop</i> | <i>Tickets bought per week</i> | <i>Number of weeks</i> | <i>Gross Return</i> | <i>Central Fund (10% contribution)</i> | <i>Good Causes (50%)</i> | <i>30% of all players choose the central fund as their good cause</i> | <i>Total to Bolsover District Council</i> |
| 1 | 350 | 0.5 | 1.8 | 52 | £32,760 | £3,276 | £16,380 | £4,914 | £8,190 |
| 1 | 700 | 1 | 1.8 | 52 | £65,520 | £6,552 | £32,760 | £9,828 | £16,380 |
| 1 | 1050 | 1.5 | 1.8 | 52 | £98,280 | £9,828 | £49,140 | £14,742 | £24,570 |
| 1 | 1400 | 2 | 1.8 | 52 | £131,040 | £13,104 | £65,520 | £19,656 | £32,760 |
| 1 | 1750 | 2.5 | 1.8 | 52 | £163,800 | £16,380 | £81,900 | £24,570 | £40,950 |

Year 1 expectation between 0.5% and 1.5%

2 Conclusions and Reasons for Recommendation

- 2.1 It is recommended that members agree to award the contract to Gatherwell Ltd as highlighted in 1.3 following a compliant procurement exercise.

3 Consultation and Equality Impact

- 3.1 No consultation was required.
- 3.2 Community lotteries are classed as low risk by the Gambling Commission; they are considered a form of 'incentivised giving'. There are procedures in place to mitigate the risks of problem gambling, which include;
- Maximum of 20 tickets per supporter
 - No instant reward or gratification when purchasing
 - Direct debit and recurring payments (no cash)
 - Unable to buy single tickets, or tickets for a draw on the same day

4 Alternative Options and Reasons for Rejection

- 4.1 Not run a Community Lottery Scheme and continue to fund community initiatives from our general fund budgets. This was rejected as budgets are reducing and we need to look at alternative avenues to raise income.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 The cost to set this project up will be £5,000 and approx. £871 for the necessary licence fees from the Gambling Commission and Lotteries Council. (N.B. Gambling Commission fees are dependent upon the size of the lottery and these are the lowest prices). It is proposed this money is allocated from the Transformation Reserve.
- 5.1.2 The ELM recommend setting aside a yearly budget of £3,000 for marketing the scheme. However, with the marketing and communication methods the Council currently utilises, this extra budget is not required and can be met from using our own channels and within existing resources and budgets.
- 5.1.3 The jackpot is underwritten by prize insurance and all other prizes are covered by Gatherwell so there is no financial risk to the Council arising from the prizes.

5.2 Legal Implications including Data Protection

- 5.2.1 The Gambling Act 2005 creates eight categories of permitted lottery, one of which is a local authority lottery. Local authority lotteries are promoted by the relevant council and the net proceeds can be used for any purpose for which the authority has power to incur expenditure.
- 5.2.2 If we were to set up a Bolsover District Community Lottery, it must be run under an operating licence issued by the Gambling Commission and would need to comply with the specific licence conditions and relevant codes of practice.
- 5.2.3 As proposed in this report, we can appoint an ELM to manage the lottery on our behalf in accordance with Section 257 of the Gambling Act. The ELM will also need to obtain the necessary consent and operating licence from the Gambling Commission. However, the Council would remain responsible for ensuring that the lottery operates lawfully if an ELM is appointed. To this end, we will need to appoint a responsible officer(s) for the Gambling Commission's lottery licence and it is recommended that the Section 151 Officer be nominated for this purpose.

5.3 Human Resources Implications

- 5.3.1 None identified

6 Recommendations

- 6.1 That the contract be awarded to Gatherwell as the External Lottery Manager for the provision of a Community Lottery Scheme for Bolsover District Council.

- 6.2 The contract will be awarded initially for two years with the possibility of three additional periods each of two years.
- 6.3 The Head of Leader's Executive and Partnerships be given delegated authority in consultation with the Portfolio Holder - Partnerships and Leisure to extend the contract for the maximum of three additional periods each of two years. Extensions to be conditional upon the satisfactory performance of the contractor.
- 6.4 That the Section 151 Officer be nominated the responsible officer(s) for the Gambling Commission's lottery licence.
- 6.5 That £5,871 be allocated from the Transformation Reserve budget to set up the scheme and any ongoing costs are met from income received from the Community Lottery Scheme.

7 **Decision Information**

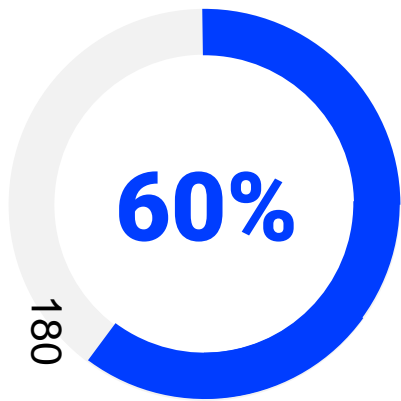
| | |
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| Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £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 |
| Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In) | No |
| Has the relevant Portfolio Holder been informed | Yes |
| District Wards Affected | None Directly |
| Links to Corporate Plan priorities or Policy Framework | All |

8 Document Information

| Appendix No | Title |
|--|---------------------------------|
| 1 | Community Lottery Scheme |
| Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers) | |
| | |
| Report Author | Contact Number |
| Scott Chambers | 01246 242323 |

Operational Plan Bolsover Community Lottery

Splitting The Pound



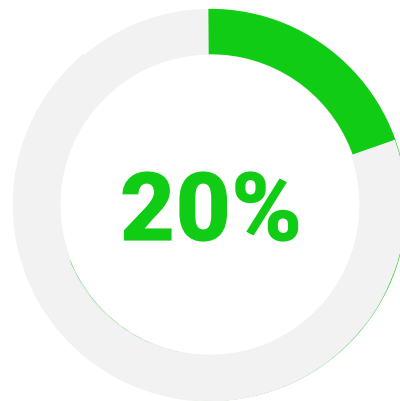
Good Causes

60% of all ticket sales goes to good causes!

50% to the individual cause selling the ticket

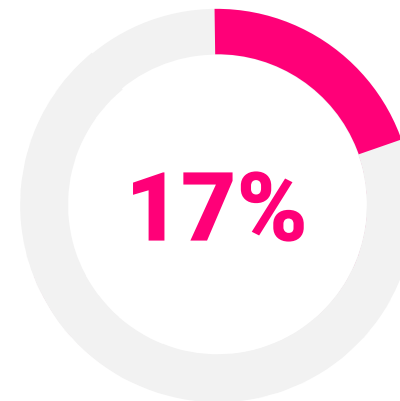
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10% to the central fund



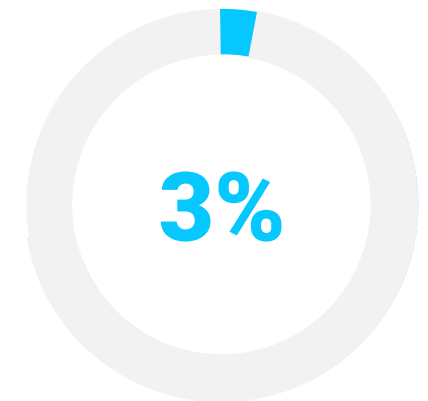
Prizes

20% of all ticket sales go back to the supporters as prizes!



Gatherwell

The running costs incurred by the ELM. These include the costs of all banking and transaction fees, running the site, player support, marketing etc.



VAT

ELM costs are VATable

How The Lottery Works

Weekly Online Lottery (www.BolsoverLottery.co.uk)

Weekly online lottery with a draw every Saturday at 8pm. The more numbers you match the bigger the prize!

Tickets - £1 a week

Each ticket costs £1 per week and consists of 6 numbers. Player's can choose numbers or do a lucky dip.

Choose a cause

Each ticket can either support the Central Fund (many causes) or a specific good cause listed on the site.

Payments

Supporters can pay by Direct Debit or payment card. Either a monthly recurring payment or a 1/3/6/12 month payment upfront.

Winning

Winners will be notified via email and are paid directly into a nominated account or they can donate their winnings to the good cause.

How It Works

Supporters

Prizes



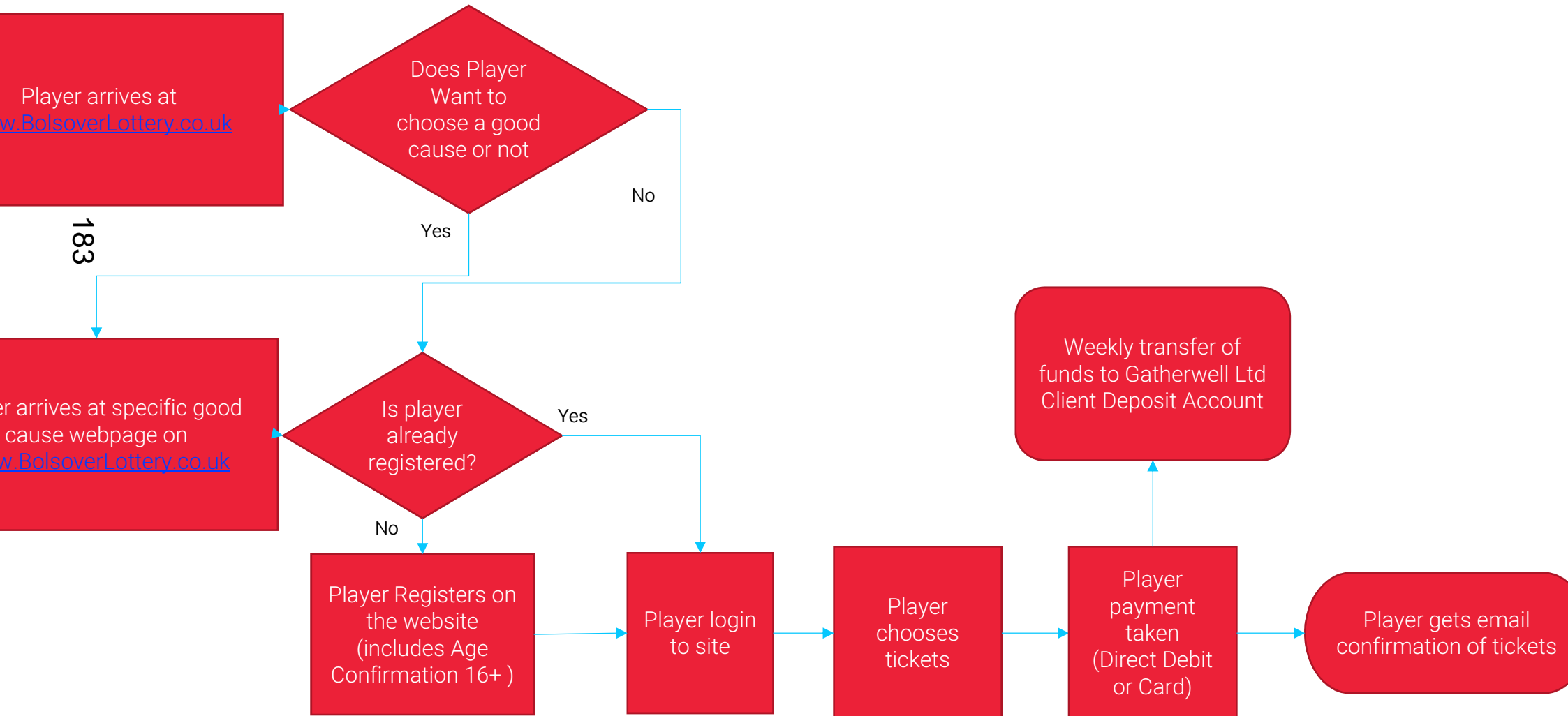
gatherv

| Number of matches | Matching patterns | Odds | Prize |
|-------------------|-------------------|-------------|----------------|
| 6 | NNNNNN | 1,000,000:1 | £25,000 |
| 5 | NNNNNn or nNNNNN | 55,556:1 | £2,000 |
| 4 | NNNNnn or nnNNNN | 5,556:1 | £250 |
| 3 | NNNnnn or nnnNNN | 556:1 | £25 |
| 2 | NNnnnn or nnnnNN | 56:1 | 3 free tickets |

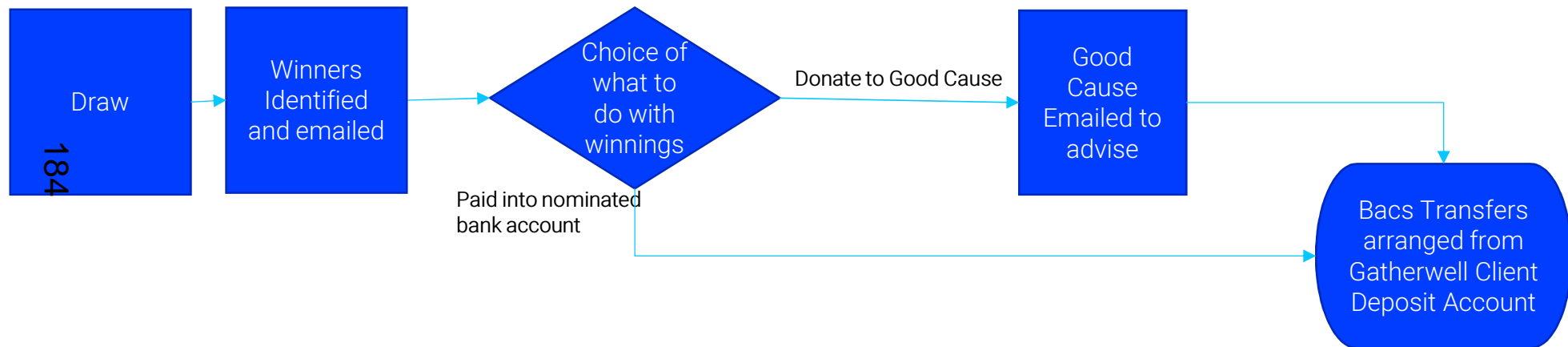
Odds of winning a prize are 1 in 50

i N is a match, n is not. So NNNNNN is 6 matches and nnnnnn is no matches

Ticket Purchase Process



Winners Prizes Process



How The Lottery Works

Visit The Site (www.BolsoverLottery.co.uk)

The cause will visit the website and go to the fundraisers section where they can find out more and apply to join.

Apply To Join

Applying is easy. It's done online and take a few minutes.

Get Approved

The LA will check the cause qualifies and approve them. Once approved they'll have their own page and welcome pack in 1-2 days!

Market To Supporters

Now live on the site all the cause needs to do is market to their supporters.

Raise Funds

Every month the cause will get their raised funds paid directly into their nominated account!

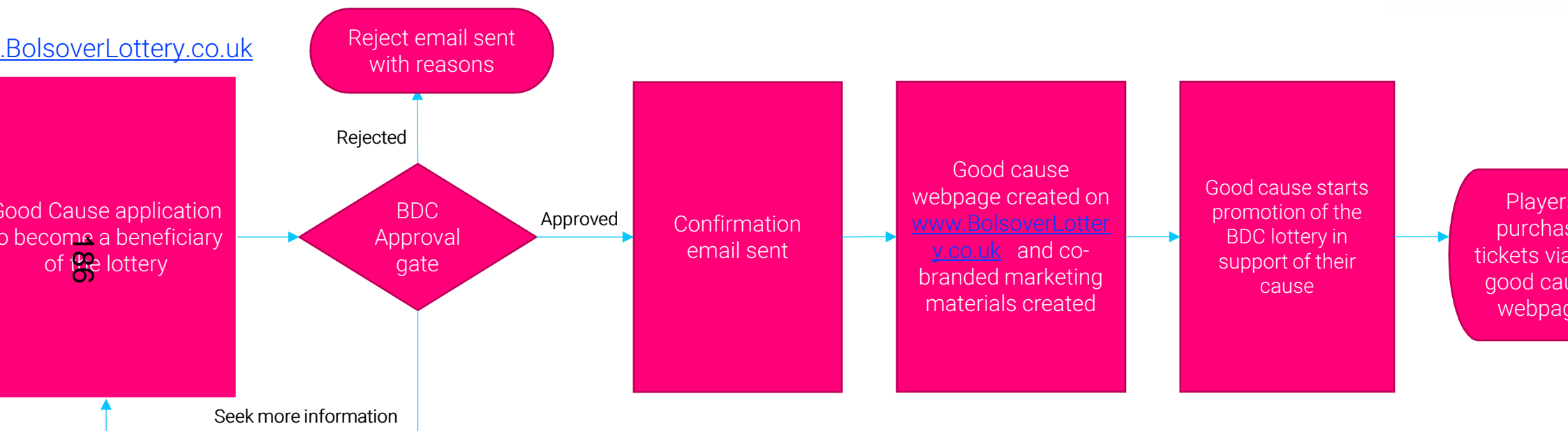
How It Works Causes



- There is no cost to the good cause.
- They can be raising money within 1-2 days!

Good Cause Approval Process

www.BolsoverLottery.co.uk



Good Cause Provides information about the cause, logo and call to action as to why supporters should pick their cause

B sign up process includes acceptance of the terms and conditions for good causes

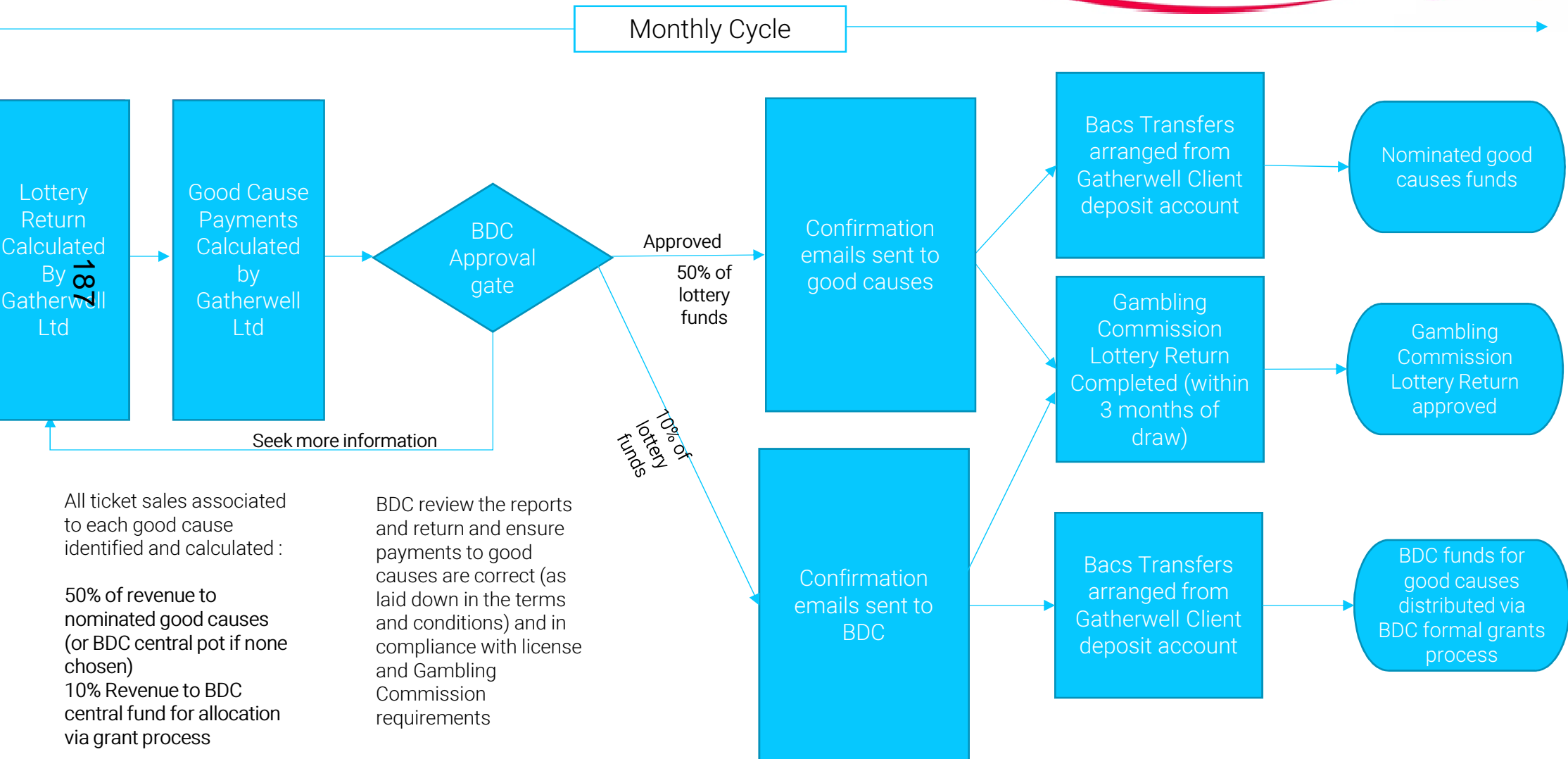
BDC review the application and ensure good cause hit the criteria laid down in the terms and conditions

Three options to approve / reject or seek further information

For all ticket sales associated to each cause:

50% of revenue to the chosen good cause
Revenue to BDC fund for allocation grants

Good Cause Payments Process



RET Contribution



Social responsibility code provision 3.1.1 Combating problem gambling - requires that all licensees must make an annual financial contribution to one or more organisation(s) which between them research into the prevention and treatment of gambling-related harm, develop harm prevention approaches and identify and fund treatment to those harmed by gambling.

The council intends to deliver its responsibility under this code provision by virtue of its intended membership of The Lotteries Council, who make a contribution to BeGambleAware on behalf of all members.

Bolsover District Council

Executive

28th September 2020

| |
|--|
| Endorsement of Urgent Delegated Decision to create a fixed term four year planning apprenticeship post within the Planning Enforcement Team |
|--|

Report of the Portfolio Holder – Corporate Governance

This report is public

Purpose of the Report

- To seek Executive's endorsement of the Delegated Decision (DD-062-20-DC) taken by the Director of Corporate Resources and Head of Paid Service as an urgent commercial decision to establish a new post for a planning apprenticeship within the Planning Enforcement Team.

1 Report Details

- 1.1 Sheffield Hallam University offer a bespoke modern day apprenticeship which provides for a two years foundation course, two years of academic study leading to a master's degree in urban and regional planning, and on the job learning that leads to RTPI qualification.
- 1.2 Therefore, this apprenticeship post provides the opportunity for the Council to grow their own, the post holder to obtain a professional qualification and accreditation as well as build resilience within the team and provide additional capacity for the team and the service as well.
- 1.3 In addition, it is well-established that it is difficult to recruit to planning enforcement posts and the profile of the current service is that there are likely to be vacancies arising within the existing establishment as the post holder would get closer to finishing their apprenticeship.
- 1.4 There are also sufficient reserves within the Planning Service's to cover the cost of the post and any necessary contribution to the apprenticeship levy.

2 Conclusions and Reasons for Recommendation

- 2.1 In conclusion, these proposals would allow the Planning Service to offer a better service to local residents and do more to protect the quality of the District's built environment alongside providing a meaningful development opportunity for a member of staff and address capacity issues and succession planning within the Planning Enforcement Team and the Planning Service as a whole.

- 2.2 Therefore, the creation of a fixed term four-year planning apprenticeship post (PLA019) within the Planning Enforcement Team was agreed by the Director of Corporate Resources and Head of Paid Service on 17th August 2020 under delegated power 4.10.10 (28). The Delegated Decision form is attached at Appendix 1.
- 2.3 As the creation of the post required additional funding beyond approved budgets, the decision was taken using the delegated power for urgent commercial decisions due to the need for the funding and post to be confirmed prior to the start of September. The Delegation Scheme requires that such decisions be reported to Executive for endorsement.

3 Consultation and Equality Impact

- 3.1 Consultation has taken place with the Section 151 and Monitoring Officer who had no objections to the proposals.
- 3.2 The Leader and the Deputy Leader, who is also the relevant Portfolio Member, were consulted prior to the Delegated Decision. All Members were also consulted on the draft Delegated Decision.

4 Alternative Options and Reasons for Rejection

- 4.1 The alternative option was to do nothing, which would mean that there would be a twelve months delay pending next year's intake of new apprentices in September 2021.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 The fixed term 4 year contract would be funded from the planning fees reserve at approximately £26k per annum.

5.2 Legal Implications including Data Protection

- 5.2.1 There are no legal implications arising from this report.

5.3 Human Resources Implications

- 5.3.1 The post holder would provide support to the enforcement team at a time when they are under particularly high workload pressures because of coronavirus and do not have the capacity to properly monitor compliance with listed building controls at New Bolsover Model Village, for example.

6 Recommendations to the Decision Maker

- 6.1 The Executive endorse the Delegated Decision DD-062-20-DC taken as there was an urgent need for the commercial decision.

7 Decision Information

| | |
|--|---------------------------------|
| Is the decision a Key Decision? 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 checked="" 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 | Yes – the DD was a key decision |
| Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In) | The DD was subject to call in. |
| Has the relevant Portfolio Holder been informed | Yes |
| District Wards Affected | All |
| Links to Corporate Plan priorities or Policy Framework | All |

8 Document Information

| Appendix No | Title |
|--|---------------------------|
| 1 | Delegated Decision Notice |
| Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers) | |
| | |
| Report Author | Contact Number |
| Chris Fridlington, Assistant Director Development and Planning | 01246 24 2354 |

BOLSOVER DISTRICT COUNCIL

RECORD OF DECISION TAKEN BY THE JOINT DIRECTOR OF RESOURCES AND HEAD OF PAID SERVICE

17 August 2020

To create a fixed term four year planning apprenticeship post within the Planning Enforcement Team

| Authority for decision | Decision | Reasons | Alternative options considered and rejected | Conflicts of interest and any dispensation |
|---|--|---|--|--|
| <p><u>Delegations to the Director of Corporate Resources and Head of Paid Services</u></p> <p>4.10.1 (28) To determine all staffing matters including but not limited to:-</p> <p>(i) determining matters relating to structure (additions, reductions post title changes and other changes to the establishment).</p> <p>4.10.1(5) If there is an urgent need for a commercial decision, the Director of Corporate Resources, following consultation with the Leader and/or Deputy Leader and the relevant Portfolio Holder shall make the decision and endorsement will be sought from the Executive or Council as appropriate. (This relates to the additional expenditure only)</p> | <p>To create a fixed term four-year planning apprenticeship post (PLA019) within the Planning Enforcement Team.</p> <p>The post and any necessary contribution to the apprenticeship levy will be funded from the planning fees 20% reserve.</p> | <p>It is well-established that planning enforcement posts are difficult to fill and this post allows the Council to grow their own as well as build resilience within the team.</p> | <p>A do nothing option was rejected because the additional capacity is required within the team now.</p> | <p>None</p> |

Please complete the following where relevant:

| Key Decision? | Confidential/ Exempt (if yes, please state paragraph)? | Do General Exception or Special Urgency Rules apply to this decision? | Consultation has taken place with the Section 151 & Monitoring Officer? | The Leader, Deputy Leader or relevant Portfolio Member have been consulted? |
|---------------|---|---|---|---|
| Yes | No | Yes | Yes | Yes |

Authorising Signature: .



.....

Job title: **Joint Director of Resources & Head of Paid Service**

Unique Reference Number: DD/062/20/DC

Date decision may be implemented following call in (if necessary): 24th August 2020

Circulation to:

Head of Paid Service
Monitoring Officer
Section 151 Officer
Scrutiny Officer
Internal Audit

Bolsover District Council

Executive

28th September 2020

| |
|-------------------------|
| Selling Services |
|-------------------------|

Report of the Portfolio Holder – Partnerships & Leisure

This report is public

Purpose of the Report

- To approval for the Council to market and promote our services to Parish and Town Council's within the district.

1. Report Details

- 1.1 Over the last 12 months, officers have been collaborating on a package of support that Parish and Town Councils can buy. The project is one that has come out of the councils Transformation Programme and has received support from the Transformation Governance Group and Growth Scrutiny, through their Review of Income Generation 2018-19
- 1.2 The attached document, Appendix 1, is the culmination of the work, presented in a format which is professional, accessible and promotes the services available.
- 1.3 The fees/charges identified in the document are determined by a combination of the cost of officer time and benchmarking against other service providers.
- 1.4 During the development of the 'Trusted Services' document, it was clear that many services already provide services to Parish/Town Council's both on a paid for basis or in some circumstances, free of charge to assist with a particular issue. The Trusted Services approach formalises the approach, ensuring consistency.
- 1.5 Service Managers have been proactive in selling their services to partners and have not been waiting for the marketing material before commencing. For example, the H&S team are supporting Chesterfield Borough Council on their construction related H&S activity, based upon the fees in the attached documents.
- 1.6 Should Executive support the recommendations, the marketing pack (Appendix 1) will be sent to each Parish/Town Councillor in the district and the pack added to our website to enable direct email marketing to Clerks in the future.
- 1.7 Some service areas are not yet featured in the marketing pack, mainly due to the need to better develop the offer and wider implications on the service area. In future it is anticipated that the number of services will grow.

2 Conclusions and Reasons for Recommendation

- 2.1 The 'Selling Services' project has been a long-standing transformation project with wide support from across the Council.
- 2.2 The marketing pack formalises our offer to Town and Parish Councils and promotes the services on offer.
- 2.3 It is anticipated that by through this approach the Council will generate additional income whilst supporting Town and Parish Councils with trusted and professional support.

3 Consultation and Equality Impact

- 3.1 Consultation has taken place with all Service Managers, SAMT, Transformation Governance Group and Growth Scrutiny.

4 Alternative Options and Reasons for Rejection

- 4.1 The alternative is to continue with the ad-hoc approach and deal with enquiries/opportunities as and when they arrive.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 The target market for selling services has been limited to Town and Parish Councils at this stage. Growth Scrutiny had ambitions to sell services to the local business community, voluntary sector and residents. This decision limits the financial opportunity however, matches the sector skills and expertise of staff.
- 5.1.2 It is difficult to anticipate the demand for the services and put a financial figure on the income generated. There is anecdotal information from members that there is strong demand but the purpose of a small target market is to ensure that we can meet demand with existing capacity and not promote beyond our capacity.
- 5.1.3 There is a risk in offering professional advice that the advice given results in a challenge or claim from a 3rd party. All the services included in the offer are covered by both professional indemnity and public liability insurance.

5.2 Legal Implications including Data Protection

- 5.2.1 No direct legal implications.

5.3 Human Resources Implications

- 5.3.1 Capacity in service areas was identified as a concern in some managers. Whilst it is acknowledged that this may be an issue, it is all dependant on demand for the service. Should demand for a service be strong, there may be a further report for Executive to consider to invest in the service funded by the income generated.

6 Recommendations

- 6.1 That Executive agree to promote the services of the Council to Town and Parish Council's as outlined in the attached Trusted Services marketing pack.

7 Decision Information

| | |
|---|--|
| Is the decision a Key Decision? 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 |
| Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In) | No |
| Has the relevant Portfolio Holder been informed | Yes |
| District Wards Affected | All (Indirectly) |
| Links to Corporate Plan priorities or Policy Framework | Deliver Identified transformation projects and initiatives which forecast to deliver £1m of revenue efficiencies or additional income by 2023. |

8 Document Information

| Appendix No | Title |
|--|------------------|
| 1 | Trusted Services |
| Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers) | |
| | |
| Report Author | Contact Number |
| Ollie Fishburn | 2525 |

Trusted Services

Available for purchase by Town and Parish Councils - 2020



Welcome

It is our responsibility to work with partners

As a district council it is our responsibility to work with partners, towards a shared aspiration for Bolsover to be the best area and the best council. One of our key aims is to deliver high quality cost-effective services by engaging with our residents, our partners and our staff.

To support this aim and in working together to deliver the best services to our communities, we have developed packages of professional support for Town and parish council's to utilise.

We have a range of professional services with a wealth of public sector experience that provides confidence, capability and capacity to allow us to help our partners achieve our collective aims. Our officers have great knowledge, professionalism, and pride in working for the benefit of the local community, and are eager to extend that support to you. We also ensure that

officers are trained, qualified and insured, giving you high quality advice that you can trust.

Many of our town and parish councils are already benefitting from long, continued relationships with our teams, as we have provided valuable services to you for many years. We want to give everyone the same opportunity to take advantage of this offering and therefore, have designed this package of support to allow you to reflect on services you may already purchase, and consider the benefits of procuring these services from us.

Working together we can continue to improve services, as we assist you to make best use of limited resources and meet the ever increasing demand for services.

To ensure we maintain a high quality service to our customers we accept work, where capacity allows us, to give you the appropriate attention.

Don't hesitate, contact us today. You can trust your local council, we are the safest pair of hands out there.

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Health and Safety services

Daily rate: £300

Half daily rate: £150 - £200

depending upon the length of the half-day

Specific projects will be priced separately.

Prices will be reviewed every April, so please contact the team to ensure this is the latest information.

Health and Safety services available:

1. General Health and Safety advice and guidance.
2. Health and Safety inspection of undertakings/activities etc. including an action plan.
3. Health and Safety audit - provides a formal record of issues currently being well documented and managed and identifies those which are outstanding or should be addressed. An action plan is included.
4. Preparation of policies, guidance notes, risk assessments and safe systems of work.
5. Measuring noise levels and advising on any actions to take.
6. Measuring hand arm vibration levels and advising on any actions to take.
7. Training:
 - Bespoke toolbox talks/awareness sessions.

- Specific courses are available via the ongoing Health and Safety training programme (delivered by external trainers).

| Course | Duration | Price per delegate |
|------------------------------|----------|--------------------|
| Sharps awareness | ½ day | £45 |
| Inspecting and using ladders | ½ day | £45 |
| Job specific manual handling | ½ day | £40 |
| Asbestos awareness | ½ day | £45 |
| Lone working | ½ day | £45 |
| Emergency First Aid | 1 day | £50 |
| Fire Warden Awareness | ½ day | £45 |
| Legionella Awareness | ½ day | £45 |

This is a non-exhaustive training course programme - please contact the team for further details

Contacts

Bronwen MacArthur-Williams, Health and Safety Manager. E: Bronwen.macarthur-williams@bolsover.gov.uk
T: 01246 242403 or 0798 093 3990

Rebecca Hutchinson, Health and Safety Co-ordinator. E: Rebecca.hutchinson@bolsover.gov.uk
T: 01246 242564



HR and Organisational Development

**Fully Qualified HR Professional:
£50 per hour**

**Part Qualified HR Professional:
£40 per hour**

**HR Officer/Support:
£30 per hour**

**Occupational Health
appointment:
£100 per appointment**

*Plus mileage @ 45p per mile and any
other expenses occurred.*

*Prices reviewed on an annual basis each
April.*

HR and Organisational Development services available:

1. General HR advice and guidance
2. Employee relations casework - disciplinary, sickness, grievance, capability etc.
3. Restructures/reorganisations/TUPE/ redeployment/job evaluation
4. Preparation of policies and guidance
5. Training
6. Organisational development - health and wellbeing, learning and development, workforce planning
7. Mediation
8. Occupational health access
9. Advice on apprenticeships/qualifications
10. Project support

Contacts

Sara Gordon, HR and OD Manager
E: sara.gordon@ne-derbyshire.gov.uk
T: 01246 217677 or 07814 140646

Peter Wilmot, HR Business Partner
E: Peter.wilmot@ne-derbyshire.gov.uk
T: 01246 217137



Legal services

Our hourly rate: £100

Any court fees would be in addition.

The Contentious Legal team is a shared service at Bolsover District Council and North East Derbyshire District Council.

The team consists of three solicitors, a chartered legal executive and a legal support officer who collectively have over 50 years of Local Authority litigation experience including prosecuting environmental crime, planning enforcement, anti-social behaviour and land encroachments.

The team also benefits from an ex CPS lawyer who has practised criminal litigation for over 30 years.

Completing the team is the legal support officer who supports both the Contentious and Non Contentious teams as well as specialising in temporary road closures.

The team has received the highest praise for its practical advice, offering solutions rather than barriers and proactive approach.

The Team works closely with departments across both councils, often taking the lead in co-ordinating joint enforcement action and engaging with external agencies to ensure positive outcomes which benefit the community.

The team has developed a close working relationship with the police, providing general advice on Community Protection Notices, Closure Order applications and Criminal Behaviour Order applications where their work crosses over with that of the council's.

We are able to offer advice and assistance with regards to the following issues:

- Traveller incursions
- Injunctions
- Unlawful occupiers
- Fly grazing
- Anti-Social Behaviour (including nuisance youths, unlawful use of car parks, large gatherings and general nuisance)
- Complaints and investigations
- Policies and procedures

We will be able to provide written and/or telephone advice within a reasonable time of instruction. If we are unable to help you, we will try and redirect you to someone or a relevant organisation who would be better able to assist.

Contact

Lisa Ingram, Solicitor/Legal Executive
T: 01246 242477
E: lisa.ingram@bolsover.gov.uk



Legal services (Conveyancing and contracts)

Our hourly rate: £100

Although we are happy to discuss a fixed fee for conveyancing and contract.

In addition to this, the Parish will be required to pay all incidental costs, e.g. search fees, registration fees etc.

The Non-Contentious Legal team is a shared service at Bolsover District Council and North East Derbyshire District Council.

The team consists of one solicitor and three legal executives who have experience of either property related legal work, contracts or both.

The team has worked for parish councils on an ad hoc basis in the past, however we now wish to make this available on a formal basis.

The services we are able to provide is as follows:

Conveyancing services

We are able to undertake all property related work, which includes:

- Sales of land and buildings
- Purchase of land and building
- Leases
- Licences
- Grants of easements

- Option to purchase
- Boundary issues
- Assisting with Land Registration issues.

Contract services

We are able to assist with all your contractual requirements whether this be supply of goods, services or works. The work we can do ranges from checking the standard terms and conditions of your suppliers, to drafting contracts including major scheme JCT contracts.

We work closely with the District Council's Procurement team, who are also able to work with parish council.

It is highly likely that where a parish council uses the District to procure a contractor, that Legal Services will be available as part of the wider package. Legal Services are however able to assist where a parish has sourced its own supplier.

Please note that we are unable to provide assistance with contracts of employment.

We have professional indemnity insurance in place.

Contact

Jim Fieldsend, Team Manager (Solicitor)
Non-Contentious Team
E: jim.fieldsend@bolsover.gov.uk
T: 01246 242472



Payroll services

**Prices start from
£5 per payslip processed**

No set up or hidden costs.

Payroll service available:

The processing of your payroll from start to finish to include:

1. Calculation of net pay and payments due by prescribed method.
2. Calculation and processing of statutory deductions, AVCs, PAYE, Attachment of Orders and other specified deductions.
3. Issuing of statutory documents as required. Payslips, P45's, P60's and P11d's.

4. Making BACs payments to your staff.
5. Initiating payments or deductions to DWP, HMRC, Derbyshire County Council and other designated payees. Completing and submitting all returns as required by payees, to include real time information reporting to HMRC and year end reporting to pension providers.
6. Maintenance in current form, personal records of NI numbers or categories, dates of birth, certifications of election, age exemption, each type of absence and all information as specified.
7. Provision of all management reports.
8. A help desk service to respond to all employee and employer enquiries on payroll related matters.
9. Management of auto-enrolment process in line with the regulations set by the Pension Regulator.

Contact

Ollie Fishburn, Payroll and Systems
E: oliver.fishburn@bolsover.gov.uk
T: 01246 242525



Procurement services

Flat rate fee per project undertaken up to project value of £75k then 1% per £1k over and above.

Procurement services available:

1. Finding and agreeing terms, and acquiring goods, services, or works from an external source.
2. Ensuring you, the buyer, receives goods, services, or works at the best possible price when aspects such as quality, quantity, time, and location are compared.
3. Providing a fully compliant and efficient e-procurement portal and advertisement sites.
4. Expert support and guidance from highly experienced and qualified Procurement team.

Contact

Sandra Williams, Procurement Manager,
Bolsover District Council
E: Sandy.Williams@bolsover.gov.uk
T: 01246 242457

5. Providing a simple step-by-step guidance and support throughout the procurement process.
6. Professional and dedicated service ensuring the most effective procurement to achieve best value through planned and skilful procurement.
7. Ensuring procurements reflect relevant sustainability, environmental issues and social impact.
8. Providing access to existing framework opportunities ensuring best value for money.
9. Ensuring full compliance with procurement policies and procedures.
10. Highly effective due diligence process, ensuring safeguarding of children and vulnerable adults in accordance with legislation.
11. Flexible and accessible team of experts at the end of a phone or email. Efficient and effective communication including reporting during the process, from start to finish.
12. Access to documentation for use including tender documentation, how to write effective specifications, evaluation guidance and letter writing services.





Health and Safety, Human Resources,
Legal Services, Payroll and Procurement
- we've got you covered!

Give us a call today

Bolsover District Council

Executive

28th September 2020

| |
|---|
| The provision of Positive Input Ventilation Systems for Bolsover District Council Housing Department |
|---|

Report of the Portfolio Holder - Housing

This report is public

Purpose of the Report

- To seek approval for EnviroVent Ltd to Install Positive Input Ventilation Systems for Bolsover District Council Housing Department as and when required.
- This contract will be available to all Council sections to utilise if required.

1 Report Details

- 1.1 The existing Service Contract expired on the 23rd May 2020 and as such Procurement were asked to re-tender via Source Derbyshire. 3 contractors were evaluated based upon a criteria of 60% price and 40% quality. However during the evaluation process it was highlighted that the pricing margin was very close and as such further clarification was requested. Upon receipt of these clarifications and after the evaluation the incumbent Contractor Envirovent were deemed the successful contractor.
- 1.2 Positive Input Ventilation Systems are a proven concept to deliver fresh filtered air into a property at a continuous rate. We have been fitting them in tenanted properties for the last 5 years with excellent results where we have major issues with mould and condensation. The unit draws filtered and clean air from outside and gently ventilate the property from a central position on the landing or central hallway. Moisture laden air is diluted, displaced and replaced to control humidity levels within the property. By doing this it eliminates surface condensation and lowers levels of humidity within the property which are the breeding grounds for mould. This is back up with a 7 year warranty and free damp survey service.
- 1.3 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 £100,000 over the four year period.
- 1.4 Spend is based upon responsive demand which means that the actual spend is difficult to predict. However any spend would 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 EnviroVent Ltd. following a compliant procurement exercise.

3 Consultation and Equality Impact

- 3.1 Not directly.

4 Alternative Options and Reasons for Rejection

- 4.1 None.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 The cost for this will be met from within existing HRA budgets.

5.2 Legal Implications including Data Protection

- 5.2.1 We have met our legal obligations for procurement.

5.3 Human Resources Implications

- 5.3.1 None directly.

6 Recommendations

- 6.1 The contract for the Installation of Positive Input Ventilation Systems for Bolsover District Council be awarded EnviroVent Ltd.
- 6.2 The contract will be awarded initially for a two years with the possibility of two additional periods each of one year.
- 6.3 The Head of Property Services & Housing Repairs 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. Extensions to be conditional upon the satisfactory performance of the contractor.

7 Decision Information

| | |
|--|---|
| Is the decision a Key Decision? 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 | Yes |
| Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In) | Yes |
| Has the relevant Portfolio Holder been informed | Yes |
| District Wards Affected | Potentially all with Council Housing, but none significantly. |
| Links to Corporate Plan priorities or Policy Framework | None |

8 Document Information

| Appendix No | Title | |
|--|-------|-----------------------|
| | | |
| Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers) | | |
| | | |
| Report Author | | Contact Number |
| Mark Dungworth Strategic Repairs Manager | | 01246 593037 |

Agenda Item 14

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

Agenda Item 15

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

Agenda Item 16

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

Agenda Item 17

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

Agenda Item 18

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted