

Original Recommendations from Review and Executive's Response

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

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	surrounding area, which have been put forward as an option for delivery in the revised Transformation Programme.	and customers; increased tourism footfall and overnight stays.				the Transformation Governance Group.	
GSc17-19 1.4	That the feasibility of a permanent Business Improvement/Engagement post be considered to further secure the future growth of the PVOAC site, in line with other Business Improvement posts within Leisure Services.	Increased income generation to ensure site remains self-financing and further sustainability to the future of the site.	March 2020	Joint Head of Partnerships & Transformation/ Leisure Operations Manager	Officer time Leisure staffing budget – could be self-financing from increased business generated.	Officers acknowledge Members ideas for development and will take this on board when developing plans for submission to the Transformation Governance Group, in conjunction with recommendation 1.3.	Recommendation Approved.
GSc17-19 1.5	That the feasibility of a permanent post for Extreme Wheels covering business improvement and volunteering be considered, pending analysis of the achievements via the temporary post.	Maintaining increased income and engagement levels, further expanding the profile of the service.	March 2020	Joint Head of Partnerships & Transformation/ Leisure Operations Manager	Officer time Requires mainstream staffing budget or extension of grant funding.	Current funding is secured to the start of Sept 2019. The process for securing continuation funding will start in June 2019 to ensure current	Recommendation Approved.

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						programmes have a smooth transition in their current form.	
GSc17-19 1.6	That a Corporate Marketing Strategy is produced to reflect a revised approach to marketing the commercial services of the Council.	Improved coordination to marketing of Council services, leading to increased income generation.	March 2020	Communications, Marketing & Design Manager	Officer time	We do not have a Marketing Strategy currently, more a Media Pack that outlines what we have available in terms of placing adverts, sponsorship opportunities and hiring rooms. We also have an Advertising and Sponsorship Policy and both these documents need updating to reflect the new Transformation Programme.	Recommendation Approved.
GSc17-19 1.7	That the feasibility of the initiative proposed with the Transformation Plan 2018 for a 'Services Pack', being taken forward as a priority – to include Parishes/VCS	Increased income generation, improved coordination to marketing of	March 2020	Joint Head of Corporate Governance & Monitoring Officer/ Communications,	Officer time	Awaiting outcome of Services Review through Transformation Governance Group, before any	Recommendation Approved.

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	organisations; residents and businesses.	Council services.		Marketing & Design Manager		work can commence on this.	
GSc17-19 1.8	That Executive considers a more targeted approach is taken to the marketing of our services, with the creation of an additional resource – a Commercial/Marketing Officer, with a specific remit for co-ordinating income generation via services to residents/businesses.	Increased income generation, improved coordination to marketing of Council services.	March 2020	Joint Head of Partnerships & Transformation/ Joint Head of Corporate Governance	Officer time, feasibility study/business case for post, staffing budget (explore self-financing options)	Members' comments have been taken on board. Given the current initiative in the Transformation Plan 2018 to complete a programme of service reviews, a preferred option would be to review existing resources in the first instance. This may result in a new post but may also lead to revised delivery from existing resources.	Recommendation Approved.
GSc17-19 1.9	That Budget Scrutiny Committee give due consideration to future revisions to the Treasury Management Strategy (as	That the Strategies adopted by the Authority remain fit for	May 2019 onwards	Head of Finance & Resources/ Scrutiny & Elections Officer	Officer/ Member time	Agreed. The Strategies will be considered by the Committee on an annual basis	Recommendation Approved.

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	required by the Budget & Policy Framework) and ensure that the new Corporate Investment Strategy is sufficient to allow the Authority to generate the required return on investments.	purpose and compliant.				unless changes are required more frequently.	
GSc17-19 1.10	That the Transformation Governance Group considers the initiative within the Transformation Plan 2018, to develop the overnight stay offer within the District, as a priority for further feasibility/development planning.	Increased capacity for overnight stays, increased tourism footfall, potential income generation if progressed as an investment opportunity.	March 2020	Joint Head of Property & Commercial Services	Officer time. Potential to deliver via Transformation Plan 2018.	Identification of an end user/operator should be the first stage in the process. Without an operator the overnight stay offer will be difficult to deliver. This may be something that can be considered as part of Leisure's facility at Pleasley Vale.	Recommendation Approved.
GSc17-19 1.11	That the Transformation Governance Group considers the initiatives from Housing & Community Safety and Others in relation to Private Rents and residential property within	Increased income generation, improved quality of private rented sector.	March 2020	Joint Head of Housing & Community Safety	Officer time. Potential to deliver via Transformation Plan 2018.	The aim is to develop sites that are considered unsuitable for open market sale, ensuring development of	Recommendation Approved.

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	the Transformation Plan 2018, as a matter of priority for feasibility and implementation.					underused land and an increase in properties for the private rented sector. This would require the creation of a wholly owned company. This could also incorporate purchase of individual properties via auction to add to the private rented stock created via the company.	

RESPONSE TO SCRUTINY COMMITTEE ON IMPLEMENTATION FOLLOWING SCRUTINY REVIEW

Title of Review:	Review of Income Generation					
Timescale of Review:	September 2017 – January 2019.		Post-Monitoring Period:	12 months commencing March 2019. Interim report due September 2019.		
Date agreed by Scrutiny:	February 2019.		Date agreed by Executive:	March 2019.		
Total No. of Recommendations and Sub Recommendations	Achieved	5	On track	2	Extended	4
	Achieved (Behind target)	0	Overdue	0	Alert	0
	Not Started	0				

Key Achievements:

- Feasibility study for an additional industrial site commissioned, viability and site location(s) to be determined.
- An assessment of current BDC conference/meeting provision has shown there is insufficient demand to be an income generator for the authority. Viability of a Civic function facility still to be determined as part of wider asset appraisals.
- Recommendation GSc17-19 1.5 is due to complete as planned in March 2020, pending final approval by Executive.
- Recommendation GSc17-19 1.7 is due to complete as planned in March 2020, pending final approval by Executive Members.
- In relation to Recommendation GSc17-19 1.8, staffing structures have been reviewed and this considered/addressed resource for income generation. The new Directorate of Development will take this area of work forward.
- At the Budget Scrutiny Committee in January 2019, Members considered the revised Treasury Management Strategy 2019/20-2022/23, the Capital Strategy 2019/20-2022/23, and a refreshed Corporate Investment Strategy 2019/20-2022/23 which enabled the authority to meet new requirements of the Statutory Guidance on Local Government Investments (3rd Edition) (Statutory Investment Guidance)

issued by the Ministry for Housing, Communities and Local Government. All three documents were reconsidered in January 2020 for the new period of 2020/21-2023/24.

- With regard to overnight stay provision, a refreshed Tourism Strategy is currently in production and going through consultation with key stakeholders. This is due to come to Scrutiny in May 2020, prior to final approval by Executive. As part of this process, visitor accommodation has been analysed in relation to current quantities.

Reasons for non-implementation of Recommendations:

- Work is ongoing to determine the strategic direction of Pleasley Vale Mills. Once, the strategic direction is identified, greater consideration can be given to the development of the Outdoor Activity Centre.
- Delivery of recommendation GSc17-19 1.4, is dependent on the outcome of GSc17-19 1.3.
- Delivery of recommendation GSc17-19 1.6 is subject to the completion of GSc17-19 1.7 in the first instance as this will determine services which can be marketed and the need/scope of a more detailed Strategy.
- With regard to recommendation 1.11, Legal advice has been sought in relation to a Housing company and talks are underway with Dragonfly to investigate and develop a company structure and business plan. Further work is planned with additional updates to Scrutiny planned as the project progresses.

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GSc17-19 1.1	That a feasibility study is considered in relation to the replication of The Tangent 'model' at other sites within the District, for both the generation of additional rental income and provision of additional support to the SME sector.	Joint Head of Property & Commercial Services	March 2020	March 2020	Achieved		Officer time. Potential to deliver via Transformation Plan 2018.	<p><u>September 2019</u> Officers are working on pulling together a document which looks at the business case for providing a light industrial unit facility, similar to Phase 2 of The Tangent which will look at build costs, land value, rental income, operating costs and demand.</p> <p><u>March 2020</u> Development feasibility for one industrial site has been commissioned.</p> <p>This includes architectural drawings, which will help to determine viability.</p> <p>Additional sites identified.</p>

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GSc17-19 1.2	That a feasibility study is considered in relation to the development of a dedicated conference/civic function facility, for the generation of additional income (both rental and return on investment).	Joint Head of Property & Commercial Services	March 2020	March 2020	Achieved		Officer time. Potential to deliver via Transformation Plan 2018.	<p><u>September 2019</u> Based on the experience within the department of running 2 Business Centres with conference facilities, we are starting to pull together information on demand and income along with researching what facilities are already available in the District.</p> <p><u>March 2020</u> Following an assessment of current provision for conferences, demand for such a facility is limited, generating £15,000 per annum income for The Tangent (used 5 days per week 40-45 weeks of the year).</p> <p>Unless grant funded to a high intervention rate, this would make</p>

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								<p>the scheme an unviable income generator for the Council at this present time.</p> <p>In relation to provision of Civic facilities this will be taken in to consideration as part of future assessments of BDC assets and further implementation via the Commercial Property Investment Strategy.</p>
GSc17-19 1.3	That the Transformation Governance Group give due consideration to the schemes suggested by Leisure and others in relation to potential Leisure developments/ investments at Pleasley Vale and the surrounding area, which have been put forward as an option for delivery in the revised Transformation Programme.	Joint Head of Partnerships & Transformation/ Leisure Operations Manager	March 2020 <i>Revised date TBC</i>		Extended		Officer time. Potential to deliver via Transformation Plan 2018.	<u>September 2019</u> The Transformation Governance Group considers all Transformation Project suggestions. A project brief has been developed, in coordination with DCC, for Executive's consideration, to fund consultancy work to develop a business

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								<p>case to support investment in expanding the mix and appeal of Pleasley Vale Outdoor Activity Centre.</p> <p><u>March 2020</u> Work is ongoing to determine the strategic direction of Pleasley Vale Mills. Once, the strategic direction is identified, greater consideration can be given to the development of the Outdoor Activity Centre.</p>
GSc17-19 1.4	That the feasibility of a permanent Business Improvement/Engagement post be considered to further secure the future growth of the PVOAC site, in line with other Business Improvement posts within Leisure Services.	Joint Head of Partnerships & Transformation/ Leisure Operations Manager	March 2020 <i>Revised date TBC</i>		Extended		Officer time Leisure staffing budget – could be self-financing from increased business generated.	<p><u>September 2019</u> This is awaiting the outcome of GSc17-19 1.3.</p> <p><u>March 2020</u> This is awaiting the outcome of GSc17-19 1.3.</p>

PERFORM Code	Recommendation	Lead Officer	Target Date	Completion Date	Status	Status	Resources	Progress/ Action
GSc17-19 1.5	That the feasibility of a permanent post for Extreme Wheels covering business improvement and volunteering be considered, pending analysis of the achievements via the temporary post.	Joint Head of Partnerships & Transformation/ Leisure Operations Manager	March 2020		On track		Officer time Requires mainstream staffing budget or extension of grant funding.	<u>September 2019</u> Not yet commenced. A Leisure Service review is currently underway through the Transformation Programme which will consider the suggestion amongst other things. <u>March 2020</u> Executive report to be considered in March.
GSc17-19 1.6	That a Corporate Marketing Strategy is produced to reflect a revised approach to marketing the commercial services of the Council.	Communications, Marketing & Design Manager	March 2020 <i>Revised date TBC</i>		Extended		Officer time	<u>September 2019</u> The Transformation Group is currently collating information on 'selling services' across the Council to provide a more holistic approach where we can offer a package of services rather than ad-hoc ones. Once this has been completed a marketing

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								<p>pack can be designed to advertise our services and give to potential clients.</p> <p>This recommendation is subject to the completion of GSc17-19 1.7 in the first instance as this will determine services which can be marketed and the need/scope of a more detailed Strategy.</p> <p><u>March 2020</u> This recommendation is subject to the completion of GSc17-19 1.7 in the first instance as this will determine services which can be marketed and the need/scope of a more detailed Strategy.</p>
GSc17-19 1.7	That the feasibility of the initiative proposed with the	Joint Head of Partnerships &	March 2020		On track		Officer time	<u>September 2019</u>

PERFORM Code	Recommendation	Lead Officer	Target Date	Completion Date	Status	Status	Resources	Progress/ Action
	Transformation Plan 2018 for a 'Services Pack', being taken forward as a priority – to include Parishes/VCS organisations; residents and businesses.	Transformation / Communications, Marketing & Design Manager						<p>This project has commenced and is currently liaising with all departments who suggested 'selling services' as part of the Transformation Programme to better understand the service 'offer'.</p> <p><u>March 2020</u> Informal draft of the potential 'Services Pack' to be considered by Members in March 2020.</p>
GSc17-19 1.8	That Executive considers a more targeted approach is taken to the marketing of our services, with the creation of an additional resource – a Commercial/Marketing Officer, with a specific remit for co-ordinating income generation via services to residents/businesses.	Joint Head of Partnerships & Transformation	March 2020	February 2020	Achieved		Officer time, feasibility study/business case for post, staffing budget (explore self-financing options)	<p><u>September 2019</u> Not commenced yet, awaiting outcome of GSc17-19 1.6 and 1.7 and the Communications Team review.</p> <p><u>March 2020</u> Staffing structures have just been reviewed and</p>

PERFORM Code	Recommendation	Lead Officer	Target Date	Completion Date	Status	Status	Resources	Progress/ Action
								considered/addressed resource for income generation. The new Directorate of Development will take this area of work forward.
GSc17-19 1.9	That Budget Scrutiny Committee give due consideration to future revisions to the Treasury Management Strategy (as required by the Budget & Policy Framework) and ensure that the new Corporate Investment Strategy is sufficient to allow the Authority to generate the required return on investments.	Head of Finance & Resources/ Scrutiny & Elections Officer	May 2019 onwards	May 2019	Achieved		Officer/ Member time	<u>September 2019</u> At the Budget Scrutiny Committee in January 2019, Members considered the revised Treasury Management Strategy 2019/20-2022/23, a refreshed Corporate Investment Strategy 2019/20-2022/23 which enabled the authority to meet new requirements of the Statutory Guidance on Local Government Investments (3 rd Edition) (Statutory Investment Guidance) issued by the Ministry for Housing, Communities and Local Government.

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								<p>These documents will be received annually prior to the approval of the revised budgets. In addition, a new Commercial Property Investment Strategy was also considered which clarifies our specific approach in this area.</p> <p><u>March 2020</u> All three financial strategy documents were reconsidered in January 2020 for the new period of 2020/21-2023/24.</p>
GSc17-19 1.10	That the Transformation Governance Group considers the initiative within the Transformation Plan 2018, to develop the overnight stay offer within the District, as a priority for further feasibility/development planning.	Joint Head of Property & Commercial Services	March 2020	March 2020	Achieved		Officer time. Potential to deliver via Transformation Plan 2018.	<p><u>September 2019</u> This is part of the Transformation Programme and needs to be jointly looked at with Leisure as there is a desire for them to deliver an overnight stay offer within the District.</p>

PERFORM Code	Recommendation	Lead Officer	Target Date	Completion Date	Status	Status	Resources	Progress/ Action
								<p><u>March 2020</u> A refreshed Tourism Strategy is currently in production and going through consultation with key stakeholders. This is due to come to Scrutiny in May 2020, prior to final approval by Executive. As part of this process, visitor accommodation has been analysed in relation to current quantities. This has shown that the AirBNB sector is growing within the District.</p> <p>Options for further hotel development are contained within the Clowne Garden Village development. Further sites just outside the District boundary which also involve sites earmarked for hotel developments include</p>

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								<p>Markham Vale; Peak Resort in Chesterfield; Pleasley in Mansfield (new housing/employment site just outside boundary) and Gulliver’s Kingdom at Rother Valley.</p> <p>We have identified a property in Bolsover which we are looking to turn into a holiday let. Currently looking at conversion costs and potential income.</p>
GSc17-19 1.11	That the Transformation Governance Group considers the initiatives from Housing & Community Safety and Others in relation to Private Rents and residential property within the Transformation Plan 2018, as a matter of priority for feasibility and implementation.	Joint Head of Housing & Community Safety/ Joint Strategic Director – Place	March 2020		Extended		Officer time. Potential to deliver via Transformation Plan 2018.	<p><u>September 2019</u> A Commercial Property Investment Strategy has been developed to consider investment to increase income in relation to purchase and sale of land and property. The current focus is on continued development of B@Home and the Joint</p>

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								<p>Venture Company. Sites have been identified for Phase 2 of B@Home and also Phase 2 of the Joint Venture Business Plan.</p> <p><u>March 2020</u> With regard to recommendation 1.11, Legal advice has been sought in relation to a Housing company and talks are underway with Dragonfly to investigate and develop a company structure and business plan.</p>