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13 November 2019

To: All Councillors

As a Member of the **Council**, please treat this as your summons to attend a meeting on **Thursday 21 November 2019 at 6.00pm in the Council Chamber, Town Hall, Matlock DE4 3NN.**

Yours sincerely

A handwritten signature in black ink, appearing to be 'Sandra Lamb', written over a faint circular stamp or watermark.

Sandra Lamb
Head of Corporate Services

AGENDA

1. APOLOGIES

Please advise the Committee Team on 01629 761133 or e-mail: committee@derbyshiredales.gov.uk of any apologies for absence.

2. PUBLIC PARTICIPATION

To enable members of the public to ask questions, express views or present petitions, **IF NOTICE HAS BEEN GIVEN**, (by telephone, in writing or by electronic mail) **BY NO LATER THAN 12 NOON OF THE DAY PRECEDING THE MEETING.**

3. APPROVAL OF THE MINUTES OF PREVIOUS MEETINGS

26 September 2019

4. INTERESTS

Members are required to declare the existence and nature of any interests they may have in subsequent agenda items in accordance with the District Council's Code of Conduct. Those interests are matters that relate to money or that which can be valued in money, affecting the Member her/his partner, extended family and close friends. Interests that become apparent at a later stage in the proceedings may be declared at that time.

5. LEADER'S ANNOUNCEMENTS

Announcements of the Leader of the Council.

6. CHAIRMAN’S ANNOUNCEMENTS

Announcements of the Chairman of the District of Derbyshire Dales.

7. MAIDEN SPEECHES

To receive the Maiden Speech of newly elected Members:

Councillors Jacqueline Allison, Paul Cruise and Elisa McDonagh.

8. COMMITTEES

To receive the non-exempt minutes of the Committees shown below:

Committee	Date
Non Exempt Minutes to be Received	
Council	26 September 2019
Licensing & Appeals Sub-Committee	23 September 2019
Commercial Board	03 October 2019
Planning Committee	08 October 2019
Licensing & Appeals Committee	17 October 2019
Community & Environment Committee	30 October 2019
Governance & Resources Committee	14 November 2019

MINUTE BOOK TO FOLLOW

9. QUESTIONS (RULE OF PROCEDURE 15)

Questions, if any, from Members who have given notice.

10. PROPOSAL OF A NOTICE OF MOTION (RULE OF PROCEDURE 16)

The Council will debate the following Motion, submitted by Councillor Elisa McDonagh, in accordance with Rule of Procedure 16.

That this Council

“Works with the Emergency Services to:

- to amend the wording relating to noise and smoke nuisance in its existing Bonfire and Firework Safety Scheme to state that because noise and smoke may effect elderly, young children, pets etc your display should be advertised in advance of the event, allowing residents to take precautions for their animals and vulnerable people.

- to actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks.”

- | | |
|--|----------------|
| 11. FORMER PUBLIC CONVENIENCES & LAND TRANSFER – MONSAL HEAD | 06 - 11 |
| <p>To receive a report on the terms for the freehold transfer of the former public conveniences building together with some adjacent leased land to enable future provision of public convenience facilities at this site at no cost to the District Council and report on the outcome of the negotiations and course of action should a final agreement not be reached.</p> | |
| 12. REVIEW OF POLLING DISTRICTS, PLACES AND STATIONS 2019 – FINAL RECOMMENDATIONS | 12 - 24 |
| <p>To receive a report on the final stage of the Polling Review, including comments received during the second consultation period and to the comments of the Returning Officer, which seeks approval for each of the proposed changes to the Derbyshire Dales Polling Scheme. Also to consider approval for any changes to polling places that are necessary before the next Review, be delegated to the Head of Corporate Services, in consultation with the appropriate Ward Members.</p> | |
| 13. AMENDMENT TO OUTSIDE BODIES 2019/20: PROTOCOL ON ATTENDANCE OF SUBSTITUTE MEMBERS – SCR AUDIT AND SCRUTINY COMMITTEES AND MEMBER OF THEMATIC BOARDS | 25 - 26 |
| <p>To consider approval of an amendment to the Outside Bodies list for 2019/20, to appointment Councillor Chris Furness to act as Substitute Member for the Sheffield City Region Audit Committee and Overview & Scrutiny Committee and as Member on the Thematic Boards, to serve until the next Annual Meeting of the Council.</p> | |
| 14. APPOINTMENT TO INDEPENDENT REMUNERATION PANEL AND INDEPENDENT PERSON | 27 - 28 |
| <p>To consider approval of the appointment of independent persons to join the Independent Remuneration Panel and to support the Monitoring Officer in the assessment of complaints about elected Members for a four year term expiring in October 2023.</p> | |
| 15. CORPORATE PLAN 2020-2024 | 29 - 44 |
| <p>To receive a report on the results of consultation with Derbyshire Dales residents and proposal of a completely new Corporate Plan for the period 2020-2024. To report on the Progress against Corporate Plan 2019/20 targets. To note a headline Corporate Plan is recommended for adoption and development of a detailed action plan with specific targets for consideration by Council in March 2020 alongside the Budget.</p> | |

16. ORGANISATIONAL HEALTH – KEY PERFORMANCE INDICATORS – MID-YEAR 2019/20	45 - 49
To receive a report on half-year performance against the District Council's 12 Key Performance Indicators for 2019/20 (excluding Corporate Plan Targets)	
17. DERBYSHIRE DALES ECONOMIC PLAN 2019-2033	50 - 71
To note achievements from the previous Derbyshire Dales Economic Plan 2014-19 and the outcome of consultation with businesses and partners on the draft plan and adoption of the Derbyshire Dales Economic Plan 2019-2033.	
18. REVENUE BUDGET MONITORING FOR QUARTER 2 2019/20, REVISED BUDGET 2019/20 AND UPDATE OF MEDIUM TERM FINANCIAL PLAN PROGRESS	72 - 76
To receive a report to summarise the Council's forecast outturn position as at the end of September 2019 and seeks approval for a revised 2019/20 revenue budget and provides an update on medium term financial plan progress.	
19. CRM PROJECT	77 - 82
To receive a report to update members on the implementation of the Customer Relationship Management system and associated technology and to seek approval that the sum of £46,077 is included in the Capital Programme to enable the procurement of the additional software integration work, mobile application, payment portal and associated technology as outlined in the report and supporting documentation	
20. CAPITAL PROGRAMME 2019/20 TO 2023/24	83 - 92
To receive a report with a mid-year update on the previously approved capital programme, the plan set to update the capital programme in the coming months to reflect the new corporate plan priorities and outlines potential future liabilities not included in the Capital Programme.	
21. TREASURY MANAGEMENT MID-YEAR REPORT FOR 2019/20	93 - 100
To receive a report to seek approval for the Treasury Management Mid-Year Report for 2019/20.	
22. REGULATION OF INVESTIGATORY POWERS ACT 2000	101 - 114
To receive a report to update following the inspection of the Investigatory Powers Commissioner's Office on the Council's policies and procedures relating to the use of the Regulation of Investigatory Powers Act 2000 ("RIPA") and to approve the updated policy on the Regulation of Investigatory Powers.	
23. REVISED CODE OF CONDUCT	115 - 122
To consider the revised Councillors Code of Conduct – November 2019.	

24. DRAFT – PROGRAMME OF MEETINGS 2020-2021

123

To receive the proposed draft programme of meetings for the Civic Year 2020 to 2021.

25. REFERRED ITEM

124 - 125

To consider a recommendation from the Licensing & Appeals Committee for adoption of the provisions of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, in respect of control of the number and location of sex establishments.

26. SEALING OF DOCUMENTS

To authorise that the Common Seal of the Council be affixed to those documents, if any, required completing transactions undertaken by Committees or by way of delegated authority to others, since the last meeting of the Council.

NOTE

For further information about this Agenda or on “Public Participation” call 01629 761133 or e-mail: committee@derbyshiredales.gov.uk

COUNCIL

21 NOVEMBER 2019

Report of Estates & Facilities Manager

FORMER PUBLIC CONVENIENCES & LAND TRANSFER – MONSAL HEAD

PURPOSE OF REPORT

Following the closure of the Monsal Head Public Conveniences in May 2017 discussions have taken place with the neighbouring landowner (Penelope Thornton Hotels) with the aim of agreeing terms for the freehold transfer of the former public conveniences building together with some adjacent leased land to enable future provision of public convenience facilities at this site at no cost to the District Council. This report updates members on the outcome of the negotiations and recommends a course of action should final agreement not be reached.

RECOMMENDATION

1. That the revised terms and timescales outlined in paragraph 3 of this report for transferring the freehold of an area of land and the public conveniences at Monsal Head as shown on the plan at Appendix 1 to Penelope Thornton Hotels (PTH) for use as car park and public conveniences are agreed.
2. That should the terms proposed not be accepted by PTH and/or should the transfer not complete by 31st January 2020, the offer to transfer the site to PTH is withdrawn and that the Estates and Facilities Manager be given delegated authority to negotiate, agree and implement a Community Asset Transfer of the facility to the proposed Community Interest Company referred to in paragraph 2.5 of this report within 6 months of the date of this decision and should this not be achieved, the asset be placed on the open market for freehold sale by public auction.
3. That it be noted that the transfer described in paragraph 1 above comprises an undervalue transaction as permitted by the General Disposal Consent 2003.

WARDS AFFECTED

Bakewell ; Litton and Longstone

STRATEGIC LINK

The transfer of the site for use as public conveniences supports the District Council's corporate aim to promote quality of life and also makes a significant contribution to the safety and health of the community of Derbyshire Dales. The proposal to sell the freehold of the site by public auction should final agreement not be reached accords with the aim of achieving value for money.

The proposal accords with the District Council's priorities whilst also seeking to ensure that we deliver value for money and work effectively with community partners.

1 BACKGROUND

- 1.1 Council will recall that the public conveniences at Monsal Head were one of a number of sites approved for closure as part of the Review of Public Conveniences considered by Council on 30th April 2018. At this meeting it was resolved that the Monsal Head public conveniences be closed on 14th May 2018 and that the Estates and Facilities Manager be given delegated authority to negotiate, agree and implement a transfer of the facility to the interested party (Penelope Thornton Hotels) for a use which retains a public toilet facility on the most economically advantageous terms in line with The General Disposal Consent 2003 within 6 months of the date of this decision and should this not be achieved, the asset be placed on the open market for freehold sale by public auction.
- 1.2 The decision to close the public conveniences was made on the basis of the poor condition of the building and the expenditure required to achieve modern standards, the relatively high cost of servicing and cleaning the facilities and the reasonable expectation that the proposed transfer would enable future provision of public convenience facilities at this site at no cost to the District Council.
- 1.3 A report on the proposed terms of the disposal was presented to the 19th July 2018 meeting of Governance and Resources Committee which approved the transfer on the following terms:-
- Peppercorn freehold transfer for £1 consideration.
 - Subject to existing condition and title covenants.
 - Public conveniences to have minor works undertaken to allow opening later this year with a full refurbishment of the facility and surrounding land by PTH commencing in late 2019.
 - During the major refurbishment in late 2019, alternative provision will be made within the Hotel whilst the facility is closed.
 - The building will be maintained by PTH and will be made available as public conveniences throughout the year except in the case of extreme weather.
 - Appropriate legal restrictions (via restrictive covenants/clawback/pre-emption clauses) will be in place to ensure that the former public conveniences building can only be used for this purpose and cannot be further developed or sold without further recourse to the District Council.
- 1.4 The site requested by Penelope Thornton Hotels (PTH) is shown outlined in red on the plan at Appendix 1 includes the former public conveniences and an area of land which they currently lease for hotel car parking shown cross hatched green and a pedestrian access to the rear of the Monsal Head Hotel
- 1.5 PTH occupy the car parking land which contains approximately 12 spaces under the terms of a lease from 2006 under which they have been holding over since 2012 at a current rental of £2,850pa. This lease has not been renewed pending the outcome of discussions with PTH which have been ongoing since 2012. The current rental value as at 2018 is in the vicinity of £4,000pa but maintenance to the surface of adjoining areas is required to achieve this which would require capital investment by the District Council of around £20,000
- 1.6 The public conveniences building is in poor condition and would require significant

capital investment to address building defects and bring up to modern standards. This would include new drainage, roof and joinery repairs/replacements and a total internal re-fit. The area of leased car park land is partly maintained by PTH under their lease with the remainder (which is in poor condition) being the responsibility of the District Council.

2 CURRENT SITUATION

- 2.1 Negotiations have continued slowly since the Committee report with the main difficulties arising from the implementation of the last bullet point in the disposal terms with the solicitors for PTH refusing to accept any overage, pre-emption or any other encumbrances on the transfer.
- 2.2 Discussions have continued between respective solicitors but there remains a legal risk that any restrictions we impose may not be easily enforceable. As a result the current proposal by PTH whilst providing public conveniences in the short term could allow the building to change hands and be sold in the future with no enforceable requirement to provide public conveniences on the site. The current legal opinion concludes that the legal risk of the transfer on the terms which PTH require is high. Given that the restricted value of the transaction is £70K and the unrestricted value which, with an unenforceable covenant, could be realised by the new owners in future is £100K, this also provides a high financial risk to the Council.
- 2.3 Given the legal and financial risk presented by the transfer it is proposed to retain a strip of land between the public conveniences site and the Hotel building shown which contains a small flower bed and an electricity sub-station (shown hatched black on the plan at Appendix.1). Whilst this would not guarantee that the site would remain open as public conveniences, it would prevent future use of the site in connection with the Hotel without future recourse to the Council and, as such, would restrict the value of the land, therefore acting in a similar way to an overage clause.
- 2.4 On the basis of the revised terms proposed below, it is envisaged that the arrangement with PTH will enable future provision of public convenience facilities at this site at no cost to the District Council. There will be some loss of rental income by selling the (currently leased) parking spaces but this is more than offset by the savings in running costs of the public conveniences and the capital expenditure required to repair the bitumen areas not covered under the car park lease to PTH.
- 2.5 In the last few days, an approach has been received from a group who have expressed an interest in forming a Community Interest Company to take over the ownership and operation of the public conveniences by way of a Community Asset Transfer should the proposal to transfer to the hotel not proceed.

3 PROPOSED RECOMMENDATIONS

- 3.1 It is proposed that the freehold of the public conveniences and land shown edged red on the plan at Appendix 1 but excluding the strip of land edged blue and shaded yellow be offered to PTH on the following terms:-
 - Peppercorn transfer of £1 consideration
 - subject to existing condition and title covenants

- Public conveniences to have minor works undertaken to allow opening in April 2020 with a full refurbishment of the facility and surrounding land by PTH commencing in late 2020.
- During the major refurbishment in late 2020, alternative provision will be made within the Hotel whilst the facility is closed.
- The building will be maintained by PTH and will be made available as public conveniences throughout the year except in the case of extreme weather
- Use of the public conveniences building will be restricted to this purpose by imposition of a restrictive covenant.
- Each party to bear their own legal costs.

3.2 The above terms have been proposed to PTH on a non-negotiable basis. Should the terms not be accepted subject to contract by 16 December 2019 and should the transfer not complete by 31st January 2020, it is proposed that the offer to transfer the site to PTH is withdrawn.

3.3 Should the offer to transfer to the hotel be withdrawn, it is proposed that the Estates and Facilities Manager be given delegated authority to negotiate, agree and implement a Community Asset Transfer of the facility to the proposed Community Interest Company referred to in paragraph 2.5 of this report within 6 months of the date of this decision and should this not be achieved, the asset be placed on the open market for freehold sale by public auction.

4 VALUATION

4.1 The proposed terms for the transfer of public conveniences and land at Monsal Head comprise an undervalue transaction as permitted under the General Disposal Consent 2003.

4.2 The proposal in this report is to transfer the freehold of the site but with restrictions limiting the use of the land and restricting redevelopment or sale for other uses. It is considered by the Council's Valuer that the value of this restricted sale is in the region of £70,000. If none of these restrictions were in place, the value of the assets forming part of this transaction would be in excess of £100,000.

4.3 Under the General Disposal Consent 2003, Local Authorities are permitted to dispose of any interest in land held under the Local Government Act 1972 which they consider to contribute to the promotion or improvement of the economic, social or environmental wellbeing of the area at less than best consideration subject to various conditions.

4.4 It is considered that the proposed terms for the transfer of the public conveniences and land at Monsal Head to PTH on the terms stated would comply with this legislation.

5 CONSULTATION

5.1 The relevant Ward Members and Local Council have been consulted on the proposed transfer and any comments received will be reported verbally at the meeting.

6 OTHER EXPRESSIONS OF INTEREST

6.1 None received.

7 RISK ASSESSMENT

7.1 Legal

The Council has a statutory duty under s.123 of the Local Government Act 1972 not to dispose of land for a consideration less than the best that can reasonably be obtained. Under the Local Government Act 1972 General Disposal Consent (England) 2003 general consent is given to local authorities to dispose of land where the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;

- i) The promotion or improvement of economic well-being;
- ii) The promotion or improvement of social well-being;
- iii) The promotion or improvement of environmental well-being; and

The legal risk is therefore low.

7.2 Financial

Although the sale is an undervalue transaction, the transfer of the public conveniences and land at Monsal Head as proposed will remove a future maintenance liability for the Council and continue the provision of a community service. Therefore the financial risk is assessed as low.

8 OTHER CONSIDERATIONS

In preparing this report the relevance of the following factors is also been considered: prevention of crime and disorder, equality of opportunity, environmental health, legal and human rights, financial personal and property considerations.

9 CONTACT INFORMATION

Mike Galsworthy, Estates and Facilities Manager
Tel: 01629 761207 E-mail: mike.galsworthy@derbyshiredales.gov.uk

10 BACKGROUND PAPERS

Date	Description	Location
28.05.18	Letter from Penelope Thornton Hotels	EMN 13
04.10.18	Letter from DDDC containing proposed terms	EMN 13

11 ATTACHMENTS

Appendix 1 – Site Plan



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Derbyshire Dales District Council, Town Hall, Bank Road, Matlock, Derbyshire, DE4 3NN.
Telephone: (01629) 781100. Website: WWW.DERBYSHIREDALES.GOV.UK

11/11/2019
Scale 1: 500

COUNCIL
21 NOVEMBER 2019

Report of the Chief Executive

REVIEW OF POLLING DISTRICTS, PLACES AND STATIONS 2019 – FINAL RECOMMENDATIONS

PURPOSE OF REPORT

The report provides information on the final stage of the Polling Review including comments received during the second consultation period and to the comments of the Returning Officer.

RECOMMENDATION

1. That the Council determines whether or not to approve each of the proposed changes to the Derbyshire Dales Polling Scheme detailed in Appendix 1 to the report.
2. That any changes to polling places, that are necessary before the next Review be delegated to the Head of Corporate Services, in consultation with the appropriate Ward Members.

WARDS AFFECTED

All

STRATEGIC LINK

The provision of accessible polling facilities contributes to the Council's aims to provide excellent services and to lead the communities of the Derbyshire Dales.

1. BACKGROUND

- 1.1** Under the Representation of the People Act 1983, local authorities are required to divide their area into polling districts, to designate polling places for those polling districts, and to keep their electoral arrangements under review.
- 1.2** The Electoral Administration Act 2006 introduced a duty for all polling districts and polling places to be reviewed every four years. The Council's last Review was carried out in 2014.
- 1.3** The Electoral Registration and Administration Act 2013 introduced a change to the timing of compulsory reviews of UK Parliamentary polling districts and polling places. A compulsory review must be completed between 1 October 2018 and 31 January 2020 (inclusive). Subsequent compulsory Reviews must be completed within the period of 16 months that starts on 1 October every fifth year after 1 October 2013.

2. PURPOSE OF THE REVIEW

- 2.1** Each Polling District must offer reasonable facilities for voting for all its electors, as far as reasonably practicable in the circumstances.

2.2 In conducting the Review the Council must ensure that:

- all electors in the constituency have such reasonable facilities for voting as are practicable in the circumstances;
- polling places must contain buildings that are suitable for use as a polling station by all sections of the community;
- so far as is reasonable and practicable, all polling stations are accessible to all electors, including those with disabilities;
- polling places must be located in an area of the corresponding polling district unless special circumstances make it desirable to designate an area that is wholly or partly outside the polling district.

3. THE REVIEW PROCESS AND PROGRESS TO DATE

3.1 The Council considered a report on 26 September 2019 that set out the progress of the Review and detailed the responses received in response to consultation on those proposals. The report also included the comments of the Acting Returning Officer and recommendations based on the evidence and comments presented during the Review.

3.2 At that meeting the Council resolved that

- **That the report be noted.**
- **That the Returning Officer's comments be the subject of a further period of consultation.**
- That final proposals for the amendment of the Council's Polling Scheme be reported to Council on 21 November 2019.

3.3 Following the meeting, the representations received and the comments of the Acting Returning Officer were published on the District Council's website and were deposited at the Matlock Offices.

3.4 The original Notice of Review included the dates for the second period of consultation, which was from 27 September 2019 to 25 October 2019. As part of Stage 2, an invitation was sent to all consultees as part of the original mailing with the process and dates for the various stages of the Review, which were explained in an accompanying letter, with an invitation to submit comments by 25 October 2019.

3.5 At Stage 2, comments were invited in response to the representations received and the comments of the Acting Returning Officer. The comments received are detailed in Appendix 1.

4. PROPOSED CHANGES TO THE POLLING SCHEME

4.1 Proposed changes to the Polling Scheme are detailed in appendix 1 and relate to the following Polling Places or Districts:

Current Venue	Proposal	Reason
Ashbourne Portakabin – Shawcroft Carpark	Relocate to Ashbourne Library – dual use.	Elector convenience
Cressbrook Club	Relocate to new Polling Station – Cressbrook Church School Room.	Access
Cromford Institute	Relocate to Greyhound Hotel, Market Place, Cromford subject to further consultation.	Access
Curbar	Delete polling station in Curbar and redirect electors to Calver.	Access and cost per elector
Eyam Mechanics Institute	Relocate to new Polling Station Eyam Church Hall.	Access
Great Hucklow	Delete polling station in Great Hucklow and redirect electors at Great Hucklow, Little Hucklow and Grindlow to Foolow Redirect electors in Hazlebadge to Bradwell.	High risk of non- availability of venue
Mappleton Pavilion	Delete polling station in Mappleton and redirect electors to Thorpe.	Access
Sheldon	Delete Polling Station and redirect electors to Ashford.	High cost per elector
Ashbourne Hilltop	Re-draw polling district boundary of area BAS to incorporate nos. 26 to 58 Lower Pingle Road within Polling District BAH.	Elector convenience

5. FINAL STAGE OF THE REVIEW

- 5.1** The final decision on the Polling Scheme for Derbyshire Dales rests with the Council, which must determine whether or not to approve each of the proposed changes detailed in appendix 1, bearing in mind the considerations set out in paragraph 2.2.
- 5.2** Details of the final scheme and copies of any representations received will be published.
- 5.3** There is a right of appeal to the Electoral Commission on the following grounds
- That the local authority has failed to meet the reasonable requirements of the electors in the constituency

- That the local authority has failed to take sufficient account of accessibility to disabled persons of the polling stations within a polling place.
-

6. INTERIM ARRANGEMENTS TO DEAL WITH UK PARLIAMENTARY ELECTION

6.1 During the period of the Review a snap UK Parliamentary Election has been called placing the Acting Returning Officer (ARO) under a duty to organise an election and provide suitable polling stations throughout the Constituency at short notice. Without prejudice to the outcome of the review the ARO has, in consultation with the relevant Ward Members, decided to amend the polling scheme as follows for the 12 December event:

Polling Area	Polling Station
Ashbourne Parkside	Ashbourne Library, 2 Compton, Ashbourne
Cressbrook	St John the Evangelist Church Hall, Cressbrook
Mappleton	Thorpe Village Hall, Thorpe
Eyam	Church Hall, Eyam
Cromford	Greyhound Hotel, Market Place, Cromford

All other existing polling stations will be in use as per the current Polling Scheme.

7. RISK ASSESSMENT

Legal

7.1 The legal provisions are contained within the main body of the report. The suggested amendments to polling places seek to address elements of risk in terms of accessibility and enhance the voting experience in the more rural areas. The legal risk is therefore assessed as low to medium.

Financial

7.2 The costs of polling places can be contained within existing budgets. The financial risk is assessed as low.

8. OTHER CONSIDERATIONS

In preparing this report the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

9. CONTACT INFORMATION

Sandra Lamb – Head of Corporate Services and Acting Returning Officer
Telephone: 01629 761281

Email: sandra.lamb@derbyshiredales.gov.uk

10. BACKGROUND PAPERS

Correspondence received in response to review held on file in CS team.

11. APPENDICES

Appendix 1 - Comments Received at Stage 2 Review

Review of Polling District Places and Stations 2019

Appendix 1

Comments received in response to Stage 2 of the Review

Proposal to which comment relates	From	Comment
Ashbourne - Shawcroft Carpark	Ann Smith – Resident	This is a perfect location for me and my family.
Calver	Denise Hall – Calver Village Hall	Calver Village Hall is very suitable
Cressbrook	Jane Mooney – Honorary Secretary Cressbrook Club	<p>We have now discussed the location of the Polling station as a committee. It was agreed that we are unable to provide level access or toilet facilities with level access because of the nature of the site of the building- it is on the side of a hill and many hours have been spent over the years in trying to work out how we could improve access. We have had shallower steps and handrails put in but without major groundworks which would be very costly we are unable to improve on what we already have.</p> <p>The main advantage of the polling station being located in the club is that it is very central to the village.</p>
Cromford	Dawn Land – Clerk Cromford Parish Council	<p>Cromford Parish Council notes that DDDC is proposing to use the Community Centre for a polling station. We have no problems with the use of the ground floor room - which contains the bar - we understood that this ruled out its use as a polling station unless absolutely necessary.</p> <p>The present location is The Institute</p> <p>1) Disabled access is not good, but at one stage there was a ramp for the front door step (about 150mm) and there is level access to the site through the top gate (not via the steps).</p> <p>2) Parking on street, no special provision for disabled parking but cars can stop immediately outside and if so, looking "downhill" any disabled passenger gets out onto the pavement. Obviously if the car was travelling uphill on the other side of the road it could turn further up to drop off (it would have to turn anyway to go back the way it came).</p>

		<p>3) Internal space said to be good 40 Staff facilities - "full" but can be "cold & damp". Now that schools can no longer be used there are we think only 2 other options. Unless they have changed, they will not hold voting in licensed premises unless there is absolutely no other option? a) Community Centre - so only 1st floor over and sports hall could be used? (see above) 1) no disabled access to room over the bar - stairs only from ground floor or "sports hall " to rear, poor disabled access to sports hall (steep ramp up which can be a bit difficult for those a bit tottery on their feet in bad weather and potentially difficult to turn a car at the top of the slope) 2) Parking OK on site off road and in front of the building. 3) Internal space - bar room is fine, room over the bar - not applicable since no disabled access? "Sports Hall" - would have to use the door within the large opening on to the top of the slope. No draft lobby and the space is large and high and uninsulated - potentially very cold and draughty in all but the summer months. 4) Staff facilities "full" b) Methodist church hall 1) I think they have ramp access if necessary for disabled. Not great for access by pedestrians along section of Water Lane from Market Place - very narrow footpath, heavy traffic 2) parking on site 3) internal space good 4) staff facilities good Use would mean that preschool playgroup could not be held that day, which would inconvenience parents if election was in term time (all scheduled elections in May?) Overall, we think that the Institute - though definitely not ideal, is the best available venue.</p>
Cornford	Joyce Pawley - District Council, Masson Ward	No comments.
Cur bar	Mrs A. Stanley – Resident.	As a resident of Curbar for 28 years, I am writing to object to the proposed closure of the election polling station situated at the Wesleyan Church Meeting Room. The proposed move to the Calver Village Hall will make it impossible for Curbar

		<p>residents who do not have transport to exercise their democratic right to vote, as they will have no means of getting to the village hall in Calver.</p> <p>It will also force residents with cars to make an unnecessary journey to Calver, when, in the past, most residents in Curbar have walked to the polling station at the Wesleyan Chapel, and have not used cars.</p> <p>Access issues are never a problem because of this, and the small number who do drive have no problem parking for the few moments it takes to cast their vote.</p> <p>Surely the environmental cost of using a car to drive to a polling station far outweighs the less than £2 it costs to keep the Curbar polling station open.</p> <p>In these times of worry about climate change and carbon footprints it cannot be right to force residents to use their cars in order to vote! I'm sure Greta Thunberg would say, "How dare you."</p> <p>To summarize –</p> <ol style="list-style-type: none"> 1 – To close the Curbar polling station would cause great distress and would deny residents without cars their democratic right to vote. 2 – Access issues have never been a problem. 3 – Forcing Curbar residents to drive to the polling station in Calver would have an environmental cost which would outweigh the less than £2 it costs per voter to keep it open. <p>It is not a 'green' option.</p> <p>Please, please keep our Curbar polling station open.</p>
Curbar	Kathryn Maltby – Resident	<p>This polling station should be kept open for the residents of Curbar. It is their right to vote & it is essential to be able to vote in your own village. Not everyone has cars & not everyone can walk to the Calver Village Hall especially the elderly & infirm. Please think about the villagers, they pay large council tax bills & should be able to use the Chapel to vote. It seems to be all about saving the DDDC money.</p>
Curbar	Thomas Cooper – Resident	<p>While I appreciate access to Curbar polling station could be improved, the proposal to redirect voters to Calver is unacceptable. The distance is short but there is no safe pedestrian route from Calver to Curbar. Voting would be restricted to car drivers. The closure would also breach electoral commission guidelines which state that the polling station for an electoral district should be within that district "unless special circumstances apply". I also fail to see how the authority would be meeting its legal obligations to ensure that polling stations are within easy reach of all electors from across the polling district.</p>

Curbar	Prof ADH Crook CBE – Resident	I object in the strongest possible terms to the proposed closure of Curbar polling station (NB I live in Curbar). I have three reasons for objecting: 1. Many voters in Curbar do not drive and the alternative walk to Calver Village Hall is dangerous: down (and back up) a steep hill with no footway and once at the bottom of the hill, involves crossing a main road which carries a lot of heavy lorry traffic with no pedestrian crossing. 2. This almost certainly means the numbers voting in elections living in our village will fall because those without cars (especially the elderly) will not want to risk life and limb getting to Calver to vote. 3. Hence the proposal violates a key aspect of representative democracy: the ability of all voters to get a polling booth accessible to them.
Curbar	Brian Rice – Resident	The Council has a responsibility 'so far as is reasonable and practicable, all polling stations are accessible to all electors, including those with disabilities. The closure of Curbar polling station would prevent many elderly and immobile members of the Curbar community from voting. Given that there is no public transport between Curbar and Calver, then access becomes a real problem for local people. The reason given for closure is the cost of £2 per voter which is much less expensive than in other areas. The closure of this station would prevent those with disabilities and transportation issues from practicing their democratic rights and in our current political climate is completely unacceptable.
Curbar	Jane Taylor – Resident	I am surprised at the idea to stop Curbar having a polling station. The costs per head appear relatively low on your table. The implication of travelling to the polling station in Calver are high, involving a steep hill and roads without pavements, making access without a car difficult. This cannot be the ideal way to encourage voter turnout.
Curbar	Charlotte Cooper – Resident	I think it would be a very serious blow to the village to take away our polling station. The distance to Calver may look small on paper but we have a very steep hill between us and there and as a large number of our residents are elderly and so not drive I believe they would not be able to vote. Less than £2 per person to vote is not excessive to my mind.
Curbar	Mr D. J. Muligan – Resident	I understand there is an intention to withdraw the polling station facility at Curbar Wesleyan Church. This location is within walking distance for most Curbar residents, and represents a convenient means of casting their vote. The requirement to attend Calver Village Hall to vote, would be more difficult for anyone

		<p>without access to a car, and could lead to voter apathy. Most political parties welcome a good turnout from voters, reduced numbers would not be desirable, especially considering the low cost per voter of below two pounds. For the reasons stated above, I would like to register my objection to the closure of Curbar Polling Station.</p>
Curbar	Sarah Nicholas – Clerk Curbar Parish Council	<p>The initial review was carried out between 1st August and 2nd September which is the one month of the year that very few parish councils meet. DDDC then compound this poor consultation by holding the 2nd Stage of the consultation between 27th September and 25th October. Similarly many parish councils including Curbar PC only meet bi-monthly and again Curbar PC missed the opportunity to comment at a regular meeting. However to overcome the problem, and given the importance to residents, Curbar PC has now held an Extraordinary Parish Council on 21st October. Curbar PC wish to object in the strongest terms to your proposal to close the Wesleyan Church Vestry as a polling station. Curbar parish has an aging population many of whom cannot drive, there is no bus services of any kind which might enable them to go to Calver Village Hall. The road down to Calver is steep with no footpath and it is unrealistic to expect anyone to walk to the polling station in Calver. The polling station in Curbar is in the centre of the village and very accessible. We have a number of disabled residents in the village who do manage to access the current polling station. Curbar had an excellent turnout in the European Elections with 111 electors casting their vote at the polling station along with 69 postal votes giving a total turnout of 69.5%. The report which went to DDDC Council meeting on 26th September has a table giving the justifications for closing the polling station as being access and cost. Curbar PC disagree with this statement on both accounts. Whilst there may be a slope on the path to the vestry door the surface is smooth tarmac all the way from the road to the vestry a distance of approximately 20 metres, there are no steps or curbs to negotiate. The location is excellent being in the centre of the village. Secondly on the question of cost there are 89 parish councils in DDDC of which 44 have higher costs than Curbar which is £4.62 based on the 42% turnout, The cost per elector in Curbar is £1.94 but there are 44 parishes listed in the report as having a cost per elector of over £2.00 or more with 12 parishes over £5.00.</p>

		<p>Moving the polling station will inevitably disenfranchise many people and result in less people voting.</p> <p>Curbar PC believes that the above completely justifies keep our polling station open.</p>
Curbar	Clive Osborn – Resident	<p>With the current proposal to close our local polling station in Curbar. I would like to say this is an ill thought out plan, as most of the residents of Curbar are old and have no means being able to travel further for their RIGHT to vote. What this proposal does is separate and segregate the vulnerable ones within our community, in the name of saving a few pounds. We have already had cuts to the mobile library, the polling day is the only day left of this village community.</p>
Curbar	Peter Kirkby – Resident	<p>The present arrangements should not be changed as they work very well for the majority of Curbar residents, being convenient and within easy walking distance for most voters. The proposed move to Calver involves a significantly longer distance including a very steep hill, probably entailing those with cars choosing to drive there (with associated pollution and parking issues) whilst those without transport will have to rely on neighbours or family/friends to take them to (and return from) the polling station in Calver.</p>
Curbar	Carol and David Nash – Residents	<p>I write in favour of keeping the polling station open at Curbar.</p> <p>There are people in the village who don't drive (some elderly) and would struggle to get elsewhere. Equally both my husband and I work and it makes voting simple as we do this on our way home. I have personally worked in a polling station for the council and some of the larger stations had few people coming in the vote and many no doubt are not cost effective. The cost of voting should be shared equally across all stations as a ratio and not done on each stations individual merit as this would result in penalising the people who live in more remote areas, favouring those who live in larger areas.</p> <p>I hope that you are aware that the Curbar community are passionate about keeping the station open and they are not penalized for being a small community as this would impact on some elderly people and if the weather is not good people can at least take a walk to the station.</p>
Edensor	Iona Garstang – Chatsworth Settlement Trustees	No comments.

Great Hucklow	Deborah Stansfield – Clerk Great Hucklow, Little Hucklow and Coplowdale Parish Council	The Parish Council is concerned that should the Nightingale Centre become unavailable it is proposed to move the villages' polling station to Foolow, which would be of considerable inconvenience, particularly to older residents. We suggest that the schoolroom at the Old Chapel (Unitarian) is considered as an alternative. It is within the village of Great Hucklow, has disabled access and toilet facilities and provides a little more space. There is also a small kitchen area which would be useful for election staff.
Mappleton	Caroline Grindey – Resident	I would like to inform you that at least half if not more of the households <input type="checkbox"/> eligible to vote are senior citizens and without access to vehicles to vote outside the village with no public transport service, so if polling station moved all are not able to access their local polling station when moved.
Mappleton	Fiona Raistrick – Clerk to Mappleton Parish Council	Mappleton Parish Cllrs would like some clarity on the proposal to delete the polling station at Mappleton and send parishioners to vote at Thorpe. There is a public house in Mappleton which has been used in the past for elections. According to residents it is wheelchair accessible. There is parking close by and there are facilities available on site. In addition, if ramps are required, the Social Club can supply this if requested. There is no direct bus service to Thorpe from Mappleton - several elderly residents do not drive, and have said they will not bother voting if they can't vote in Mappleton, as they will be reliant on neighbours to take them to the polling station. They will not be able to exercise their democratic rights. Cllrs look forward to hearing from you.
School based polling stations	Sally Simpson	Why are we still closing schools and using them as polling stations? We fine parents for not sending children to school then close them ourselves for voting!! There must be alternative options in the area that can be used with a bit of imagination.
Sheldon	Wendy Neilson – Chair of Sheldon Village Meeting	I write on behalf of Sheldon Village to object strongly to the proposed closure of Sheldon's Polling Station. Sheldon voters have seen a steady decline in local authority services. We have now lost the mobile library, the bus service, cleaning of toilets used by the public in the Village Hall, priority gritting in the winter, lack of adequate maintenance of the highway, these are all perceived as services no longer provided by "the Council" with little differentiation as to which layer of local government is responsible. To close our polling station will be another loss of service to add to an already long list prompting further criticism of the local authority.

		<p>It is known that reducing the opportunity for people to vote locally disproportionately affects disadvantaged communities i.e. rural communities such as Sheldon which has NO public transport, and within those communities, it further disproportionately affects the disadvantaged and vulnerable ie, elderly, disabled, isolated people. To close a polling station in these circumstances is a profoundly anti-democratic act.</p> <p>On behalf of the village of Sheldon, I urge you to keep the polling station in Sheldon open.</p>
Sudbury	Marlene Weston – Resident	<p>Access into the building is via a very steep ramp which propels people into the wall at the end unless they are very careful. The road to it is a narrow cul de sac and has a doctors' surgery opposite the entrance path which leads to a lot of congestion.</p>
Tansley – Village Hall	Chris Lightfoot – Secretary and Manager	<p>Thank you for the information. I have no further comment on Tansley Village Hall as Tansley's polling station.</p>

COUNCIL
21 NOVEMBER 2019

Report of the Head of Corporate Services

AMENDMENT TO OUTSIDE BODIES 2019/20:

PURPOSE OF REPORT

To consider an amendment to the Outside Bodies list for 2019/20 to make appropriate provision for the attendance of Substitute Members at the Sheffield City Region (SCR) Audit Committee and Overview & Scrutiny Committee and attendance of Members on the Thematic board.

RECOMMENDATION

That an appointment is made for Councillor Chris Furness to act as Substitute Member for the Sheffield City Region Audit Committee and Overview & Scrutiny Committee and as Member on the Thematic Boards, to serve until the next Annual Meeting of the Council.

WARDS AFFECTED

Not applicable

STRATEGIC LINK

Successful and meaningful relationships with external agencies underpin all of the Council's Corporate Aims and Priorities.

1 REPORT

- 1.1 At the Annual Council meeting on 30 May 2019 the schedule of Outside Bodies representation for 2019/20 was agreed.
- 1.2 The District Council will be leaving the SCR Local Enterprise Partnership (LEP) at the end of March 2020, but will remain a non-constituent member of the SCR Mayoral Combined Authority (CA).
- 1.3 At its meeting on 11 June 2018 the Combined Authority resolved to adopt a new Mayoral Combined Authority (CA) Constitution which makes appropriate provision for the attendance of substitute Members at both the SCR Audit Committee and Scrutiny Committee should the nominated Member not be able to attend. This is seen as a means of helping to meet the statutorily prescribed two thirds quoracy level which has proven difficult in the past.
- 1.4 The protocol drawn up by the Committees (and endorsed by the CA) determines that up to three substitute members may be named for each substantive member. Substitute Members must be representative of the same political party as the member they are standing in for.
- 1.5 Council is therefore asked to consider nominating Councillor Chris Furness to act as substitute member from the Conservative Group in addition to Councillor Sue Hobson.

- 1.6 Following consultation with partners and a review of the models in other mayoral combined authorities, at its meeting on 17th December 2018 the SCR proposed to develop and strengthen governance within the organisation with the creation of five Thematic Boards. Under the CA and LEP governance arrangements the District Council is permitted to nominate a Member to sit on the Thematic Board.
- 1.7 The primary aim of the Board is to have a crosscutting effect on all elements of the SCR CA and LEP decision making process, with each Board focusing on one of the CA/LEP priorities and will have delegated authority from the CA/LEP to take decisions within existing policy and budgets.
- 1.8 Council is therefore also asked to consider nominating Councillor Chris Furness to act as member from the Conservative Group on the Thematic Board.

2 RISK ASSESSMENT

2.1 Legal

Whilst representing the District Council on outside bodies, Councillors are acting as if they were a member of that outside body and in some cases are covered by insurance from. In all other cases there is an element of risk, which is considered to be low.

2.2 Financial

Attendance at meetings is classified as an Approved Duty and the cost of travel can be contained in the current budget allocation. The financial risk is assessed as low.

3 OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

4 CONTACT INFORMATION

Sandra Lamb, Head of Corporate Services
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Tel: 01629 761281

5 BACKGROUND PAPERS

Outside Bodies file held in Chief Executive's Department.

6 ATTACHMENTS

None

21 November 2019

Report of the Head of Corporate Services

APPOINTMENT TO INDEPENDENT REMUNERATION PANEL AND INDEPENDENT PERSON

PURPOSE OF REPORT

To recommend the appointment of independent persons to join the Independent Remuneration Panel and to support the Monitoring Officer in the assessment of complaints about elected Members.

RECOMMENDATION

1. That Stephen J. Dunning is appointed as Independent Person to assist in the assessment of complaints regarding elected member behaviour, for a four year term expiring in October 2023.
2. That Susan Whitfield is appointed to serve on the Independent Remuneration Panel for a four year term expiring in October 2023.

WARDS AFFECTED

Not applicable

STRATEGIC LINK

1. BACKGROUND

- 1.1 Section 28(7) of the Localism Act 2011, requires the District Council to appoint one or more Independent Persons to assist the Authority in promoting and maintaining high standards of conduct.
- 1.2 The Independent Person will be consulted on the decision to investigate complaints, including those relating to the District's 71 parish councils, and before it makes a decision on an investigated complaint. The Independent Person may be consulted on other standards matters, including by the member who is subject to an allegation. Currently there is one permanent Independent Person and one vacancy.
- 1.3 Following a selection and interview process with the Monitoring Officer and Councillor Sue Bull as Chairman of the Governance and Resources Committee. Stephen J Dunning is recommended to be appointed to the vacancy for a four year term expiring in October 2023.
- 1.4 Section 99 of the Local Government Act 2000 makes provision in relation to allowances and pensions for members of local authorities. Regulations made under this Section require local authorities to establish and maintain a panel to make

recommendations about the Scheme. The Panel last met in 2016 and is due to conduct a full review of Members Allowances in 2020/21. Two of the existing Independent Panel are willing to continue in that role. A supplementary appointment is recommended and from the shortlisted Panel for Independent Person the appointment of Susan Whitfield is recommended for a term of four years expiring in October 2023. Two member members of the existing panel of three are willing to continue with the forthcoming review.

Susan Whitfield

Independent Member of the IRP

All candidates meet the legal requirements regarding independence.

2. RISK ASSESSMENT

2.1 Legal

All candidates meet the criteria required by law with regard to independent of office. The candidates are referred to Council on the basis of merit. The legal risk is therefore low.

2.2 Financial

Members of the Independent Remuneration Panel and the Independent Person are entitled to claim allowances to cover their time as and when required. These can be contained within the overall budget. The financial risk is therefore low.

3. OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

4. CONTACT INFORMATION

Sandra Lamb, Head of Corporate Services. Tel 01629 761281 or email Sandra.lamb@derbyshiredales.gov.uk

5. BACKGROUND PAPERS

5.1 None

COUNCIL
21 NOVEMBER 2019

Report of the Head of Regeneration and Policy

CORPORATE PLAN 2020-2024

SUMMARY

The Corporate Plan is the District Council's primary policy document. It establishes the top priorities for the coming years, and sets the framework for allocating scarce resources through the forthcoming budget process. This report sets out the results of extensive consultation with Derbyshire Dales residents and proposes a completely new Corporate Plan for the period 2020-2024. A headline Corporate Plan is recommended for adoption. Development of a detailed action plan with specific targets, with Member involvement, will follow and be reported to Council for consideration alongside the Budget in March 2020. Performance against targets in 2019/20, the final year of the current Corporate Plan, is also reported.

RECOMMENDATION

1. Progress against Corporate Plan 2019/20 targets is noted
2. Results of the Corporate Plan consultation are noted
3. The Corporate Plan 2020-2024 is adopted
4. The Corporate Plan 2020-2024 action plan and specific targets are developed with Member involvement (including a Member Workshop in January 2020 and the Leader's Advisory Group) for consideration by Council in March 2020 alongside the Budget.

WARDS AFFECTED

All

STRATEGIC LINK

Every plan, strategy policy, and action of the District Councils flows from the Corporate Plan. The Corporate Plan is put into effect by the Budget, which in turn is supplemented by service plans, policies and strategies. Through the Performance and Development Review scheme (PDR), employees' activities and appraisals are linked to the Corporate Plan.

1 BACKGROUND

- 1.1 The Corporate Plan sets out the aims of the District Council for the coming years, and lists the key improvement priorities. The Corporate Plan is a key strategy for the District Council as it sets out specific areas to maintain and improve service delivery in the coming years.

1.2 The current Corporate Plan was adopted by Council in November 2015. It identifies three Improvement Priorities within five overall target areas.

- Priority for improvement and focussed attention – a thriving district
 - 1. **Business growth & job creation**
 - 2. **Affordable housing**
 - 3. **Market towns**
- Areas for maintaining performance – a clean and safe district
- Continue to seek efficiencies and innovative working practices across all areas

1.3 With resources shrinking, and a new Council with new aims, it is timely to revisit priorities and budgeting. However, it is necessary to recognise that the District Council has only limited flexibility within its budgets. Nearly two-thirds of the District Council budget is dedicated to basic services such as waste/recycling and regulatory services and the support services that keep the Council running (including democratic and electoral services as well as finance etc.). These services are taken very much as a given by residents, and contribute significantly to their wellbeing and quality of life. A major reduction in these basic services would be difficult to explain to residents.

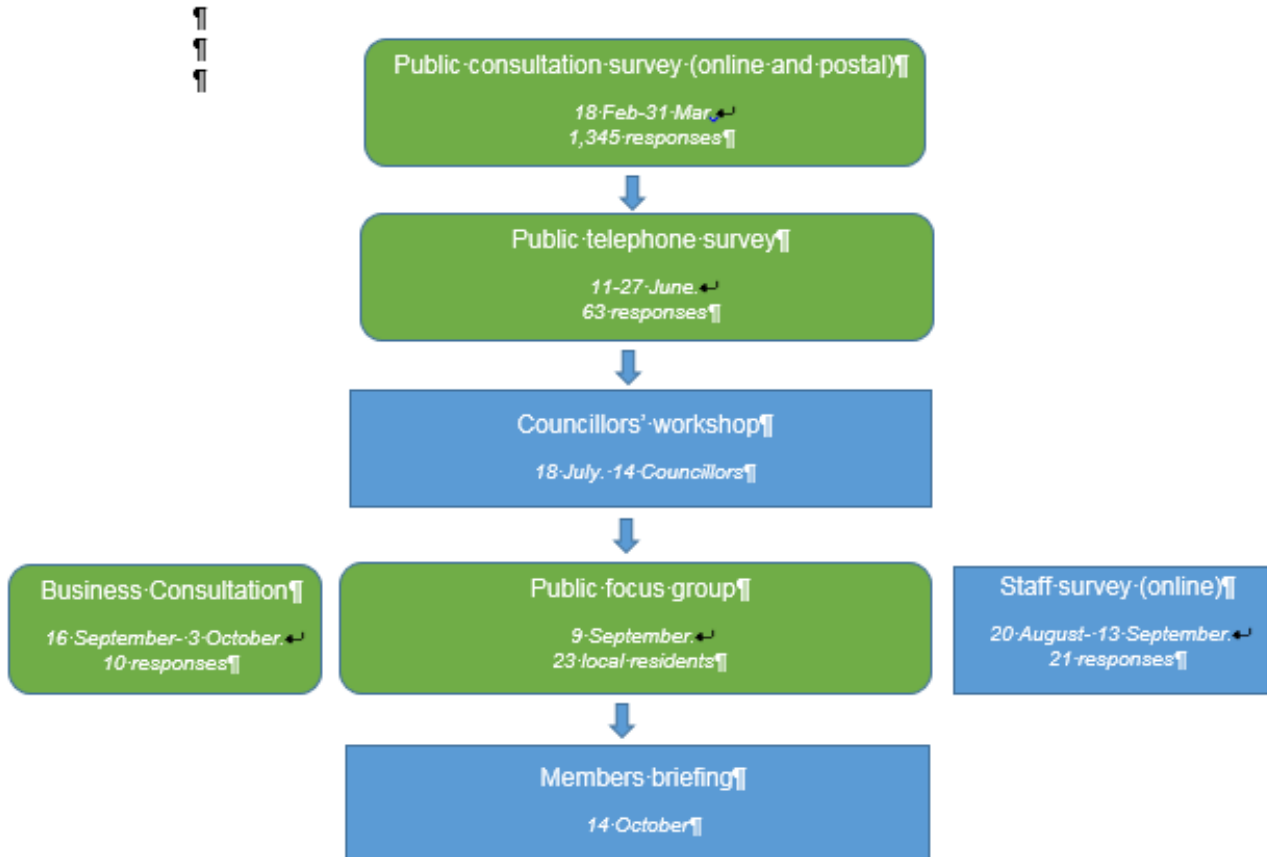
1.4 This leaves the Council with only limited resource in terms of its discretionary spend to use flexibly. Consulting residents, Members and staff on their views on the relative importance of District Council services and their satisfaction with those services, plus gathering their aspirations for the future, gives the Council an important steer on the direction of travel it needs to take. It indicates priority areas for improvement and helps direct where the District Council can focus its energies in terms of future service delivery and policy development.

2 CONSULTATION ON FUTURE PRIORITIES

2.1 With this in mind, a comprehensive review has been carried out based on extensive public, staff and member consultation. Every year there is consultation and engagement with the public (through the Online Panel) and staff (through the service planning process) to determine the extent to which changes are required to the Corporate Plan for the forthcoming year. As resolved by Members at the full Council meeting on 29 November 2018, however, very extensive additional consultation has been undertaken during 2019 with a view to a total refresh of the Corporate Plan and Members' future priorities. This enables a fresh Corporate Plan for the period of this Council administration to be adopted.

2.2 The consultation took place between February and October 2019, and detailed reports are available on the Members Portal. It had a number of components, illustrated in the diagram following, and summarised in the paragraphs below:

Shaping the Corporate Plan 2020-24: stages of consultation



Public consultation survey

- 2.3 A large survey of residents was carried out both online and by post. The greatest proportion (4,613) were randomly selected, and to boost responses from the under 35 age group a targeted online survey was also sent. A response from 1,345 residents was obtained, which is one of the largest responses to a survey carried out by this council. The overall results to the report are accurate to +/-2.6% which means there is a high level of confidence in the results.
- 2.4 Respondents were asked to rank three Council service areas in order of importance. The most important was 'decent jobs and homes for local people' followed by 'keeping the district clean and safe' and lastly 'community services and facilities'.
- 2.5 To identify priorities for improvement respondents were asked to also rate each of these three grouped services in terms of their satisfaction with that service area. The bigger the gap between the importance and satisfaction scores, the higher the priority for improvement. The service area with lowest satisfaction was 'decent jobs and homes for local people' followed by 'keeping the district clean and safe' and community services and facilities'. This is in the context of an overall satisfaction score of 71% with all Council services in 2019, an increase from 65% satisfaction in 2015.

- 2.6 Respondents undertook the same importance and satisfaction scoring exercise for specific services within these three broad service areas. The top three in each area are listed below:

Service	Importance	Satisfaction
<i>Decent jobs & homes</i>	<i>1st</i>	<i>3rd</i>
Improving the supply of affordable housing	7.4	5.8
Creating & sustaining local employment & business opportunities	7.5	6.0
Providing advice and support to small businesses	7.2	6.0
<i>Keeping the district clean & safe</i>	<i>2nd</i>	<i>1st</i>
Keeping town centres, villages and streets clean & clear	9.2	6.7
Initiatives to deal with crime and anti-social behaviour	8.3	6.2
Household waste & recycling	9.3	7.7
<i>Community Services & facilities</i>	<i>3rd</i>	<i>2nd</i>
Providing public toilets	8.4	5.0
Providing & maintaining off street car parking for residents and visitors	8.2	5.6
Providing additional facilities for teenagers or younger children	7.9	5.6

- 2.7 Decent jobs and homes for local people (i.e. prosperity) was the most important service area to local residents overall, and also the area with lowest overall customer satisfaction. Within this, the survey indicated that affordable homes, local jobs, and business advice were high priorities.
- 2.8 The survey also showed that whilst keeping the district clean and safe is important, there is already high satisfaction in this regard. Mowing verges was seen as a relatively low priority, and something potentially to take resources away from. Under community services and facilities, car parking and public toilets emerged as issues, but the reason behind this was unclear.

Public telephone survey

- 2.9 Having received these results, in order to dig deeper into residents' thinking regarding some of the question areas, a telephone survey of 63 residents was carried out.
- 2.10 Under the 'decent jobs & homes' service area, with regard to housing, 59% felt cheaper housing should be built in the district, mainly for younger residents and those wanting to get on the property ladder. It is smaller housing units (up to three-bedrooms) that residents wish to see built.

- 2.11 Under the 'keeping the district clean & safe' service area, with regard to crime the majority (94%) felt the Dales is a safe place to live - this corresponds with statistical data to show this is a low crime area, indicating that crime reduction should be given lower priority. When asked if the area is clean and tidy, 66% felt it was already clean and tidy, although some residents mentioned issues with dog fouling in specific areas.
- 2.12 Under the 'community services & facilities' service area, when asked what improvements could be made to off street parking, one of the most common suggestions was for more free or cheaper car parks. However 39% of residents liked the free parking badge they already have. On being asked what would encourage them to use their local town, most respondents said they already used it. None said that cheaper parking would encourage them to use their local town more.

Member workshop July 2019

- 2.13 All Members were invited to a workshop held on 18 July 2019, the purpose of which was to report on the public consultation and generate the broad priorities for what the Council should have achieved in the next four years. There was support for three broad priorities – people, place and prosperity. Housing and jobs (under the 'prosperity' theme) were clear priorities for Members as well as residents. An additional priority under the 'place' theme (climate change) was introduced by Members at the workshop.

Business survey

- 2.14 Some suggestions for particular projects and action areas under the three broad headings of people, place and prosperity were then subjected to further consultation to generate other ideas and suggestions for specific initiatives.
- 2.15 Local businesses and business groups were surveyed between 16 September and 3 October, with ten responding in respect of the proposed 'prosperity' theme. Their main priority is for more, better quality workspace, especially at Ashbourne Airfield. Good high-speed rural broadband was also a priority. Businesses also mentioned the need for more housing in the district, to help reduce working-age residents moving away.

Staff survey

- 2.16 An additional consultation step in shaping the Corporate Plan was the staff survey which ran from 20 August to 13 September. This survey gathered ideas for projects that could deliver the three proposed overall priorities of the Council. Staff were asked what they thought could be achieved with both new and existing resources and 21 people responded.
- 2.17 Staff would like to see more online services, apps and text message reminders to help improve customer access and experience. Improving the website was a key theme, with additional information such as maps showing

locations of public conveniences. A further priority of staff would be to help local businesses recycle more.

Public focus group

2.18 To test the draft priorities, a public focus group was held on 9 September 2019, attended by 23 local residents. The main purpose was to generate ideas from residents for other project activities to deliver the three draft priorities, and to use residents as a sounding board to test views on the potential activities already identified through the other consultation channels.

2.19 There was again support for the three overall priorities proposed: people, place, and prosperity. The potential actions identified through the Member, staff and business consultations were supported by the public attending the focus group. Additional project activities suggested included making it easier to report problems (e.g. litter or dog fouling) via the website, and providing electric vehicle charging points in the district.

Member workshop October 2019

2.20 With these results in mind, a second Member Workshop was held on 14 October 2019. The three priority areas were presented, consultation summarised, and the evidence base set out. Budget risks were re-emphasised. Some example actions were also discussed. Members gave helpful feedback which included:

- a need to mention the rural economy more explicitly
- consider including a savings target
- review the wording on smaller/cheaper open-market housing

2.21 The evidence base (facts and figures) was added to the opinions elicited during consultation. Key facts to consider include:

- > Derbyshire Dales jobs pay low wages
 - Pay in the Dales is 289th lowest of 326 districts in England
 - Earnings in Derbyshire Dales fell by 7% to 2018
 - To provide better jobs, businesses need to grow
 - 44% of Dales firms have expansion plans, but lack sites/workspace to grow employment
- > Housing affordability is a problem especially for younger people
 - Derbyshire Dales has an ageing population as younger people move away and don't return
- > The district is very clean and safe but genuine hotspots need to be identified and tackled

Conclusions

2.22 The evidence and results from the surveys, workshops and the focus group gives clear indicators that **jobs and homes** are where the District Council should focus in the future, alongside **improved customer service and digital**

access. It also clarifies those areas where the District Council is already delivering services considered important by residents to high satisfaction levels (e.g. maintaining a clean and safe district, and providing waste and recycling services), with an indication that activity to support carbon reduction is called for.

3 CORPORATE PLAN 2020-2024

- 3.1 With these results in mind, and taking into account the Council's budget position, the following themes are proposed to be used for Corporate Plan and budget setting:

***One Team, One Council, One Purpose:
Putting you at the heart of everything we do***

We think that the Derbyshire Dales is a special place with flourishing communities, fantastic businesses and great people. We have three priorities for our action and spending to make the Dales even better:

- **PEOPLE - Doing things better for you by giving better customer service**
- **PLACE - Keeping the Derbyshire Dales clean, green and safe**
- **PROSPERITY - Supporting better homes and jobs for you**

- 3.2 It is recommended that the Corporate Plan shown in detail in Appendix 1 be adopted for the period 2020 to 2024.

4 CORPORATE PLAN TARGETS

- 4.1 In order to set budgets and plan services for the 2020/21 financial year and beyond, specific actions and targets need to be set within the Corporate Plan 2020-2024. It is proposed that specific target figures be set at the Council meeting in March 2020, at the same time as the budget is set, which enables the consequences of the forthcoming local government financial settlement to be taken into account.

- 4.2 In order that Members be fully involved in developing these actions and targets, it is recommended that a Member Workshop be held in January 2020. To plan for this workshop and to ensure that its outcomes are reflected in the Corporate Plan actions and targets, it is further recommended that the Leader's Advisory Group meet both prior to and after the workshop. The Leader's Advisory Group contains the leader and deputy leader of each Political Group on the Council, and in this instance would act as a cross-party body to ensure the views of all Groups are fully considered in developing the actions and targets before they are brought to Council for approval.

5 PERFORMANCE AGAINST CORPORATE PLAN TARGETS 2019/20 – MID-YEAR (Q2) 2019/20

- 5.1 This is the last financial year of the Corporate Plan 2015-2019. Performance on the Corporate Plan was last considered by Members at the full Council meeting on 30 May 2019.
- 5.2 For 2019/20, there are fifteen Corporate Plan targets in total. The majority cover the three (current) corporate priorities of business growth and job creation, affordable housing, and market towns; with a further target for corporate efficiency savings. The following table sets out a summary of mid-year performance for the financial year 2019/20. Performance is broadly on track, and further details are set out in Appendix 2:

TARGET AREAS	TARGET FOR MARCH 2020	Q2 STATUS
Priority 1 - Increase business growth and job creation		
Help new businesses to start	<ul style="list-style-type: none"> 10 new business start ups enabled by Derbyshire Dales Business Advice 	4 (Q1 & Q2)
Help existing businesses to grow	<ul style="list-style-type: none"> 75 established businesses assisted by Derbyshire Dales Business Advice, enabling the creation of local jobs 	36 (Q1 & Q2)
	<ul style="list-style-type: none"> 9 businesses supported to access grants or loans from Government and Local Enterprise Partnerships 	7 (Q1 & Q2)
Promote key development sites in/around towns	<ul style="list-style-type: none"> Assist private sector partners to secure Growth Deal funding and commence work on a new access road at Ashbourne Airfield Industrial Estate, opening up 8 ha of new employment land 	Full Stage 2 Business Case submitted to D2N2 LEP in November 2019
	<ul style="list-style-type: none"> Develop a business case for the District Council to more directly intervene in the creation of employment units/ business workspace, in the central area of the district by September 2019 	Project re-started following decision by Historic England; feasibility study in progress
Priority 2 - Affordable housing		
Identify and deliver new affordable housing sites	<ul style="list-style-type: none"> Complete 51 new affordable homes 	32 (Q1 & Q2)
	<ul style="list-style-type: none"> Complete a review of alternative delivery options in order to continue the delivery of affordable housing 	Almost complete, moving into the delivery phase
Reduce empty homes in the private sector	<ul style="list-style-type: none"> Review the effect of increase in Council Tax Premium in September 2019 and prepare a case for other measures to bring empty homes back into use 	The review has started, a paper will be drafted for CLT to consider in December
Improve housing opportunities for vulnerable people	<ul style="list-style-type: none"> Provide debt and welfare advice to 300 vulnerable households 	201 (Q1 & Q2)
	<ul style="list-style-type: none"> Provide adaptations to the homes of 57 disabled people 	37 (Q1 & Q2)
Priority 3 - Market towns		
Reviving stall markets	<ul style="list-style-type: none"> Encourage two more themed and Farmers markets within existing District Council stall markets 	2 (both antiques fairs held at Bakewell ABC)
Seeking public realm improvements	<ul style="list-style-type: none"> Develop 3 funding bids to implement the Estate Regeneration Master Plan for Hurst Farm 	3
	<ul style="list-style-type: none"> Prepare re-development proposals for Bakewell Road site, Matlock by November 2019 	Indicative layout and draft development brief prepared
	<ul style="list-style-type: none"> 250 or fewer requests for 'litter picks' or 'sweeps' 	53 (Q1 & Q2)
Other targets		
	<ul style="list-style-type: none"> Continue a programme to identify efficiency savings and/or additional income of £400,000 by 2020/21 	Not available until end of Q4

- 5.3 The current end of Q2 figures indicate that twelve out of fourteen targets for which data is available are on track to be achieved by the target date in 2019/20; one is at risk of not being achieved this financial year; and the achievement of a further one is uncertain. The detailed position for each of the key performance indicators for 2019/20 is set out in Appendix 2.
- 5.4 Corporate Plan target areas where performance is particularly strongly include:
- the target of developing funding bids to support the regeneration of the Hurst Farm estate has already been achieved
 - seven businesses have already been helped to access grants and loans in the first half of the year, against a target of nine overall
 - the number of vulnerable households provided with debt and welfare advice is two-thirds towards achieving the target of 300 by the end of the financial year.
- 5.5 The target not fully certain of being achieved by financial year end is the key development site related project around assisting private sector partners to secure Growth Deal funding and commence work on a new access road at Ashbourne Airfield Industrial Estate, opening up 8 ha of new employment land. This project is being delivered in partnership and is reliant upon external funding being applied for by the County Council. A revision to the proposal has been developed to bring forward the delivery of the access road roundabout, and a stage 2 business case was submitted to the D2N2 Local Enterprise Partnership in November 2019.
- 5.6 The indicator which has not been met in the target time (but which is anticipated to still be met this financial year) is to develop a business case for the District Council to more directly intervene in the creation of employment units/ business workspace, in the central area of the district by September 2019. The development of this business case was delayed by a third party application to extend a Scheduled Monument area within the site, and subsequent decision from Historic England. It is now anticipated that the feasibility work will be completed by the end of November and a business case prepared (subject to the outcome of the feasibility study) by March 2020.

6 RISK ASSESSMENT

6.1 Legal

The Corporate Plan is fully compliant with all relevant legislation. The legal risk is assessed as being low.

6.2 Financial

Service and financial planning is an integrated process. The budget and performance plan are prepared simultaneously, and actions for 2019/20 are funded from within budgetary provision for 2019/20. Targets for 2020/21 and the revenue budget for 2020/21 will be agreed by Council at the same meeting in March 2020. The financial risk is therefore considered to be low at this stage.

6.3 Corporate Risk

There is a risk that Corporate Plan targets may not be achieved. Progress is monitored regularly by Service Managers and by Corporate Leadership Team. Whilst priority actions will be developed with managers as part of the combined service planning and budget setting process, given the continuing financial pressures on the District Council, the risk of not achieving corporate targets is classified as medium.

7 OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

CONTACT INFORMATION

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BACKGROUND PAPERS

Description	Date	File
Council: Corporate Plan – Performance mid-year 2018/19 and targets 2019/20	29 November 2018	
Council: Performance management – key & corporate performance indicators outturn 2018/19	30 May 2019	

ATTACHMENTS

Appendix 1	Proposed Corporate Plan 2020-24
Appendix 2	Performance to date against Corporate Plan targets 2019/20

APPENDIX 1 PROPOSED CORPORATE PLAN 2020-2024

APPENDIX 2 PERFORMANCE ON CORPORATE PLAN TARGETS 2019/20

One Team, One Council, One Purpose:
Putting you at the heart of everything we do

We think that the Derbyshire Dales is a special place with flourishing communities, fantastic businesses and great people. We have three priorities for our action and spending to make the Dales even better:

PEOPLE - Doing things better for you by giving better customer service

During the next year we will:

- **Redesign our website to make it easier for you to find the information you need**

In following years we will:

- **Offer you 24/7 online access to more services**
- **Design our services so that you are kept informed of progress**
- **Enable you to pay online for more Council services**
- **Continue to seek your views about the quality of services we deliver**
- **Support and encourage projects run by community groups**

PLACE - Keeping the Derbyshire Dales clean, green and safe

During the next year we will:

- **Give you clearer information about your clean and green service**

In following years we will:

- **Work to make the District Council's operations carbon-neutral by 2030**
- **Introduce Electric Vehicle charging points in our car parks and affordable homes**
- **Provide you with a new waste and recycling service you can be proud of**
- **Review our clean and green service commitments**
- **Work with partners and communities to maintain high levels of community safety**

PROSPERITY - Supporting better homes and jobs for you

During the next year we will:

- **Help disabled people adapt their homes so they can continue to live there**

In following years we will:

- **Invest resources in key employment sites**
- **Support businesses to encourage productivity and growth in rural and urban locations**
- **Promote investment to stimulate the economy of our market towns**
- **Make it easier for local firms to do business with us through our procurement processes**
- **Build new Council homes to rent and continue to build social rented homes in partnership with Housing Associations**
- **Encourage the provision of lower-priced open market homes to meet local aspirations**
- **Continue to seek a permanent site to meet identified traveller needs**

All three priorities are underpinned by a further aim:

- **To achieve a sustainable financial position by using our existing resources to generate sustainable growth and new income streams**

Key Performance Indicators Outturn Data 2019/20

Service Area / CMT	Ref	Description	Lead	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q1 & Q2	Commentary 2019/20	Strategic Risk 2019/20
Business Growth & Job Creation	Corp Plan Target (CORP1)	No. of new business start-ups enabled by Derbyshire Dales Business Advice	Steve Capes/ Giles Dann	10	4	0	4	Q1 - On Track. Q2 - recent enquiries received - on track.	
	Corp Plan Target (CORP2)	No. of established businesses assisted by Derbyshire Dales Business Advice, enabling the creation of local jobs	Steve Capes/ Giles Dann	75	22	14	36	Q1 - On Track. Businesses continue to be supported with a range of issues including accessing finance and referrals to other business support programmes. Q2 - Just under 50% of target achieved.	
	Corp Plan Target (CORP3)	No. of businesses supported to access grants or loans from Government and Local Enterprise Partnerships	Steve Capes/ Giles Dann	9	0	7	7	Q1 - Applications submitted or in pipeline for range of funding programmes including: Derbyshire Business Support Grant Scheme (4) and LEADER (2), plus bids in preparation for future calls inc. EAFRD and Growth Hub 2.0. Q2 - 5 further bids invited to full application / awaiting decision.	
	Corp Plan Target (CORP4)	Assist private sector partners to secure funding and commence work on a new access road at Ashbourne Airfield Industrial Estate, opening up 8 ha of new employment land	Steve Capes/ Giles Dann	Assist private sector partners to commence work on a new link road at Ashbourne Airfield Industrial Estate, opening up 8 ha of new employment land	Planning application for new A52 roundabout approved.	Work continuing on full Stage 2 Business Case required by D2N2 LEP November 2019.		Q1 - Revised approach identified to enable earlier delivery of a roundabout (requires amended planning application). Specification for detailed design in preparation. Work underway to prepare full stage 2 Business Case, required by D2N2 LEP November 2019. Q2 - Link Road tenders and roundabout cost from Framework contractor due back 2nd week in October. Work continuing on full Stage 2 Business Case required by D2N2 LEP November 2019. Achievement of target at year end is subject to agreement of scheme costs and funding.	
	Corp Plan Target (CORP5)	Develop a business case for the District Council to more directly intervene in the creation of employment units/ business workspace in the central area of the district by September 2019	Steve Capes/ Giles Dann	Develop a business case for the District Council to more directly intervene in the creation of employment units/ business workspace in the central area of the district by September 2019	Project paused - see comment	Project re-started, feasibility in progress		Q1 - A decision still awaiting Historic England on application to extend Scheduled Monument within site which has significantly delayed scheme. Q2 - Following significant delay, a decision received from Historic England in July 19 rejected the third party application to extend the Scheduled Monument within site. Feasibility work (on hold since start of the year) re-started and due to report in November. Work on the business case (subject to the outcome of the feasibility study) will then commence.	
Affordable Housing	NI 155 (CORP6)	No. of affordable homes completed	Rob Cogings	51	25 (12 previously reported)	7	32	Q1 - 12 homes completed at Dimple Road, Matlock and 13 at Old Derby Road, Ashbourne (Phase 2). Q2- 7 new flats at Barmcote Croft, Wirksworth.	12
	Corp Plan target (CORP 7)	Complete a review of alternative delivery options in order to continue the delivery of affordable housing	Rob Cogings	Complete a review of alternative delivery options in order to continue the delivery of affordable housing	Work ongoing	Almost complete - moving into delivery phase		Q1 - Update: discussions with the Altair have continued concerning phase 2 of the business plan. Q2- A report to the Commercial Board on the 3rd October 2019 established the approach to revise and deliver the business plan for the Council Housing programme. Altair will be re-engaged to guide the process.	12
	Corp Plan target (CORP8)	Provide debt and welfare advice to vulnerable households	Rob Cogings	300	113	CAB= 35 Adullam= 11 Age UK= 42 Total = 88	201	Q1 - CAB supported 12 existing clients and 50 new clients with 261 debt issues and managed debt of £213,904. Adullam HA supported 25 existing clients and 16 new clients, affecting debt of £108,785 and generating benefit and other financial gains of £64,853. Age UK have 141 existing clients and supported 47 new clients generating £19,465 in new (weekly) benefits. Q2- CAB supported 18 existing clients and 35 new clients with 234 debt issues and managed debt of £173,949. Adullam HA supported 11 new clients, affecting debt of £7,000 and generating benefit and other financial gains of £8,533. Age UK have 150 existing clients, supported 42 new clients and 12 reopened cases, generating £51,479 in new (weekly) benefits and £5,727 in one off payments.	3
	Corp Plan target (CORP9)	No. of adaptations provided to the homes of disabled people	Tim Braund	57	24	13	37	Q1 - No comment. Q2- No comment.	6

Service Area / CMT	Ref	Description	Lead	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q1 & Q2	Commentary 2019/20	Strategic Risk 2019/20
	Corp Plan target (CORP 10)	Review the effect of increase in Council Tax Premium in September 2019 and prepare a case for other measures to bring empty homes back into use	Rob Cogings	Review the effect of increase in Council Tax Premium in September 2019 and prepare a case for other measures to bring empty homes back into use	N/A	The review has started, a paper will be drafted for CLT to consider in December.		Q1 - This review is scheduled for September 2019. Q2- Work on the review has started and data is being collated. National research by Action on Empty Homes for 2018/19 showed that for the 9 Derbyshire authorities, 6 had a rise in long term empty homes while 3 had a reduction, by far the greatest reduction of the 3 was in Derbyshire Dales. We are the only council in Derbyshire to have adopted the empty homes premium, the impact of the premium would therefore appear to be significant, although a full year of data is needed to more accurately assess the impact. The number of reduced empty homes 2018/19 are: Derbyshire Dales (90), Chesterfield (9),	3
Market Towns	Corp Plan Target (CORP11)	Encourage 2 more themed and farmers markets within existing District Council stall markets	Ash Watts	2	1	1	2	Q1 - Antiques Fair took place on 11 May 2019 at the ABC and another one is due to take place on 03 August 2019. Q2 Antiques Fair took place 03 August at the ABC, another is due to take place 07 December.	2
	Corp Plan target (CORP12)	Develop 3 funding bids to implement the Estate Management Master Plan for Hurst Farm	Rob Cogings	Develop 3 funding bids to implement the Estate Management Master Plan for Hurst Farm	1 HLF bid submitted June 2019	2 Power for change Reaching communities	3	Q1 - The Heritage Lottery Bid was submitted in June 2019, seeking £1m to devise a "green estate" around Hurst Farm. Q2 - The Heritage Lottery Bid submitted in June was successful, two further bids have been submitted in Q2.	9
	Corp Plan target (CORP13)	Prepare re-development proposals for Bakewell Road site, Matlock by November 2019	Steve Capes/ Giles Dann	Prepare re-development proposals for Bakewell Road site, Matlock by November 2019	Site visits held by cinema operators and building surveys undertaken	Indicative layout and draft Development brief prepared		Q1 - Operational requirements south prior to invitation to submit formal expressions of interest in the site plus report being prepared for September Commercial Board seeking funding from Council's Investment Fund to prepare design brief / indicative plans. Q2 - October Commercial Board approved process and timescale for seeking formal market interest in the site. Stakeholder engagement and consultation proposed in October. Expressions of interest to be invited in November.	
	Corp Plan Target (CORP 14)	250 or fewer requests for 'litter picks' or 'sweeps'	Sally Rose/Helen Dennis	250	35	18	53	Q1 - No comment. Q2- No comment.	8
Other target	Corp Plan target (CORP15)	Continue a programme to identify efficiency savings and/or additional income of £400,000 by 2020/21	Karen Henriksen	Continue a programme to identify efficiency savings and/or additional income of £400,000 by 2020/21	N/A reported in Q4	N/A reported in Q4			20

COUNCIL
21 NOVEMBER 2019

Report of the Head of Regeneration and Policy

ORGANISATIONAL HEALTH – KEY PERFORMANCE INDICATORS – MID-YEAR 2019/20

PURPOSE OF REPORT

This report summarises half-year performance against the District Council's 12 Key Performance Indicators for 2019/20 (excluding Corporate Plan Targets), highlighting where the organisation is performing strongly and where improvements are to be made.

RECOMMENDATION

Mid-year performance against the Key Performance Indicators for 2019/20 is noted.

WARDS AFFECTED

All

STRATEGIC LINK

Service Plans, policies and strategies supplement the Corporate Plan. Within individual Service Plans there are a twelve Key Performance Indicators, which set out key targets for achievement. The District Council monitors progress against these Key Performance Indicators and identifies improvements.

1 SUMMARY

- 1.1 At this mid-year point, nine Key Performance Indicators are on track to be achieved in 2019/20, and the achievement of two KPIs is somewhat uncertain.

2 BACKGROUND

- 2.1 Key Performance Indicators (or KPIs) measure how well we are maintaining basic service standards. They indicate the overall organisational health of the District Council. Within individual Service Plans there a small number of key targets for achievement within those service areas that are monitored corporately – these are the District Council's KPIs.
- 2.2 For 2019/2020, there are 12 Key Performance Indicators, covering services such as determining planning applications in good time, paying bills on time, collecting Council Tax efficiently, and paying benefits claims promptly. These are reported to Members at Council meetings twice a year. The purpose is to

highlight progress, demonstrate good performance where it occurs, and address areas for improvement that emerge during the year. The last performance report to Council was on 30 May 2019.

3 PERFORMANCE MANAGEMENT

3.1 The District Council's Performance Management process is the means by which we understand how well our services are performing. It demonstrates whether or not we are on target, and highlights good performance. Where improvements are required, it helps achieve this by setting out and monitoring actions required. Performance management is good management.

3.2 By doing so, the District Council demonstrates that it knows:

- what its priorities are
- what it is aiming for
- what it must do to achieve these aims
- how it measures progress, and
- when it is appropriate to take action to address underperformance.

3.3 The District Council's [Performance Management Handbook](#) sets out how progress against Key Performance Indicators is measured and continually reviewed using a 'traffic light' system, where the following classification and interpretation is used:

- **Annual improvement trend** i.e. is performance improving, stable or worsening compared to the previous year?
- **Performance relative to the target** i.e. is it on track to achieve target or at risk of not achieving target?

Green = If an indicator is on track to achieve the current year's target.

Red = If an indicator is at risk of not achieving the current year's target.

Amber = If achievement of the current year's target is uncertain.

4 KEY PERFORMANCE INDICATORS – MID YEAR 2019/20

4.1 The following table sets out a summary of organisational health to the mid-year point of 2019/20, (end of quarter 2):

Service Area	No. Targets	Green	Amber	Red	Not available
Corporate (Council overall)	3	2			1
Housing	1	1			
Planning	4	2	2		
Revenues and Benefits	4	4			
TOTAL	12	9	2	0	1

4.2 The figures indicate that 9 out of the 11 targets for which data is available (82%) are on track to be achieved during 2019/20. The data for the household waste recycling is not yet available and is due in mid-December. The detailed position for each of the key performance indicators at the end of quarter 2 in 2019/20 is set out in Appendix 1.

4.3 Key Performance Indicators that are performing particularly strongly include:

- Invoices paid on time – currently running at 99.68%. Only 8 invoices have been paid late so far this financial year. In the year to date, the District Council has on average paid invoices 6.13 days from receipt. Prompt payment helps small businesses.
- Major planning applications determined on time – whilst there were no applications in Q1 this was 100% in Q2.
- Minor planning applications determined in 8 weeks is 85%, currently 8% points better than the year target.
- Speed of processing new claims is down to 14 days against a target of 24 days, and is 1.5 days quicker over the same period as last year. Avarto continue to concentrate on processing new claims, to manage customer contact more efficiently and effectively.

4.4 Two indicators are currently under-performing:

- % of other planning applications determined in 8 weeks which is 4% below target. In Q1 a temporary reduction in staffing impacted on this; the team is now carefully managing performance on this application type to bring it back to target.
- % of appeals allowed against LA's decision to refuse planning application - although performance improved in Q2 and is almost back up to target.

5 RISK ASSESSMENT

5.1 Legal

The Corporate Plan and relevant Service Plans are compliant with relevant legislation. The legal risk is assessed as being low.

5.2 Financial

There are no financial considerations arising from the performance management report. Where KPI improvement actions have resource implications, these have been accounted for in existing budgets.

5.3 Corporate

There is a risk that Key Performance Indicators may not be achieved, with possible service and reputational consequences for the District Council. To mitigate this, progress is monitored quarterly by Service Heads and by Corporate Leadership Team.

6 OTHER CONSIDERATIONS

6.1 In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

CONTACT INFORMATION

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BACKGROUND PAPERS

Council 30 May 2019: Performance management – key & corporate performance indicators outturn 2018/19

ATTACHMENTS

Appendix 1 – Performance Table

Key Performance Indicators Outturn Data 2019/20

Service Area / CMT	Ref	Description	Lead	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q1 & Q2	Commentary 2019/20	Strategic Risk 2019/20
Organisational Health	BV8 (AE 15)	% of undisputed invoices paid on time	David Kay	99.00%	99.62%	99.75%	99.68%	Q1 - We've a solid start, despite 5 late invoices paid to date. Q2- Only 3 invoices paid late in Q2 compared to 5 in Q1.	3
	NI 192	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	Sally Rose/ Claire Orford	58.5%	65.4%	TBC		The percentage is virtually the same as Q1 2018 Q1 is always higher than other quarters due to increased composting tonnages during this period.	8
	HRKP1/ Quarterly LGInform Metric 4	Average no. working days lost due to sickness absence per FTE employee- quarterly*	Deborah Unwin/Chrissie Symons	9	1.28	2.5	3.78	Q1 - If Q1 sickness levels continue through the year, we will achieve the year -end target. Q2- There has been an increase in sickness absence, particularly long term sickness and it is this element that has increased absence overall in quarter 2.	TBD
Housing	Revised BV 213	The percentage of homeless households seeking assistance from the Council for whom this intervention helped resolve their situation	External organisations via Rob Cogings	75%	82%	84%	88.0%	Q1 - no comments. Q2 - 88% of homeless households helped in Q1 and Q2 combined relates to 385 cases.	8
Planning	NI 157i	% of Major planning applications determined in 13 weeks	Tim Braund/ Jonathan Bradbury	>75%	N/A	100%	100%	Q1 - no applications in this category determined in Q1. Q2 - Remain focused on performance.	
	NI 157ii	% of Minor planning applications determined in 8 weeks	Tim Braund/ Jonathan Bradbury	>77%	85.7%	84.8%	85.3%	Q1 - No comment. Q2 - Performance remains good.	
	NI 157 iii	% of Other planning applications determined in 8 weeks	Tim Braund/ Jonathan Bradbury	>90%	81.8%	89.7%	85.7%	Q1 - Temporary reduction in staffing impacted on workloads for other team members. Will improve. Q2 - Staff made aware of need to carefully manage performance on this application type to recover performance target.	6
	BV 204	% of appeals allowed against LA's decision to refuse planning application	Tim Braund/ Jonathan Bradbury	<30%	43.0%	22.2%	31.2%	Q1 - Limited sample of 7 appeals. Performance should improve later in the year. Q2 - Good performance in Q2 has almost brought performance back in line with overall target.	12
Revenues & Benefits	BV 9 (ARB 1)	% of Council Tax collected within the year	Karen Henriksen	98.40%	33.2%	N/A	61.5%	Q1 - Collection is in line with previous years. Q2- no comments.	6
	BV 10 (ARB 2)	% of Non Domestic rates collected within the year	Karen Henriksen	97.30%	28.0%	N/A	62.0%	Q1 - Collection is as expected for this time of year. Q2- no comments.	6
	BV 78a (ARB 3)	Speed of processing new claims (days)	Karen Henriksen/ Paul Radcliffe	24 days	12.92 days	15.21 days	14 days	Q1 - We continue to prioritise new claims as this reduces customer contact, which in turn reduces staff disruption. This brings benefit to processing changes by default. Q2- no comments.	9
	BV 78b (ARB 4)	Speed of processing: notifications of changes in circumstances (days)	Karen Henriksen/ Paul Radcliffe	8 days	3.31 days	3.53 days	3.39 days	Q1 - No comment. Q2- No comment.	12

COUNCIL
21 NOVEMBER 2019

Report of the Head of Regeneration and Policy

DERBYSHIRE DALES ECONOMIC PLAN 2019-2033

PURPOSE OF REPORT

To approve the Derbyshire Dales Economic Plan 2019-2033.

RECOMMENDATIONS

1. Achievements from the previous Derbyshire Dales Economic Plan 2014-19 are noted
2. The outcome of consultation with businesses and partners on the draft plan is noted
3. The Derbyshire Dales Economic Plan 2019-2033 is adopted
4. Progress reviews against Action Plan priorities are reported to Members annually for consideration.

WARDS AFFECTED

All

STRATEGIC LINK

Economic development is highlighted in the Corporate Plan 2015-2019 as the District Council's highest priority. *Business growth and job creation* is the top priority confirming that a thriving district is residents' overriding wish. The District Council's vision is for a Derbyshire Dales with high-wage, high-skill jobs.

1 BACKGROUND

- 1.1 The Draft Derbyshire Dales Economic Plan 2019-2033 has been developed within the context of the Council's emerging Corporate Plan, updated evidence base, emerging D2N2 Local Industrial Strategy, a Members workshop held in October, and consultation with local businesses and partners.
- 1.2 The Draft Plan updates the 2014-2019 Economic Plan. Key achievements during the previous plan period include:
 - **Business Support:-** *approaching 500 start-up and established businesses supported. Over the last three years Derbyshire Dales Business Advice has helped clients secure offers of external grant funding approaching £1.5m, with projects supported helping to create over 120 jobs*

- **Site Promotion:-** *Derbyshire Dales Investment brochure, Investment Site summaries and Economic Profile of the Dales published in 2019 to support inward investment enquiries. Commercial Property database updated*
- **Business Engagement:-** *biennial Derbyshire Dales Business Survey delivered (2016 and 2018). Monthly PR and business e-newsletters. Successful launch of annual Derbyshire Dales Chief Executives' Forum*
- **Support Enterprise Peak District package delivery:-** *over 600 businesses signed up to the 'Inspired by the Peak District' brand (half in the Dales). 317 Dales businesses supported by the ERDF-funded 'Developing the Visitor Economy' project*
- **Grant and Loan funding:-** *supported preparation of successful PEAK LEADER 2014-2020 bid. Assisted 20 project applications (highest in Derbyshire) to Derbyshire Business Support Grant Scheme*
- **Site Development:-** *working in partnership with the County Council £1m LGF allocation secured towards the cost of enabling infrastructure – access and link road – to facilitate the accelerated delivery of serviced land and employment floorspace to form Ashbourne Business Park (at Stage 2 Business Case stage). Feasibility work being completed to bring forward employment land at Middleton Road/Cromford Road, Wirksworth*
- **Other Activities:-** *Updated and relaunched 'The Limestone Way' guidebook and marketing campaign delivered, plus continued successful joint working with local businesses to provide Visitor Information Points.*

1.3 The remainder of the report summarises the strategic aim and priorities of the new Plan and outcome of consultation with businesses and partners. The Draft Economic Plan is attached in summary as Appendix 1 and in full as Appendix 2.

2 DERBYSHIRE DALES ECONOMIC PLAN 2019-2033

2.1 Based upon updated analysis of the district's main economic challenges and opportunities, the Economic Plan looks forward 15 years. It builds on the Council's previous economic plan priority for higher-value jobs growth (in place of lower paid / lower skilled roles) and aligns with the timeframe for delivery of the adopted Derbyshire Dales Local Plan.

2.2 The purpose of the Economic Plan is to provide a strategic framework for the District Council and its partners to support the sustainable growth of the Derbyshire Dales economy. The Economic Plan includes actions the District Council will undertake with others; those it will need to undertake itself; and the longer term outcomes to work towards. The Plan also provides a basis to influence future Local Enterprise Partnership (LEP) and Government spending, in particular with regard to the proposed Shared Prosperity Fund (SPF).

2.3 The evidence base underpinning the new plan highlights a number of key issues including:

- Economic growth has plateaued – a key reason being the area has a shortage of readily available sites and premises

- The shrinking labour market is set to continue as more people reach retirement age, unless more younger people can afford to live locally
- Manufacturing remains the largest sector, and greater value is needed from the visitor economy
- More better-paid jobs are needed in higher value sectors replacing lower skilled, lower paid roles
- The Dales continues to lag behind other areas regarding access to fast broadband
- More Small to Medium sized firms need to be supported to grow and increase productivity
- Housing affordability remains a key barrier to retaining younger people and employment growth
- Further potential exists to utilise quality of place and 'natural' capital as economic attractors / drivers
- The potential for economic 'shock' during the period of the Plan post an anticipated EU exit.

2.4 The following key principles underpin the Plan and guide the approach to delivery. These are to:

- continue the previous policy to focus on productivity growth as opposed simply to job creation
- accelerate the delivery of strategic growth sites
- retain established firms and grow the proportion of businesses with 10-20 employees
- change perceptions of the Dales to help attract new, higher value business activities (as well as visitors)
- deliver sustainable rural economic growth in support of D2N2's Local Industrial Strategy
- further strengthen partnership working and pursue external funding to enable delivery
- utilise District Council assets to support economic growth where possible
- grow the business rates base and increase local spend to support delivery of Council services
- promote the Council's *One Team, One Council, One Purpose* approach
- prioritise limited resources on stimulating economic growth.

2.5 Balancing the core objective of growing the local economy, current economic uncertainty and maintaining a sustainable approach, the strategic aim of the Derbyshire Dales Economic Plan is to develop:

***A resilient, higher value and more productive
Derbyshire Dales economy***

2.6 The following five strategic priorities are proposed to provide the focus for activity :

PRIORITY 1: Accelerating the delivery of strategic growth sites through provision of enabling infrastructure, with direct intervention where necessary to provide good quality commercial floorspace

PRIORITY 2: Providing 1:1 support to businesses and facilitating access to finance, particularly targeting growth companies, encouraging business investment in new technologies and directing intensive support to help increase productivity and exporting

PRIORITY 3: Supporting tailored initiatives to enhance productivity growth in established sectors (with significant existing employment) **and higher value sectors** (with opportunity for better paid jobs) – sector focus: Manufacturing (esp. advanced activities and F&D), Knowledge based / CDI and Visitor Economy

PRIORITY 4: Encouraging re-investment by established companies and attracting new investment by promoting the Dales as a business location, particularly targeting smaller scale, higher value activities

PRIORITY 5: Assisting employers access externally funded support programmes and finance to invest in workforce development, retain more younger people in the area in key sectors and improve recruitment in order to develop people of the calibre needed to drive up skills and productivity.

2.7 Working with landowners, the Plan continues to prioritise delivery of six strategic growth sites:

- Ashbourne Airfield Industrial Estate extension (Ashbourne Business Park)
- Cawdor Quarry, Matlock
- Riverside Business Park, Bakewell
- Halldale Quarry, Matlock
- Middleton Road / Cromford Road, Wirksworth
- Bakewell Road town centre site, Matlock

2.8 The Plan sets out actions to deliver the strategic priorities (priority actions in **bold**). The majority of actions are dependent on the joint commitment of partners and other stakeholders (public, private and voluntary sector) and on securing limited available external funding. Close partnership working therefore remains essential to enable delivery. Progress will be reviewed annually with progress reported to Members and the action plan updated accordingly. An overarching action remains to pursue programmes and external funding support which enable rural economic growth.

2.9 Alongside individual action targets, five high level outcome measures will be monitored to track the Plan's progress regarding growth in: higher-value jobs; workplace earnings and GVA; occupied employment land; and maintaining the town centre retail vacancy rate below the national average.

3 CONSULTATION COMMENTS

3.1 Comments received at the Member workshop held on 14 October were incorporated into the Draft Plan which was then circulated to businesses and

partners via the following methods on 21 October with a deadline for comments of 4 November:

- Link circulated via the Council's e-newsletter to 600+ subscribers of businessMATTERS
- Emailed to local business clubs
- Direct email to Business Peak District (BPD) Board members
- Posted as news item on BPD website
- Emailed to business leaders attending the Derbyshire Dales CEOs Forum
- Emailed to partner organisations including: D2N2; MPDD; East Midlands Chamber; Defra; Derbyshire County Council; PDNPA; HPBC; DDCVS and Derbyshire Economic Partnership.

3.2 Eight responses were received to the consultation. Key points were noted as follows:

- A clearer emphasis on targeting growth companies through business support
- Ensuring external grant funding is available to support growth in high tech / higher value businesses as well as more traditional sectors
- Poor connectivity, both physical and digital, across the district and the continuing need to press for access to high speed broadband and enhanced mobile phone connectivity throughout the area
- Ensuring the Plan addresses needs across the whole of the district, including the National Park
- The need for enhanced infrastructure to support the visitor economy
- More recognition of the need to support other important local sectors
- Greater emphasis on promoting energy efficiency and carbon reduction across sectors and opportunities within the growing low carbon economy
- Recognising the opportunities for employment development on other important sites within the district (beyond strategic sites)
- The need for new, good quality employment floorspace
- Making clear Priority 4 is about marketing the Derbyshire Dales as a business location with the aim of attracting more higher value business activities into the area and further investigation into the type of businesses to target (to be looked at further as part of the Place Branding work)
- Giving further consideration to 'enabling resources', particularly with regard to assisting the delivery of strategic sites
- More detail on the delivery of actions (a more detailed action plan will be prepared following adoption of the final Economic Plan).

3.3 Following consideration of the comments, the Derbyshire Dales Economic Plan is attached for approval.

4 RISK ASSESSMENT

4.1 Legal.

There are no legal risks arising from the report.

4.2 Financial.

Some of the activities/initiatives in the proposed economic plan are funded from the existing revenue budget and capital programme (and the use of the Economic Development Reserve); others are dependent on securing external funding (see the table in section 5.3 of the proposed plan). The financial risk at this stage is therefore assessed as High.

4.3 Corporate.

The risk of carrying out the actions identified in the draft Economic Plan will need to be managed. The Strategic Risk Register currently identifies the Ashbourne Airfield Link Road (part of Priority 1 in the draft Economic Plan) as a High risk. However the approach set out in this report will lessen the risk of not achieving results on this priority. Overall, the corporate risk is assessed as Medium at present.

5 OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

CONTACT INFORMATION

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BACKGROUND PAPERS

None

ATTACHMENTS

Appendix 1	Summary draft Derbyshire Dales Economic Plan 2019-2033 ('Plan on a page')
Appendix 2	Draft Derbyshire Dales Economic Plan 2019-2033
Appendix 3	Report on rural economy commissioned as part of evidence base

Against some measures the Derbyshire Dales economy performs relatively well. Unemployment is low, business density and survival are high and the skills base strong. However, Dales wages remain low and, despite almost full employment, economic growth lags behind other areas. Growth is constrained by the slow pace of new housing and employment land delivery, connectivity constraints, lingering economic uncertainty affecting business confidence, limited exporting, and difficulties for some with recruitment. In common with the rest of the country, tough trading conditions continue to affect the high street and the economy needs to respond to the challenge of climate change. By consolidating strengths, building up higher value sectors and deriving competitive advantage from quality of place, working closely with partners and businesses the Economic Plan seeks to deliver sustainable economic growth over the longer term.

AIM:

A resilient, higher value and more productive Derbyshire Dales economy

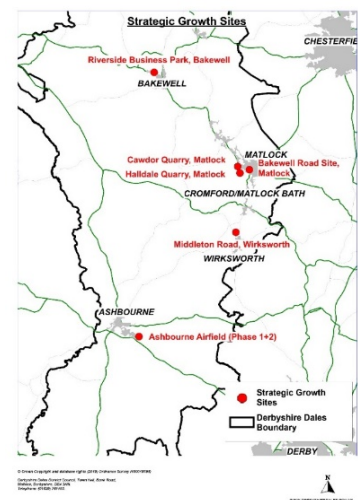
Six Strategic Growth Sites:

- Ashbourne Airfield Industrial Estate
- Middleton Road, Wirksworth
- Cawdor Quarry, Matlock
- Halldale Quarry, Matlock
- Riverside Business Park, Bakewell
- Bakewell Road, Matlock Town Centre

Particular focus on three sectors:

- Manufacturing (esp. advanced activities and Food & Drink)
- Knowledge based/Creative and Digital Industries (CDI)
- Visitor Economy

with wider partnership initiatives to support other important sectors



PRIORITIES AND ACTIONS

PRIORITY 1: Strategic Growth Sites & Infrastructure

- Delivery of Ashbourne Business Park and Phase 1 housing allocation at Ashbourne Airfield
- Pursuing funding to unlock employment land at Middleton Road/Cromford Road, Wirksworth
- Bakewell Road town centre development site, Matlock
- Continue to facilitate discussions between Homes England and private landowners

PRIORITY 2: Business Support to Enable Growth

- Deliver a high quality, free, 1:1 business advice service to SMEs
- Provide practical assistance to help growth companies access external grant and loan support
- Broker specialist support to enhance productivity and exporting
- Maintain regular business engagement inc. e-newsletter, events and Dales CEOs Forum

PRIORITY 3: Sector Specific Support

- Workshops on specialist areas e.g. Patents and IP
- Partner in exporting and supply chain events
- Promote take-up of partnership programmes and support inc. the DE-Carbonise Project

PRIORITY 4: Marketing the Derbyshire Dales as a Business Location

- Launch a Derbyshire Dales Place Branding initiative

PRIORITY 5: Skills & Workforce Development

- Encourage employers to utilise available workforce development and training programmes, influence providers to deliver support within the Dales and retain younger people in key local sectors

1. INTRODUCTION & PURPOSE OF THE PLAN

1.1 Against some measures the Derbyshire Dales economy performs relatively well. Unemployment is low, business density and survival are high and the skills base strong. However, Dales wages remain low and, despite almost full employment, economic growth lags behind other areas. Growth is constrained by the slow pace of new housing and employment land delivery, connectivity constraints, lingering economic uncertainty affecting business confidence, limited exporting, and difficulties for some with recruitment. In common with the rest of the country, tough trading conditions continue to affect the high street and the economy needs to respond to the challenge of climate change. By consolidating strengths, building up higher value sectors and deriving competitive advantage from quality of place, working closely with partners and businesses the Economic Plan seeks to deliver sustainable economic growth over the longer term.

1.2 Addressing these issues requires a sustained and focused approach. Based upon updated analysis of the district's main economic challenges and opportunities, the Economic Plan looks forward 15 years. It builds on the Council's previous economic plan priority for higher-value jobs growth (in place of lower paid / lower skilled roles) and aligns with the timeframe for delivery of the adopted Derbyshire Dales Local Plan. **Its purpose is to provide a strategic framework for the District Council and its partners to support the sustainable growth of the Derbyshire Dales economy.** The Plan includes actions we will undertake with others, those we will need to undertake ourselves and the longer term outcomes we're working towards. It also provides a basis to influence future Local Enterprise Partnership (LEP) and Government spending, in particular with regard to the proposed **Shared Prosperity Fund (SPF)**.

1.3 the Plan takes its lead from the District Council's new Corporate Plan (subject to Member approval) which identifies **People, Place and Prosperity** as priorities for the next four years, with particular emphasis on the theme of **Prosperity: Supporting Better Homes and Jobs**.

1.4 A number of key **principles** underpin the Plan and guide our approach to delivery. These are to:

- continue the previous policy shift **from job creation more towards productivity growth**
- **accelerate** the delivery of strategic growth sites
- **retain established firms** and **grow the proportion of businesses with 10-20 employees**
- **change perceptions** of the Dales to help attract new, higher value investment (as well as visitors)
- deliver **sustainable rural economic growth** in support of D2N2's Local Industrial Strategy (LIS)
- further strengthen **partnership working** and pursue external funding to enable delivery
- **utilise District Council assets** to support economic growth where possible
- **grow the business rates base** and increase local spend **to support delivery of Council services**
- promote the Council's **One Team, One Council, One Purpose** approach
- **prioritise limited resources** on stimulating economic growth.

2. EVIDENCE BASE – SUMMARY NARRATIVE

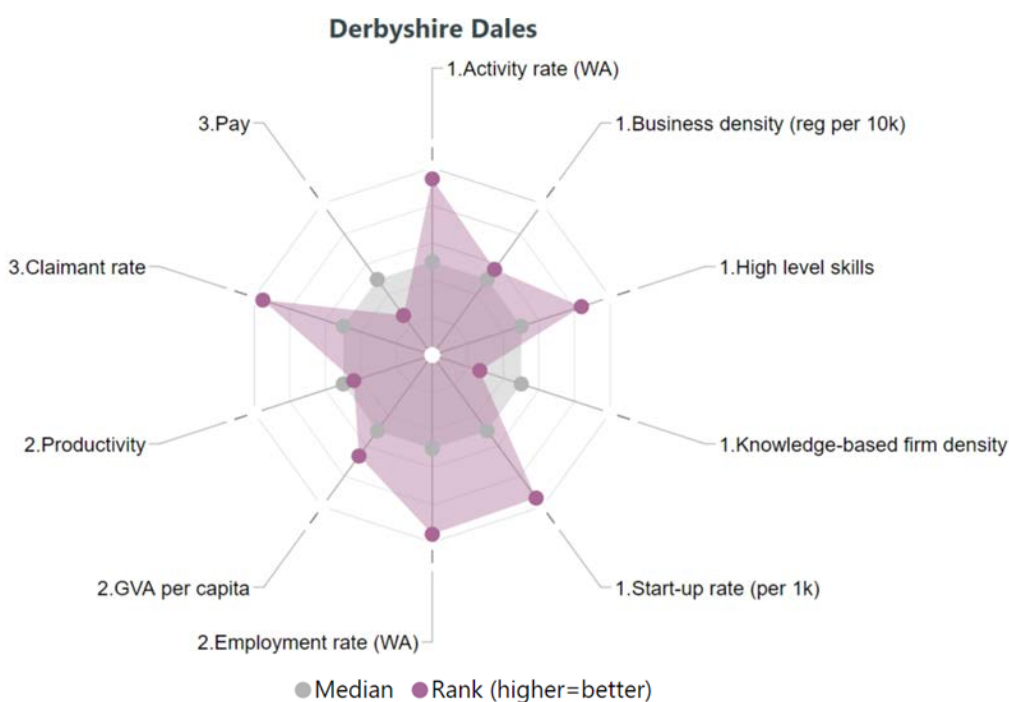
2.1 In common with other rural areas the **Dales economy is characterised by a predominance of smaller businesses**. The majority of firms (87%) employ less than 10 people, some 6% employ up to 20 and 3% employ 50+, including larger employers of strategic importance to the local economy.

2.2 The Dales **economy performs relatively strongly** with regard to economic activity rates, employment rate, **business start-up rates, working age population with higher level skills** (NVQ L4 or above) and low unemployment. Available employment outstrips the working age population and as a result the area is a net in-commuting location. **GVA output per head is above the national average, as is business density** – with nearly 4,700 enterprises (excluding those not registered for VAT or PAYE) and population of 71,800 **the Dales has the highest proportion of businesses per head of all Derbyshire districts**.

2.3 The district also has a **resilient business base demonstrated by strong business survival rates**. 92% survive the first year (equivalent to the national average) but longer term survival rates are higher with 69% surviving at least 3 years (61% in England) and 47% surviving 5 years (43% in England). **Self-employment** and levels of homeworking are also well above the national average.

2.4 However, **average workplace earnings** - median workplace earnings in the Dales fell by 7% in the period to 2018 and now stand at £375.90 per week (all jobs) - (the lowest earnings levels in Derbyshire with the exception of North East Derbyshire), **productivity** (output per hour worked per FTE) and **proportion of knowledge based businesses are all below average** and point to key weaknesses within the local economy.

2.5 Whilst GVA output per head is healthy, estimated **GVA growth for the Dales over the last 5 years stands at 3% (£45m), the lowest of all D2N2 districts**. Data compiled to prepare the UK Competitiveness Index 2019 provides a useful summary of the main strengths and weaknesses of the Dales economy:

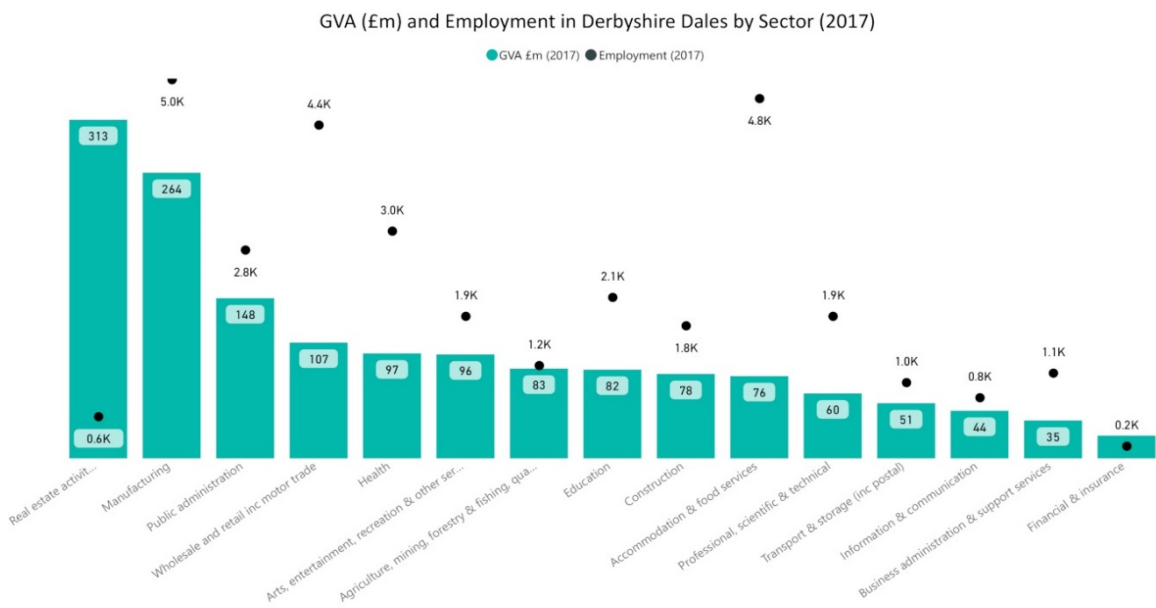


Source: D2N2 visualisation of 2019 UK Competitiveness Index data, Nottingham Business School

2.6 Comparing GVA with employment sectors also highlights a number of key traits. Excluding real estate activities (understood to be linked to the large number of second homes) **manufacturing is the largest sector both in terms of economic value and employment** (£264m and 5,000 employees). Accommodation & food services (4,800 employees) is the next largest employer. **A strong visitor economy is important to the health of the Derbyshire Dales economy** with latest STEAM estimates indicating that the Derbyshire Dales receives over 5m visits a year. Our location in the middle of the country in particular provides opportunities for day visits and short breaks throughout the year. The contribution of accommodation & food services to the local economy is higher in the Dales than all other D2N2 districts bar one. However, GVA is significantly lower. Notably the **professional, scientific & technical** and **Information & Communication sectors are under-represented** and combining Public Administration, Health (includes private sector care homes) and Education also underlines the district's **continued over-reliance on public sector employment**.

2.7 Although smaller employers, **Agriculture and Extractive Industries (inc. haulage) remain key 'underpinning' sectors** for the economy and Dales communities. As well as an important industry, farming maintains and enhances the landscape, one of the area's key assets, and supports wider supply chains. **The exceptional rural landscape of the Dales and wider Peak District, and character market towns close to urban centres, create opportunities for economic growth that other rural areas do not share**. Extractive industries in the Dales and High Peak contribute 7% of the UK supply of minerals and aggregates with 14.8mt

extracted in 2015, helping underpin the national growth agenda. However, the industry is facing a **skills shortage** with around 55% of the sector’s national workforce aged over 45 with just 17% under 35¹.



Source: ONS current price estimates (balanced) 2017 and NOMIS/BRES 2017

2.8 The latest Dales business survey² and recent market assessments³ undertaken on behalf of the Council continue to indicate a **pressing requirement for new, good quality employment floorspace**:

- 45% of businesses said their current premises would no longer be suitable in 5 years’ time or less
- 38% have expansion plans and a further 7% said they didn’t but only because they ‘...are not able to find suitable premises’
- 47% of those considering expansion require new premises, particularly light industrial
- 1.5yrs supply of industrial space <5,000sqft remains available based on current average take up rates and circa 3.5yrs of office space (current lack of quality/purpose built space).

2.9 The Dales **skills and occupational profile offers competitive advantages but also highlights weaknesses**. Nearly 50% of residents hold degree equivalent qualifications and over 40% work in high-level jobs (professional and managerial roles). However, **too few highly skilled residents work or run a business in the Dales**. Conversely 18% hold Level 1 NVQs or no qualifications at all. Take-up of higher level apprenticeships⁴ has also plateaued - with the exception of High Peak, the Dales is the only Derbyshire district not to have seen an increase in recent years. There is also a need to raise aspirations amongst younger people

2.10 The **ageing demographic presents real challenges** for the economy going forward. The anticipated reduction in working age population over the next two decades means a smaller labour force to support a larger economically inactive population and challenges in servicing a population spread across a large rural area. Housing affordability is also a significant issue for the district. With a ratio of 9.28, the **Derbyshire Dales is one of the least affordable local authority areas in the East Midlands** ranking within the bottom 15% of local authority districts based on median house price to median gross annual workplace-based earnings.

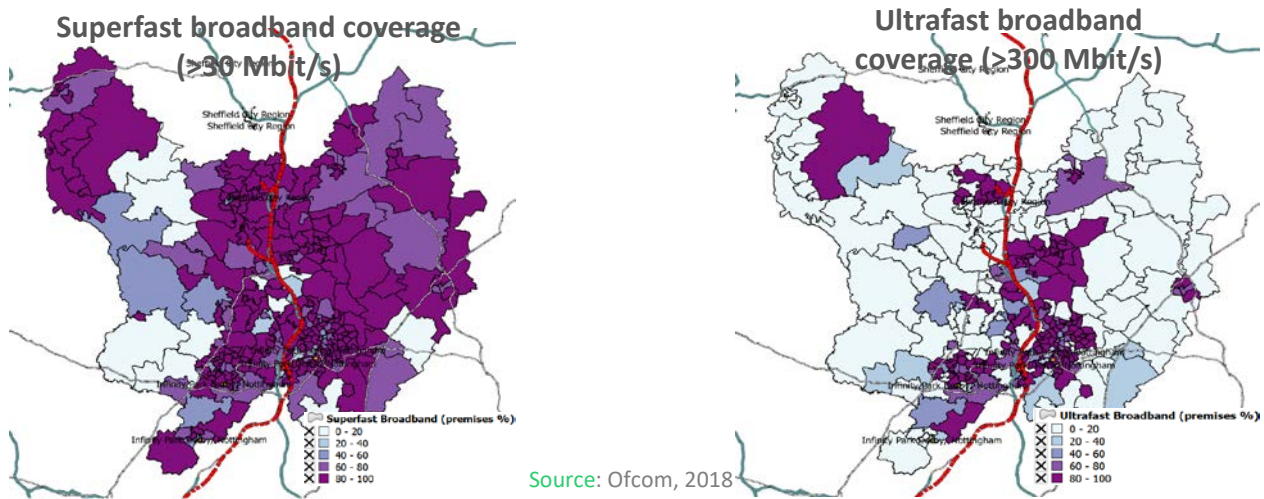
¹ Pye Tait Consulting, Labour Market Intelligence Study October 2016

² Derbyshire Dales Business Survey, QA Research October 2018

³ Thomas Lister Market Assessment, June 2019

⁴ Department for Education, Apprenticeships Data Pack 2014/15 to 2017/18, December 2018

2.11 Business surveys also indicate **broadband connectivity remains a significant concern**. The main issue currently restricting business operations remains inadequate broadband availability (31%) and 61% identified the potential to improve business productivity if improvements to broadband were made. The Digital Derbyshire roll out has made significant strides in recent years and take up rates in the Dales for Phase 1 are now at 56% in areas served. However, the picture regarding coverage and speeds remains mixed:



2.12 Like most towns up and down the country the **high streets in our market towns are facing increasing pressure**. The continuing shift nationally to on-line purchasing and rise in home delivery are both contributing to spend 'leakage' and reducing the potential for linked shopping. Employment within the retail sector has also seen a significant drop since the economic downturn of 2008. Planned housing developments in and around the edge of our market towns will help increase demand for services but there is an increasing need for town centres to adapt and shift more towards combined shopping/leisure/community destinations.

2.13 The Derbyshire Dales also **shares other common challenges**, notably:

- **access to services and poor physical connectivity** across a large rural district;
- **loss of younger people from the area** and mobility to access work and training opportunities
- persistent **pockets of deprivation** often hidden alongside relative affluence and more widespread issues regarding barriers to affordable housing and access to services
- **reducing energy use/carbon emissions through energy efficiency**, particularly in traditional industries

2.14 Finally, the potential for **economic 'shock'** during the period of the plan post EU exit is significant. Of those expressing an opinion in the last Business Survey, more considered Brexit would have a negative impact. Regarding future plans, of those planning investments 65% indicated they propose to continue. Feedback from East Midlands Chamber surveys suggests ongoing uncertainty over the future relationship with the EU and 'short termism' in decision making is increasingly affecting investment decisions. Depending on the Brexit outcome, as well as a forecast rise in interest rates, analysis⁵ suggests a fall in productivity (with the exception of food processing) and export disruption for the manufacturing sector, problems for some sectors accessing skills and weaker investment in professional services. A change in tariff arrangements and any reduction in agricultural support payments will also have a significant impact on the rural economy.

FROM EVIDENCE TO INTERVENTION: KEY MESSAGES

- *Economic growth has plateaued in part due to a shortage of readily available sites and premises*
- *The shrinking labour market is set to continue as more people reach retirement age*
- *Manufacturing remains the largest sector and greater value is needed from the visitor economy*
- *More better paid jobs are needed in higher value sectors replacing lower skilled, lower paid roles*
- *The Dales continues to lag behind other areas regarding access to fast broadband*
- *More Small to Medium sized firms need to be supported to grow and increase productivity*

⁵ Experian Analysis, 2019

- *Housing affordability remains a key barrier to retaining younger people and employment growth*
- *Further potential exists to utilise quality of place and 'natural' capital as economic attractors / drivers*

3. LOOKING BACK – KEY ACHIEVEMENTS OVER THE PREVIOUS PLAN PERIOD

3.1 The Economic Plan 2014-2019 identified six action areas. Headline progress against each is set out below (including key actions from the Visitor Economy Plan).

3.2 Deliver Derbyshire Dales Business Advice (DDBA):

Approaching 500 start-up and established businesses supported:

	15/16	16/17	17/18	18/19	Totals
100-120 new start businesses (inc. Launchpad)	31	26	16	25	98
200-300 established businesses assisted	133	101	78	76	388
40-50 Dales firms supported to access grants or loans	0	22	9	16	47

- *Over the last three years DDBA has helped clients secure offers of external grant funding approaching £1.5m, with projects supported helping to create over 120 jobs*
- *Highest level of business engagement of all D2N2 districts in first years of Growth Hub*
- *Business start-up programme (Launchpad - completed 31/03/19) engaged over 80 clients, including 31 entrepreneurs thinking of starting a business. The programme helped create 18 jobs*

3.3 Increase Site Promotion:

- *Derbyshire Dales Investment brochure, Investment Site summaries and Economic Profile of the Dales published in 2019 to support inward investment enquiries and Commercial Property database updated*
- *Invest in the Dales Place Branding initiative under development for 2020/21*

3.4 Improve Business Engagement:

- *Regular programme of events to discuss challenges facing local businesses and promote business support programmes available (run in partnership with Business Peak District and Growth Hubs)*
- *Biennial Derbyshire Dales Business Survey delivered (2016 and 2018) - 200 business responses to each*
- *CLT Buddying continuing with firms of strategic importance to the Dales economy*
- *Successful launch of annual Derbyshire Dales Chief Executives' Forum July 2018*
- *Close working with Matlock Community Vision CIC to develop proposals for the Bakewell Road site*
- *Monthly PR and business e-newsletter sent to a circulation list of 500 and growing*

3.5 Support Enterprise Peak District package delivery (working with Business Peak District):

- *Quarterly meetings with Digital Derbyshire and Peak District National Park Authority to influence Derbyshire Broadband rollout targeting business parks, industrial estates and not spot areas*
- *Over 600 businesses signed up to the Inspired by the Peak District brand with over half in the Dales*
- *317 Derbyshire Dales businesses supported by the ERDF funded Developing the Visitor Economy project led by MPDD receiving business support via workshops and events*
- *89 Dales visitor economy businesses assisted by the Pedal Peak for Business project (led by PDNPA working in partnership with the District Council and MPDD) promoting cycle tourism - over 40% received grants totalling £92,000 to install new cycle facilities*
- *Four guides with accompanying videos covering the Bakewell, Ashbourne, Matlock and Hope Valley areas launched containing 20 new cycle route maps plus Cycle Tourism Toolkit*

3.6 Ensure Grant and Loan funding is available to Dales Businesses:

Working in partnership the Economic Development Team has:

- *Supported the preparation of the successful PEAK LEADER 2014-2020 bid submission, securing £1.57m for the wider Peak District and undertaken project appraisals*
- *Held events to promote take up of LEADER and EAFRD rural development programmes - £1.3m secured by Dales businesses supporting the creation of 94 jobs*

- Assisted 20 project applications (highest in Derbyshire) to Derbyshire Business Support Grant Scheme
- Established Rural & Farming Network sub-group to develop Shared Prosperity Fund ‘Asks’

3.7 Site Development:

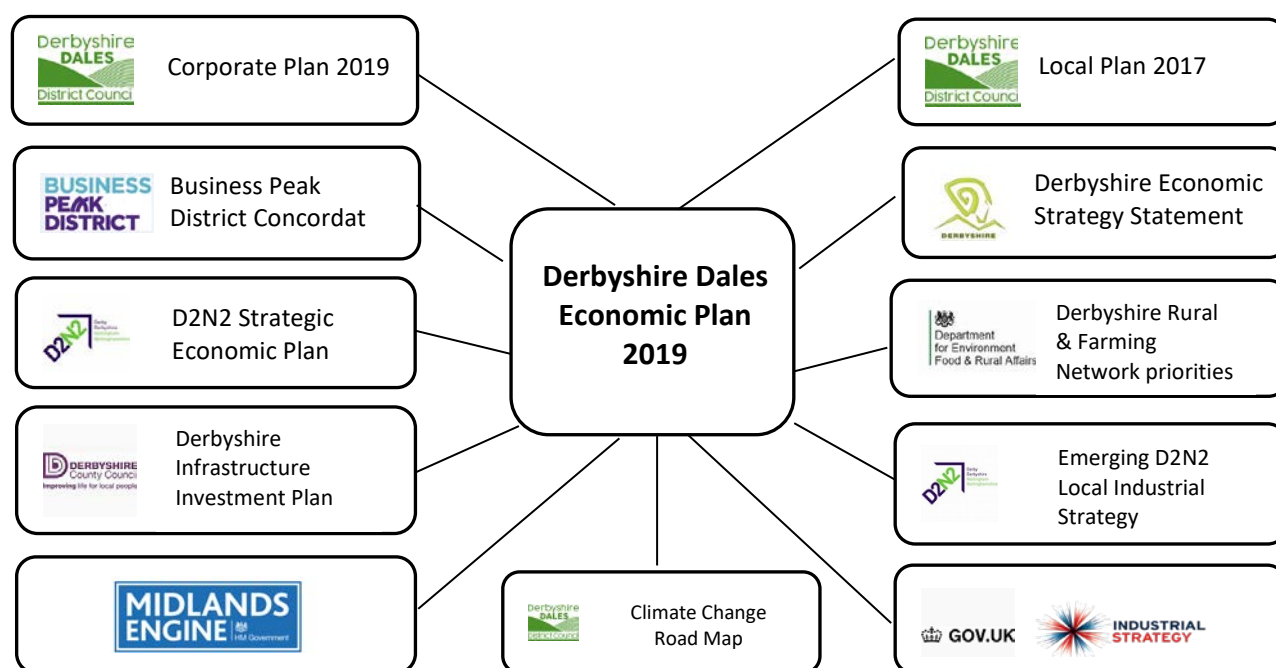
- Feasibility study into Dales Local Growth Fund (following review scheme not taken forward)
- Commercial Advisory services procured to support the Council’s commercial development agenda
- Feasibility work to bring forward employment land at Middleton Road/Cromford Road, Wirksworth
- Working in partnership with the County Council: £1m LGF allocation secured towards the cost of enabling infrastructure – access and link road – to facilitate the accelerated delivery of serviced land and employment floorspace to form Ashbourne Business Park (at Stage 2 Business Case stage)
- Progress has also been made by partners on other sites: £3.35m grant approved by D2N2 to support infrastructure works including new bridge at Riverside Business Park, Bakewell enabling 130,000 sqft new commercial floorspace (including new Premier Inn hotel) supporting over 150 new jobs

3.8 Other Activities:

- Facilitated annual Eroica Britannia vintage cycling festival annually since 2014
- Updated and relaunched ‘The Limestone Way’ guidebook and marketing campaign delivered
- Continued successful joint working with local businesses to provide Visitor Information Points
- Supported the Heights of Abraham in resolution of pedestrian access to base station

4. LOOKING FORWARD – GROWING THE DALES ECONOMY

4.1 **Strategic Context:** The Derbyshire Dales Economic Plan links with a number of strategies at the local, County, LEP and national level:



Delivering economic growth is a shared ambition across each of these strategies. More recently, driven through the Government’s Industrial Strategy, D2N2’s Strategic Economic Plan and emerging Local Industrial Strategy, emphasis has increasingly shifted towards boosting productivity and earning power.

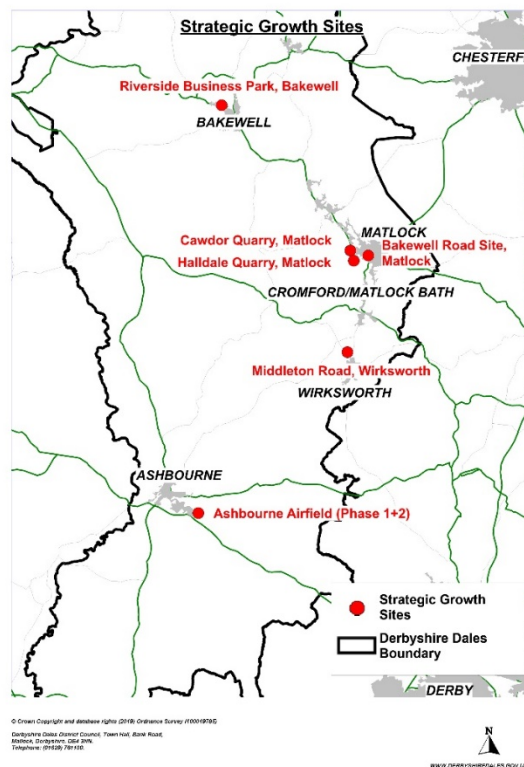
Since 2014, the Derbyshire Dales Economic Plan has sought to enable higher-value jobs growth within the district. This Plan retains a similar emphasis, carrying forward the previous programme of work alongside other targeted measures to support productivity growth. The Plan in particular seeks to align with and influence D2N2 strategies following the Government requirement to remove overlaps between LEPs. However, the Council remains a non-constituent member of the SCR Mayoral Combined Authority to enable continued strategic collaboration on issues of shared interest and will continue to signpost businesses and

individuals to legacy programmes available from Sheffield City Region (SCR) until the end of the agreed transition period (2019-2021).

The Plan also draws on key findings from the **Peak District ‘Think Tank’⁶** hosted by the University of Derby and research undertaken by the University of Lincoln⁷ to guide future rural development policy. Providing the conditions for more high quality, well paid jobs and an increase in the delivery of affordable homes were identified as key actions from the Think Tank to avoid the area becoming a ‘green graveyard’ for an ageing population. Rural economy research points to a combination of supply-side (rural assets that can be leveraged to deliver greater competitive advantage) and demand-side factors (mechanisms to increase market size and reach) to release greater opportunities for growth, innovation and productivity gains. Applying the guide to the Derbyshire Dales, on the supply-side investment is particularly needed in business premises and digital infrastructure and on the demand side more value needs to be captured from supply chains and through increasing the regional to international export potential of local goods and services.

4.2 Sites and Infrastructure: The lack of readily available sites and premises is preventing business expansion and in some cases has resulted in firms relocating outside of the district. The ability to attract new business investment to support planned housing growth is also being constrained.

Despite evidenced need and demand, private developers are reluctant to deliver workspace in rural areas due to the higher cost of developing smaller units on a speculative basis, short term leases typically required and level of return. Higher upfront development costs – many allocated sites are former quarries – are also a barrier with developer interest often focused on more profitable residential development. Because the market is failing to deliver employment land at the rate required, where appropriate, the requirement for public sector funding (external then Council) will be considered. This will include the potential to accelerate housing delivery in support of the Council’s five year housing supply target.



Working with private landowners, the District Council will continue to prioritise delivery of six Strategic Growth Sites in Ashbourne, Bakewell, Matlock and Wirksworth. The development of land off Ashbourne Airfield Industrial Estate, the largest employment location in the Dales and focus of the manufacturing economy remains the priority, followed by the delivery of commercial floorspace within the central area along the A6, an important growth corridor. Key town centre development opportunities will also be pursued using underutilised assets. Beyond strategic sites, **employment development on other brownfield sites will continue to be pursued**, particularly in the central area.

Working with partners, the Council will also continue to pursue wider infrastructure improvements including: speeding up implementation of mobile phone connectivity and high speed broadband - particularly serving employment locations - the ‘lag’ in rural connectivity remains a real issue and is undermining the competitiveness and growth potential of rural economies; identified strategic highway infrastructure schemes to improve the Dales network; and completing key visitor economy infrastructure to capture further value from the growth in leisure cycling.

4.3 Business Support: Although SMEs (particularly smaller businesses) form the core business base, the district is also home to a number of important larger employers including Moy Park (part of the Pigrim’s Pride Group) with c1,000 employees based at Ashbourne. Retaining these employers alongside growing small and

⁶ Think Tank, Buxton Dec 2018

⁷ Releasing the Potential of Your Rural Economy, 2019

medium sized businesses is key to maintaining the health of the rural economy. **Particular emphasis will therefore be placed on providing assistance which helps sustain and grow businesses already here, both large and small.** Businesses in rural areas need tailored support and funding programmes which reflect the different scale of activity and additional challenges of operating in a rural context. The Council will continue to pursue support from D2N2 and Government's Shared Prosperity Fund which meets the needs of Dales businesses. **Key 'asks' include a LEADER style rural development programme to support small businesses.**

The **Dales proximity to urban centres** provides both market and supply chain opportunities - beyond the visitor economy. Support will be provided to maximise these opportunities and capitalise on the area's natural capital, building on already strong business to business linkages and the area's enterprising and creative culture. Initiatives will also be promoted which give local businesses a marketing edge.

The number of businesses assisted and significant success in helping local companies access finance demonstrates the value of investing in dedicated business support services delivered at the local level. District Council funding matched by the EU will enable the **Derbyshire Dales Business Advice service** (part of the D2N2 Growth Hub) to continue with an increasing focus on signposting, advice and referral to enhance business productivity. Emphasis will continue on delivering practical, quality advice to clients, supporting business plans and funding applications, brokering specialist advice and hosting local business events. In preparedness for the EU Exit, the Council will continue to work with Government Departments, the Growth Hub and East Midlands Chamber to provide advice and support to businesses where ever it can.

4.4 Sector Specific Support: The previous economic plan defined key sectors for the Dales as those where there is either: a) significant existing employment and/or b) opportunity for higher value jobs growth. This Plan retains a similar approach. Whilst available support will continue to be promoted across sectors, particular focus will be given to **Manufacturing (esp. advanced activities and Food & Drink); Knowledge based/Creative and Digital Industries (CDIs), and the Visitor Economy.** Wider partnership interventions will also be pursued to help tackle specific issues such as skills shortages within the extractive industry and energy efficiency/carbon reduction across sectors and the growth of the low carbon economy, anticipated to grow by 11% by 2030. The approach will involve working with D2N2 and other partners to make support accessible.

4.5 Quality of Place: Part of the wider Peak District, the quality of the (natural and built) environment of the Derbyshire Dales and access to a skilled resident workforce provides an opportunity to attract new, higher value, small scale business investment into the area, helping to increase the quality of jobs available locally. However, the perception of the area is often one of traditional industries and a rural economy solely driven by farming and tourism. A new, shared place narrative is required to change perceptions of the Derbyshire Dales to help attract investment and new talent, developed through public and private sector collaboration. Once developed, this will sit at the heart of a new place branding initiative for the Dales.

Our **Market towns** provide centres of employment and services for residents and visitors therefore maintaining vibrant and attractive town centres is important. Enabling the delivery of strategic growth sites in and around our towns will help increase demand for services and footfall within town centres. The residents parking permit providing free parking before 11am and after 4pm will also assist. However, the Council remains well aware of the difficult trading environment continuing to effect retailers and will continue to pursue relevant external funding opportunities to support town centre regeneration. Further consideration will also be given to how remaining District Council assets within town centres can be used to enhance footfall and dwell time and opportunities to increase town centre living.

4.6 Skills / Workforce Development: Feedback from business surveys and the annual Dales CEOs Forum indicates **some firms continue to experience problems recruiting staff** to fill a range of roles from HGV drivers and production operatives to senior and more specialist roles. There is also a need to help younger people gain the skills and experience required by businesses and to access training opportunities where public transport options don't exist. Locally accessible training provision is required which is flexible around smaller business needs. **Helping improve the business skills of smaller business owners would also encourage economic growth, particularly around business strategy and forward planning.**

5. AIM, PRIORITIES & ACTIONS

5.1 Balancing the core objective of growing the local economy, current economic uncertainty and maintaining a sustainable approach, the strategic aim of the Derbyshire Dales Economic Plan is to develop:

AIM:
A resilient, higher value and more productive Derbyshire Dales economy

5.2 Achieving this aim requires planned, longer term sustainable economic growth. The Plan focuses on initiatives in the short to medium term (next 5 years) to continue the restructuring of the economy and improve the conditions for enhanced economic growth and productivity over the longer term. Retaining key themes from the last plan, **five priorities** provide the focus for activity:

PRIORITIES:

PRIORITY 1: Accelerating the delivery of strategic growth sites through provision of enabling infrastructure, with direct intervention where necessary to provide good quality commercial floorspace

PRIORITY 2: Providing 1:1 support to businesses and facilitating access to finance, particularly targeting growth companies, encouraging business investment in new technologies and directing intensive support to help increase productivity and exporting

PRIORITY 3: Supporting tailored initiatives to enhance productivity growth in established sectors (with significant existing employment) and higher value sectors (with opportunity for better paid jobs) – sector focus: Manufacturing (esp. advanced activities and F&D), Knowledge based / CDI and Visitor Economy

PRIORITY 4: Encouraging re-investment by established companies and attracting new investment by promoting the Dales as a business location, particularly targeting smaller scale, higher value activities

PRIORITY 5: Assisting employers access externally funded support programmes and finance to invest in workforce development, retain more younger people in the area in key sectors and improve recruitment in order to develop people of the calibre needed to drive up skills and productivity.

5.3 Doing everything needed to achieve the aim and priorities of the plan is a ‘big ask’ of the District Council. The majority of **actions are dependent on the joint commitment of partners** and other stakeholders (public, private and voluntary sector) **and on securing limited available external funding**. In addition to maintaining close partnership working, the recent LGA Peer Review also points to the need to review available enabling capacity to support delivery. Key actions / initiatives are set out below (priorities in **bold**) and a more detailed action plan will be prepared to support the Economic Plan. Progress will be reviewed annually and the action plan updated accordingly. **An overarching action remains to pursue programmes and funding support through the SPF which enable rural economic growth.**

ACTIONS	PARTNERS
PRIORITY 1: Strategic Growth Sites & Infrastructure	
Work with partners to secure delivery of Ashbourne Business Park and the Phase 1 housing allocation at Ashbourne Airfield through provision of a new access and link road off the A52	DCC, Private Sector, D2N2
Pursue funding to unlock employment land at Middleton Road/Cromford Road, Wirksworth and catalyse development through an initial phase of workspace	D2N2, Private Sector
Secure market interest in the Bakewell Road town centre development site, Matlock to help drive up spend and footfall within the town centre	MCV, DCC, Private Sector
Continue to facilitate discussions between Homes England and landowners to accelerate delivery of strategic sites and investigate the feasibility of the Council pump-priming sites	HE, Private Sector
Use Business Growth Discount to support eligible projects to enable business expansion or re-location to the district as new sites become available	Avarto, D2N2
Work with partners to pursue key infrastructure improvements including: Ashbourne Bypass, High Speed broadband to business sites, enhanced mobile phone connectivity; gaps in the White Peak Loop and electric vehicle charging points	DCC, DigD, D2N2, Defra
PRIORITY 2: Business Support to Enable Growth	

Deliver, as part of the D2N2 Growth Hub, a high quality, free, 1:1 business advice service to SMEs in the Derbyshire Dales with priority given to businesses with growth potential	D2N2
Provide practical assistance to help SMEs of all sizes to access external grant and loan support to deliver growth projects inc. from the D2N2 Business Investment Fund	D2N2, NCC
Broker specialist support inc. local events to increase SME productivity, exporting (inc. website internationalisation), innovation and opportunities in the low carbon economy	DCC, DIT, UoD D2N2
Maintain a regular programme of business engagement inc. monthly e-newsletters, quarterly events and annual Dales CEOs Forum	BPD, D2N2, LA Partners, EMC
Support the Council's Procurement Hub to simplify processes, increase social, economic and environmental considerations in major procurements and improve SME engagement	DCC, EMC, Private Sector
Provide support services to potential investors inc. district level data, key account management, supply chain information and maintain the Commercial Property database	DEP, Private Sector
Promote Government support and host local events to help businesses prepare for Brexit	EMC, D2N2
PRIORITY 3: Sector Specific Support	
Host workshops on specialist areas e.g. Patents, IP and R&D and encourage B2B networking	D2N2, BPD
Work with partners to develop tailored, entry level exporting events geared to businesses with up to 20 employees, and provide practical assistance with 1:1 follow up support	DIT, DEP, D2N2
Promote SME take-up of the DE-Carbonise Project (inc. grants) in the Derbyshire Dales	DCC, UoD
Promote the D2N2 Upscaler project to larger businesses and work with the Growth Hub to further develop the scheme to increase take-up amongst potential SME scale-up businesses	D2N2, NTU, EMC
Explore the need for / operation of a Dales Manufacturing Growth Fund providing access to specialist advice and finance to help SMEs introduce new systems & meet quality standards	Funded from Bus Rate receipts
Promote take-up of the Delivering a World Class Visitor Economy in Derbyshire programme to help SMEs benefit from growth markets inc. accessible, green and international tourism, continue to support VIPs and promote the area's walking, cycling and food & drink offer	MPDD, DCC, UoD, Private Sector
PRIORITY 4: Marketing the Derbyshire Dales as a Business Location	
Launch a Derbyshire Dales Place Branding initiative to change perceptions of the area, sell the district & encourage higher value activities, learning from successful schemes elsewhere	DEP, Private Sector
Examine the use of remaining Council / Public Sector assets to further support town centres	LA partners
Promote initiatives to maximise supply chain opportunities derived from the area's natural capital and raise the profile of local products and services inc. Inspired by the Peak District	BPD, MPDD, LA partners
PRIORITY 5: Skills & Workforce Development	
Encourage employers to invest in workforce development and training and business strategy utilising LEP programmes and promote the benefits of higher level apprenticeships	D2N2, DEP, UniS, Providers
Work with local employers to develop better links with schools to break down perceptions and boost interest in local sectors facing skills shortages and develop employability skills	D2N2, CEC, Sec Schools
Influence Derbyshire and D2N2 skills strategies to focus on developing higher level skills and skills programmes / training providers to deliver support <u>within</u> the district	D2N2, DEP, Providers,

6. OUTCOME MEASURES

The following high level measures will continue to be used to track our overall progress (trajectory shown):

- **Growth in higher-value jobs - Manufacturing, professional, scientific and technical jobs to grow from 6,250 in 2012 to 6,500 in 2020 and 7,000 in 2023 (Source: BRES)**
 6,875 jobs (2017)
- **Growth in workplace earnings: Differential between Dales and Derbyshire median weekly pay to reduce from £8 in 2013 to zero in 2020 and maintained thereafter (Source: ASHE)**
 Gap widened to £17 (2018) (based on all jobs inc. part-time (39%))
- **Growth in GVA from £1,421m in 2010 to £1,600m by 2020 and £1,750m in 2023 (Source: BRES)**
= £1,557m (2017) (TBC)
- **Growth in occupied employment land by 5 hectares by 2018/19 and 10ha by 2023/24 (AMR)**
 1.5ha
- **Maintaining the retail vacancy rate below the national average (ground floor)**
 Derbyshire Dales town centre vacancy rate 8% / England rate 10.3% (July 2019)

Growing the Rural Economy: Derbyshire Dales & High Peak

Intelligence to support emerging Local Industrial Strategy

High Peak & Derbyshire Dales occupy a Strategic Central Location between adjacent City Regions with clear and developed economic linkages to Greater Manchester and Sheffield City Region and we well as within the D2N2 Local Enterprise Partnership area.



1,300km² and a population of 164,000 ideally placed to benefit from multiple city region economies

While the vast majority of the Peak District National Park is situated within the two districts, it is a mistake to consider the rural economy as one dominated by tourism and farming. The districts are home to a number of towns, industrial estates, and businesses of regional/national importance in particular from the manufacturing sector which is the main employer and GVA contributor.

High Peak & Derbyshire Dales have 7.4% of D2N2 population but 7.7% of D2N2 output



And despite having limited public investment in infrastructure, innovation & growth funding to stimulate business growth compared to urban areas

Long-term resilient economy
- GVA Growth since 1998
matches D2N2 growth (24%)



Between 1998 and 2016 GVA comparators show, Derbyshire Dales, High Peak or both Districts have outstripped the D2N2 growth rate in Six of the Ten GVA categories including

	D2N2 Growth	Derbyshire Dales & High Peak Growth
Manufacturing	30%	54% Derbyshire Dales 46% High Peak
Distribution, Transport, accommodation & food	96%	114% Derbyshire Dales 120% High Peak
Mining, Electricity, Gas, Water & Agriculture	73%	88% High Peak
Recreation, Services & household activities	147%	196% Derbyshire Dales 197% High Peak
Financial & insurance activities	32%	77% High Peak
Professional & Administrative services	134%	137% High Peak

Manufacturing growth outstrips the LEP and generated 9.4% of D2N2's manufactured output employing 11,000 people



Home to large and well established businesses such as Federal Mogul (Ferodo); Swizzels Matlow; Moy Park and Trow Nutrition there are many other growing SME businesses such as Longcliffe Group, Breasley Foam, Nenplas, Thornbridge Brewery, Buxoplas, Seldon Research, Retrogenix and Prisma Colour

Quarrying and mineral products Nationally significant and provide £133m to UK economy



Key Strengths

At the core of the economic strength of the area is the skills base.

Residents are more likely to be qualified to NVQ4 standard or above (50%) than across the D2N2 area (33%) and as a result, the working population is more likely to be employed in higher level occupations of higher management, professional or technical graded roles (50% compared to 42% for D2N2).

Both Local Authorities have returned to virtually full employment despite losing a greater proportion of public sector employment than that lost nationally or from within the East Midlands & in Derbyshire Dales – available employment outstrips available workforce



The area also has high levels of self employment and Economically Active Businesses.

	D2N2	Derbyshire Dales & High Peak
Business per 1,000 economically active	52	122 Derbyshire Dales 87 High Peak
5-year survival of new enterprises	44%	49% Derbyshire Dales 47% High Peak
Self employment	9%	16% Derbyshire Dales 12% High Peak
Level 4 & above	33%	48% Derbyshire Dales 43% High Peak
Level 2 & above	73%	80% Derbyshire Dales 83% High Peak
Economically active	78%	84% Derbyshire Dales
Claimant count (aug 2019)	2.7%	1.1% Derbyshire Dales 1.8% High Peak

80% of Business Leaders say that quality of place is an important factor in investment decisions

High Peak & Derbyshire Dales has a nationally recognised landscape, with a distinctive built and cultural heritage meaning our districts are unrivalled locations for high quality living, access to the countryside and recreation. The area should not just be seen as a leisure 'playground for cities' but offers a strong inclusive cultural and leisure offer for its communities – which is attractive to business leaders wanting to attract a high quality workforce.

Key Issues

Low Paid local workers are being outpriced of housing market

More attractive urban salaries – result in local workforce shortages or high levels of commuting

Derbyshire Dales:

Median weekly wages of all employee jobs £376;

Full time annual gross workplace earnings £27,126

High Peak:

Median weekly wages of all employee jobs £380;

Full time annual gross workplace earnings £23,702

D2N2:

Median weekly wages of all employee jobs £417 (East Midlands)

Full time annual gross workplace earnings £27,501

Lack of Public transport or High Cost to access

Lack of Rail & Bus provision between key destinations and no subsidies in rural areas – means access to work, apprenticeships and training is significantly more expensive than in urban areas – and makes rural areas car reliant impacting on local congestions & productivity. Industrial estates are badly served by bus networks restricting job opportunities and the ability of businesses to attract new employees, especially young people.

Town centre change & retail shrinkage

While retail change and the shrinkage of multiples is impacting on town centres nationally, many smaller towns are less resilient to economic shock due to a combination of lower footfall, heritage buildings which offer less scope for affordable re-development and limited housing and office growth to off-set infrastructure costs.

Lack of sites and premises

High Levels of business occupancy mean there is very little turnover of industrial and office space which has led to decades of market failure in the speculative commercial development sector – who without evidence of lease turnovers – have failed to invest for business use. The lack of supply of serviced plots and high quality business accommodation hold back the areas indigenous start-up and growth as well as the ability to attract inward investment.

What factors are limiting Growth?

How could the Local Industrial Strategy and Shared Prosperity Fund help?

The ability to attract and grow businesses and working age employees depends upon the infrastructure and services being improved across the rural areas. As recognised by the All Party Parliamentary Group in their 'Time for a Strategy for the Rural Economy 2019', the UK has huge economic potential which can be gained from areas such as Derbyshire Dales and High Peak with its highly qualified, participative and entrepreneurial workforce.

- Long established, large and SME businesses have potential for further investment – but may not meet scale-up definitions – *need for holistic local engagement linking them to available advice, access to finance and business solutions including specialist support within the area such as export, R&D and supply chain development programmes*
- Business growth can't happen without business start up – *Consider local provision and use of digital technologies that deliver interactive start-up provision which is accessible for local entrepreneurs, especially those with who wish to exploit their expertise or diversify as a means of creating a pipeline of future growth*
- Business networks can help drive growth and innovation/product development – but need to be accessible not just based in Derby and Nottingham city centres – *Consider local provision or voucher schemes that enable geographically remote businesses to access innovation & specialist business support from institutions outside of the D2N2 administrative boundaries;*
- Ensure Rural Businesses are equipped for digital transformation – *Need for faster more comprehensive roll out of higher speed broadband especially in key business locations, and consider need for digital revolution brokers to help businesses innovate, incorporate smart-technologies within manufactured products and understand options with regard to technology investment*
- Location is not enough – connectivity is vital – *Strategies need to understand the infrastructure corridors and supply chains that exist beyond the M1 corridor and alongside supporting long term nationally important infrastructure proposals, – need for greater consideration and investment in localised infrastructure to unlock growth and much greater focus on linkages to Manchester's Northern powerhouse and Sheffield City Region.*
- There needs to be a supply of suitable modern accommodation and serviced employment land close to existing industrial premises and town centres – and funding to unlock infrastructure costs to deliver these – *Need for ongoing funding to address viability gap, conversion costs of reuse of rural buildings and infrastructure to unlock development and greater consideration of criteria which may inadvertently discriminate against business cases of rural projects – recognise cost of sparsity i.e the rural premium*
- Business investment & high skilled workforce is attracted to the area by the high quality of life & access to high quality environment – *a greater sense of importance on overall wellbeing and landscape. Need for programmes to respect and contribute towards the sense of place including supporting housing for the future workforce in areas where there is market failure*
- Improve workforce productivity through skills and wellbeing – *Need to consider on-going access to skills and leisure provision for employees and impact of low workforce earnings and urbanisation of leisure, health, cultural and sports facilities which result in 'rural social deprivation'. Facilities and support needs to be provided within the area not just in urban centres*
- Opportunity to exploit International tourism from devaluation of Sterling – *Consider ways of increasing Peak District International visitor numbers through both investment in marketing and development of product/experiences to meet expectations*
- Small and micro businesses have opportunity for growth – *need for ongoing access to finance through grant and loan programme which reflect scale of operation and outcomes to support delivery in rural areas*

COUNCIL
21st November 2019

Report of the Head of Resources

REVENUE BUDGET MONITORING FOR QUARTER 2 2019/20, REVISED BUDGET 2019/20 AND UPDATE OF MEDIUM TERM FINANCIAL PLAN PROGRESS

PURPOSE OF REPORT

This report summarises the Council's forecast outturn position as at the end of September 2019, seeks approval for a revised 2019/20 revenue budget and provides an update on medium term financial plan progress.

RECOMMENDATION

1. That the identified variances and current overall forecast position for 2019/20 are noted.
2. That the revised budget of £8,869,000 for 2019/20 shown in table 1 is approved.
3. That the service underspend of £103,000 is transferred to the vehicles renewal reserve to contribute towards the purchase of new waste vehicles.
4. That the update on Medium Term Financial Plan (MTFP) progress is noted.

WARDS AFFECTED

All

STRATEGIC LINK

Effective budgetary control is important to ensure effective management of Council resources, ensuring that key services and priorities can be delivered.

1. REVENUE BUDGET 2019/20

- 1.1 On 7th March 2019 Council set a net revenue budget of £9,586,000 for 2019/20. The full year forecast to March 2020 based on quarter 2 (September 2019) indicates an £103,000 underspend as shown in the table below.
- 1.2 The major variances are described within the following paragraphs and summarised in the table below; there are other smaller variances that currently offset each other. The required changes to budget have been split between operational variances within each service and changes required due to a change in use of reserves. These arise from additional funding being received which is not utilised in the current year and also

changes to the profile of expenditure planned to be funded from reserves. The majority changes in the use of reserves are due to additional S106 contributions being receivable in 2019/20.

Services	Original Budget £000's	Forecast After Qtr2 £000's	Variance £000'S	Use of Reserves £000's	Revised Budget £000's
Resources and Corporate Budgets	3,095	3,085	(10)	25	3,110
Corporate Services	1,932	1,908	(24)	(68)	1,840
Housing Services	512	516	4	(557)	(41)
Regeneration and Policy	479	422	(57)	(5)	417
Community and Environmental Services	2,227	2,251	24	0	2,251
Regulatory Services	982	925	(57)	0	925
Chief Executives and Human Resources	359	376	17	(9)	367
Total	9,586	9,483	(103)	(614)	8,869

1.3 Resources and Corporate Budgets

Resources

Additional investment income from treasury management £31,000 and saving in IT from deferral of expenditure £23,000 combined with smaller variances across the service result in a forecast underspend of £60,000 on the original estimate.

The additional use of reserves is required primarily to fund works on the Hathersage Pool. This amount was carried forward from a previous allocation as work had not commenced.

Corporate Budgets

Corporate Budgets include the Council-wide staff turnover target of £50,000 which has already been achieved. Salary budgets across the Council have been recalculated but a further turnover reduction of £25,000 has been included for the remaining 6 months of the year. Corporate budgets also include the centralised travel saving (budgeted at £25,000). These savings have not been fully realised in the current year due to one-off protection payments and an increase in claimed mileage.

As the actual savings materialise in departmental budgets the adjustment to Corporate Budgets is shown as an overspend to avoid double counting.

1.4 Corporate Services

Savings arising from the vacant Section 106/CIL officer post and turnover from the internal appointment to the Customer Innovation Team total £30,000. Savings are also forecast in procurement in relation to purchase of uniforms and photocopier rentals £20,000. Other net saving across the service are forecast £3,000.

Additional staff savings are materialising in legal services, from continued staff turnover, £64,000, however these are more than offset by additional use of agency staff and external legal fees to support the team £72,000. The other notable pressure within

Corporate Services relates to Land Charges income currently forecast to be under achieved by £21,000.

The Customer Innovation Team is funded from a specific reserve, established in the 2019/20 MTFP. Delays in recruiting to the budgeted posts result in a reduction of £68,000 in the required reserve funding for 2019/20.

1.5 **Housing Services**

There are no major variances within the Housing section compared to original budget. However it is anticipated that additional resources from Section 106 monies will be received during the year. The majority of this funding will initially be transferred to reserves and so the net housing budget is effectively reduced to recognise the increased income receivable.

1.6 **Regeneration and Policy**

Variances within Regeneration and Policy are being generated by vacancies across the service with one-off savings of £72,000 this year. The staffing structure is being reviewed to take into account the findings of the Corporate Peer Challenge and the new priorities emerging in the draft Corporate Plan. It is considered that budgets allocated for staffing will be fully utilised in future financial years.

This is partially offset by the final allocation of the Custom Build Grant being £15,000 lower than budgeted and £10,000 additional cost, mainly associated with the required referendum and examination costs of the Neighbourhood plan.

An adjustment of £5,000 is required to the use of reserves reflecting the changes in the revised profile.

1.7 **Community and Environmental Services**

Neighbourhoods

The Council has suffered a number of thefts and damage to car park machines during 2019/20. Additional unbudgeted costs have been incurred in both repairing, replacing and fitting additional security to machines £10,000. Although promptly repaired or replaced, the 'out of service' machines have also contributed to the pressure on car park income. Combined with poor weather, a down turn in visitors to the district and the closure of certain supermarkets, car park income is forecast to be £100,000 under achieved.

Environmental Services

Difficulties in filling vacancies across the section have resulted in an under spend of £65,000 (net of agency staff to provide cover and a new manager post). This situation exists across the Environmental Services section but has most impact in the clean and green and public conveniences cleaning teams. These vacancies have, however, now been filled.

The other significant variance relates to levels of public convenience income. When setting the budget the council did not have a complete year of data to fully assess the seasonal trends and changes in usage. In addition, similar to car park income, reductions in visitor numbers and criminal damage to the entry machines has affected income levels which are forecast to be £40,000 below budget.

Environmental services is a large area with many budgets and a number of smaller forecast variances with a net underspend of £12,000.

Events

Market income is forecast to be over achieved by £30,000, mainly due to high levels of occupancy at Bakewell. Savings of £10,000 are also forecast at Ashbourne market as the budget supporting the market transfer will not be required in 2019/20.

At the time of writing the Illuminations event had not been completed, however a number of weekends had been adversely effected by poor weather. The final impact on income is not yet known.

Community Development

One-off staff savings of £9,000 are forecast with Community Development.

1.8 Regulatory Services

There are currently significant underspends within the employee budgets across Regulatory Services totalling £104,000. Within the Estates section additional repairs, including latent defect work at the leisure centres, is forecast to overspend by £50,000 and the unbudgeted reduction in transitional relief will result in a NDR pressure of £27,000.

There continues to be pressure on the planning fees income budget which is currently forecast to be underachieved by £40,000. These fees are subject to volatility in market demand which the Council does not control. Additional dividend income is anticipated from the Derbyshire Building Control Partnership of £15,000 and £25,000 has been included as additional recharge to the capital programme for capitalised salaries.

In response to the recent local floods within the Derbyshire Dales the Council has committed to make a £10,000 contribution to the Derbyshire Hardship Fund.

1.9 Chief Executive's and Human Resources

Minor overspends are forecast in HR due increased medical examinations and new counselling service being delivered £17,000.

2. MEDIUM TERM FINANCIAL PLAN (MTFP)

- 2.1 The Council's MTFP continues to be developed alongside the current year monitoring.
- 2.2 The Council's budget is significantly affected by the policies and decisions made by central government. The government has previously announced to undertake the Fair Funding Review and a review of the Retained Business Rates system during 2019. Both of these reviews have the potential to significantly affect the amount of funding available to the Council in future years and the Council has anticipated the release of further detailed information. However the Government has now announced a 1 year delay to both reviews and released a technical consultation paper on the principles of the potential 2020/21 settlement.
- 2.3 Many of the principles contained within the consultation, which are applicable to the District Council, essentially replicate the current year position for a further year. If realised in the final settlement this will be a favourable outcome for Council as anticipated cuts to Rural Services Delivery Grant and New Homes Bonus are deferred.

In addition Negative Revenue Support Grant, which will potentially significantly affect the Council, is removed, again consistent with 2019/20. The technical consultation paper is a strong indication of funding for 2020/21 but not formal confirmation.

- 2.4 A major element of the 2020/21 MTFP will be the final impact of the waste contract negotiation. This is approaching the conclusion of a long process and currently a number of options are still open to the Council. Final costs will not be known until the contract has been awarded, currently planned for December 2019.
- 2.5 Due to the potential significant changes in the funding position and the waste contract cost a separate report on the Medium Term Financial Strategy (MTFS) has not been produced at this time. The draft MTFS, and an updated MTFP, will be brought to Council in January 2020 after the provisional local government finance settlement has been received and the waste contact costs are known.

3. RISK ASSESSMENT

3.1 Legal

The process by which budgets are monitored is a useful mitigation tool to ensure that the Council meets its statutory duty to manage a balanced budget.

3.2 Financial

The financial details are set out in the body of the report.

4. OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

5. CONTACT INFORMATION

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6. BACKGROUND PAPERS

None

COUNCIL
21 NOVEMBER 2019

Report of the Chief Executive

CUSTOMER INNOVATION PROJECT - CAPITAL FUNDING REQUEST

PURPOSE OF REPORT

The report updates members on the implementation of the Customer Relationship Management system and associated technology.

RECOMMENDATION

That the sum of £46,077 is included in the Capital Programme to enable the procurement of the additional software integration work, mobile application, payment portal and associated technology as outlined in the report and supporting documentation.

WARDS AFFECTED

All

STRATEGIC LINK

Enabling the customer to enquire of, and transact with, the District Council in the most efficient manner, is at the heart of the District Council's objectives.

1 BACKGROUND

1.1 At the meeting of the Governance and Resources Committee held in November 2018, Members considered the work of the Customer Innovation Hub which was established with the following aims and objectives:-

Aims

To scope, procure and implement, a customer platform that integrates with existing systems to enable us to drive channel shift and to deliver easier, faster and better customer service.

Objectives

- Provide our customers with an improved, user friendly and accessible means of accessing and paying for services electronically;
- Promote a culture of '*digital by choice*' for all customer interactions and move the organisation to a future state where customer service and satisfaction is key to our success;
- Minimise avoidable contact by unifying communications across the organisation;

- Transform customer interactions to the leanest form;
- Identify cashable efficiencies by the transformation of service delivery;
- Provide a means of implementing income generation opportunities;
- Develop by June 2019, a Customer Access Strategy as a means of setting standards and guidelines for delivering convenience and excellence for our customer which we can measure our performance by;
- Map current service provision on key priority areas and estimate level of time and effort required to deliver 'as is service'. Key priority areas currently defined are:

Ordering, paying for and providing:

- new / replacement bins;
 - regular chargeable bin collections;
 - occasional bulky waste collections;
 - regular or occasional trade waste collections;
 - ordering, paying for and providing car park permits and replacement resident passes;
 - paying non domestic rates and council tax bills;
- Devise simple means of gauging customer interest in modernising service provision and likely resistance to change.

1.2 An update on the work of the Customer Innovation Hub was presented to the Governance and Resources Committee on 28th February 2019, where it was resolved to allocate financial resources in the Capital Programme to enable the procurement of a Customer Relationship Management system and associated technology in order to transform our processes and services to the public. The objectives being to achieve:

- Significant cost reductions;
- Streamlined, efficient working processes and procedures;
- Creation of income generation opportunities;
- Services that focus on the customer whilst achieving optimal operation efficiency.

1.3 The potential impact on the organisation and the way in which it delivers services to the public is huge and will release cashable savings in the future in terms of employee time and redundant technological solutions, which often currently stand alone without integration or automation of processes.

1.4 The contract for the provision of a CRM system was signed with the preferred supplier; Meritec Ltd, at the end of March 2019 for an initial period of two years. The contract includes professional services to configure the system to replicate the councils existing e-Forms, the development of a new website home page built to encourage customer use of the CRM system and the integration of the system with the council's network infrastructure and core systems.

1.5 A further update on the project was presented to members at the Governance and Resources Committee in September 2019.

1.6 Recruitment has taken place for the Role of Digital Transformation Project Manager who will be leading both the CRM project and the wider Digital Transformation

programme. Glenn Burton was appointed to the role on 15th July 2019 having previously delivered digital transformation programmes for the NHS and a number of East Midlands Police forces. The Digital Transformation Project Officer role was advertised at the beginning of August 2019 and Ian Brailsford was appointed internally.

1.7 As the project has progressed, it has become clear that there are three areas of work, in order to maximise the benefits available, additional capital funding would be required. Those areas are as follows:

- Integration work with the new waste contractor's software systems;
- The procurement of a mobile application that links directly to the CRM; and
- The revision of existing payment portals and income management systems to better align back office payments with the enhanced self-service provision and offering revenue savings alongside process efficiencies.

2 ADDITIONAL MERITEC INTEGRATION WITH WASTE CONTRACTOR MIS

2.1 It has become clear that additional integration work between the new Meritec CRM and the waste management information system of the new Waste Contractor will be necessary, due to a limitation in the existing waste management system (Mayrise).

2.2 In simple terms, Mayrise can receive data and data can be retrieved from it, but it cannot actively 'push' data to other systems. This means that the CRM system cannot receive updates on service requests and activities from Mayrise as new information comes in. This would mean the original scope of the CRM project would not be fully realised.

2.3 Several options were considered with the preference being to integrate the new Meritec CRM directly with the new waste contractor's systems, rather than integrating both with Mayrise as intermediary. As a backup, Mayrise will continue to be updated overnight with round and container data for an interim period.

2.4 Advantages of adopting this alternative model include:

- It allows for more streamlined, efficient processes;
- Reduces the risks of undertaking complex tripartite multi-system integration;
- Provides the opportunity to retire the Mayrise system earlier than originally anticipated leading to revenue savings of around £5,500 per annum.

2.5 This additional integration was not scoped as part of the original procurement process for the CRM system. Estimated additional integration costs are not to exceed £15,000 but the exact figure cannot be defined until the waste contract has been signed and the contractor system identified with certainty.

3 MERITEC MOBILE APPLICATION

3.1 End to end process mapping of Clean and Green processes has identified that job creation and allocation is currently heavily paper based. Meritec can also provide a mobile application that directly integrates with the new CRM and which will enable service requests and jobs to be allocated, processed and signed off in the field, in real time.

3.2 Benefits that can be derived from this additional application are:

- It enables fully end to end digital processes initially for the Clean and Green team but as a corporate licence it can be expanded to other teams/service areas for no additional cost;
- Reduced process cycle time (waiting) which will lead to improvements in response times;
- Allows for smarter allocation of tasks based on geography;
- Enables wider digital transformation of Clean and Green service;
- Reduces workload of Depot Supervisors.

3.3 The costs of the mobile application are £1,500 capital for implementation and £6,250 revenue costs each year thereafter for support and licensing. Subject to formal approval, the revenue implications of this solution will be taken into consideration as part of the 2020/21 budget process.

4 PAYE.NET PAYMENT PORTAL

4.1 The Council has many online forms and portals and there are many 'broken links' where customers can submit information online and there is no integrated method of taking payments and passing that information and payment data to key business systems for action.

4.2 Investigation into the self-service payment options was undertaken and a paper was considered by the Corporate Leadership Team on the 18th December 2018, which recommended the purchase of Capita SCP to provide a payment portal that links with self-service online forms.

4.3 At present, payments taken via the phone and in person are often processed separately within as many as three distinct systems (card terminal, cash receipting and line of business system). SCP cannot be used by internal 'back office' users to process CRM transactions over the phone and in person (assisted digital) for data protection reasons.

4.4 The ideal future state for transactions of this type is a seamless, end-to-end process where information is captured in the CRM, payment made via an integrated portal and (once the transaction is complete) the service request automatically generated in the line of business system.

4.5 The Council's existing income management financial systems are provided by Capita. Capita can provide an integrated payment portal called Paye.net which will enable direct integration with the Meritec CRM and existing income management systems.

4.6 Adoption of this may also enable some rationalisation of other existing payment methods. There will be other additional elements of the existing Capita support package that will be cancelled as a result of successful Paye.net implementation (as well as the 4 ACR licences). This will include the existing legacy internet payments portal and associated CMS and Gladstone payment portal that is now obsolete after the transfer to Freedom leisure.

4.7 This will lead to actual revenue savings of around £5k per annum. Additionally, allowing for time savings of 3 minutes per transaction will release approximately £6k per annum or 0.25 FTE in efficiencies (based on 2018/19 transaction numbers at Grade 5).

4.8 Enhanced outcomes resulting from this will include:

- Enables new ways of working;
- Assists with business continuity and disaster recovery;
- Increases capacity from 5 cashier terminals located in a static location to 25 that can be deployed anywhere with network connections;
- Reduces the capacity for fraud;
- Reduces the capacity for error;
- Reduces duplication of effort;
- Aligns directly with the Council's customer experience ambitions;
- Simplified ICT architecture will facilitate better service delivery and be more robust than maintaining multiple systems.

4.9 The capital cost of the implementation will be £29,577.00 (£23,077 for Capita modules/development and £6,500 for Meritec integration work).

5 CONCLUSION

5.1 Council is recommended to include the additional sum of £46,077 in the Capital Programme to enable the procurement of the additional software, integration work, mobile application, payment portal and associated technology as outlined in the report and supporting documentation.

5.2 This additional integration and software will represent an important step towards achieving the authority's goals in terms of channel shift and online service delivery and it offers the opportunity for more efficient ways of working, removing duplication of effort and increasing capacity.

5.3 The ability to 'channel shift' important service requests coupled with the increased access to services residents/customers will enjoy as a result should lead to increased customer satisfaction income potential through greater service resilience and enhanced customer experience and better data capture and being able to respond to customer demographics more efficiently.

6 RISK ASSESSMENT

6.1 Legal

Procurement of additional software and integration will follow the route prescribed in Contract Standing Orders. The legal risk is therefore low.

6.2 Financial

The proposed capital expenditure of £46,077 can be financed from the Customer Innovation Reserve. The financial risk is assessed as medium.

7 OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

8 CONTACT INFORMATION

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9 BACKGROUND PAPERS

Date	Description	Location
5 th September 2019	Report to Governance and Resources Committee	DDDC Website
25 th February 2019	Report to Governance and Resources Committee	DDDC Website
22 nd November 2018	Report to Governance and Resources Committee	DDDC Website
2018/2019	Customer survey findings	CS/Members Portal

COUNCIL
21 November 2019

Report of the Head of Resources

CAPITAL PROGRAMME 2019/20 TO 2023/24

PURPOSE OF REPORT

This report:

- Provides members with a mid-year update on the previously approved capital programme;
- Sets out a plan to update the capital programme in the coming months to reflect the new corporate plan priorities;
- Outlines potential future liabilities not included in the Capital Programme.

RECOMMENDATIONS

- 1 That the revised Capital Programme and financing arrangements for 2019/20, as detailed in Appendix 1, in the sum £4,102,658 be approved;
- 2 That the revised Capital programme for 2020/21, as detailed in Appendix 1, in the sum of £2,147,013 be approved;
- 3 That the programme for years 2021/22 through to 2023/24, as detailed in Appendix 1 in the sum of £2,926,822 be approved;
- 4 That a new Capital programme based on the new priorities identified in the new corporate plan will be reported to Council in January 2020 for approval.
- 5 That the potential future liabilities outlined in Appendix 2 be noted.

WARDS AFFECTED

All

STRATEGIC LINK

The Council's Capital Programme takes into account all the priorities and targets within the Corporate Plan and these are identified in the Capital Strategy. The proposed Capital Programme will assist in delivering Council services that are important to residents' well-being. As explained in the report, the capital programme will be reviewed and updated in the coming months to reflect the new corporate plan priorities.

1 REPORT

1.1 BACKGROUND AND INTRODUCTION

- 1.1.1 The Council approved the initial Capital Programme for 2019/20 at the Council meeting on the 7th March 2019. The programme has subsequently been updated at the Council meeting on 30th May following closure of the Council's accounts for 2018/19.

The Revised Programme for 2019/20, together with changes for financial years 2020/21 through to 2023/24 is now presented for Members' consideration and approval. The changes are explained in the report.

- 1.1.2 The Council is due to agree a new Corporate Plan and priorities on 21 November 2019. The capital programme will be reviewed and updated in the coming months to reflect the new corporate plan priorities. A new Capital programme based on the new priorities identified in the new corporate plan will be reported to Council in January 2020 for approval.

1.2 NEW BIDS

The revised Capital Programme includes new schemes shown below (and shaded red in Appendix 1)

Scheme	Capital Programme (£)	Financing
Affordable Housing - Bakewell Lady Manners School – additional amount requested	£80,000	Capital Receipts
Affordable Housing – Ashbourne NCHA 12 Bungalows	£400,000	Section 106
Affordable Housing – YMCA with NCA 60 new supported homes plus additional needs accommodation	£500,000	Section 106
Affordable Housing – Wirksworth Community Land Trust – delivery highly efficient homes on former garage sites	£350,000	Section 106
Affordable Housing – Bakewell Almshouses Trust	£35,000	Capital Receipts
Customer Innovation Project	£46,077	Customer Innovation Reserve

1.3 REVISED CAPITAL PROGRAMME 2019/20

1.3.1 Proposed Capital Expenditure 2019/20

The revised capital programme for 2019/20 has been updated to reflect slippage and new bids. It is summarised below:

Priority	Revised Budget 2019/20 £

Affordable Housing	2,818,970
Market Towns	62,051
Clean & Safe District	33,862
Continue to Seek Efficiencies and Innovative Working Practices	14,213
Miscellaneous/Other Schemes	1,173,562
Total Capital Expenditure	4,102,658

The spending shown in the table above is the aggregate of the scheme costs. All grants and contributions have been dealt with as part of the financing arrangements (shown below). The major projects where expenditure is forecast to be more than £250,000 for 2019/20 are as follows:

	£000
Disabled Facility Grants	491,470
Affordable Housing Scheme at Tideswell	412,500
Affordable Housing Scheme Rural Villages	830,000
Affordable Housing Scheme at Matlock Asker Lane	250,000
Affordable Housing Scheme at Ashbourne	250,000
Capital Investment Transfer of Leisure	652,053

1.3.2 Financing Arrangements 2019/20

The overall financing package for forecasted expenditure in 2019/20 is as follows:

	£	£
Capital Receipts		1,529,208
Grants and Contributions		491,470
Use of Reserves:		
Capital Programme Reserve	853,380	
Grants Unapplied Reserve including Section 106	992,500	
Information Technology Reserve	145,293	
Vehicle Renewals Reserve	26,350	
Carsington Reserve	13,380	
Customer Innovation	46,077	
Total Reserves		2,081,980
Total Financing		4,102,658

1.4 REVISED CAPITAL PROGRAMME FOR 2020/21

1.4.1 Revised Capital Expenditure 2020/21

The revised capital programme for 2020/21 has been updated to reflect slippage and new bids. It is summarised below:

Priority	2020/21 Recommended Capital Programme £

Business Growth & Job Creation	250,000
Affordable Housing	756,470
Market Towns	140,000
A Clean and Safe District	715,749
Miscellaneous/Other Schemes	284,794
Total Capital Expenditure	2,147,013

The spending proposals shown in the table above are the aggregate of the estimated scheme costs. All estimated grants and contributions have been dealt with as part of the financing arrangements (shown below).

The major projects in the spending proposals where expenditure in 2020/21 is estimated at £250,000 or more are:

	£000
Blenheim Road Development	250,000
Disabled Facility Grants	491,470
Commercial Vehicles	438,000

1.4.2 Financing Arrangements 2020/21

The overall financing package that is proposed for the revised 2020/21 Capital Programme is as follows:

	£	£
Capital Receipts		587,854
Grants and Contributions:		493,470
Use of Reserves:		
Capital Programme Reserve	423,749	
Information Technology Reserve	37,250	
Grants Unapplied Reserve (Includes Section 106)	150,000	
Vehicle Reserve	438,000	
Economic Development Reserve	10,000	
Carsington Reserve	6,690	
Total Reserves		1,065,689
Total Financing		2,147,013

1.5 REVISED CAPITAL PROGRAMME PROPOSALS FOR 2021/22 TO 2023/24

1.5.1 Proposed Capital Expenditure 2021/22 to 2023/24

The Capital Programme Proposals for 2021/22 to 2023/24 have been revised to reflect new schemes and slippage. A summary is set out below:

Priority	2021/22 to 2023/24 Recommended
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	Capital Programme £
Affordable Housing	1,832,940
A Clean and Safe District	816,000
Miscellaneous/Other Schemes	277,882
Total Capital Expenditure	2,926,822

1.5.2 Proposed Financing Arrangements 2021/22 to 2023/24

The overall financing package that is proposed for the revised capital programme proposals for 2021/22 to 2023/24 is as follows:

	£	£
Capital Receipts		50,000
Grants and Contributions: Disabled Facilities Grants		982,940
Use of Reserves:		
Capital Programme Reserve	60,000	
Revenue Grants unapplied (including Section 106)	850,000	
Carsington Reserve	13,382	
IT Reserve	154,500	
Vehicle Reserve	816,000	
Total Reserves		1,893,882
Total Financing		2,926,822

1.6 SOURCES OF FUNDING FOR CAPITAL PROGRAMME

1.6.1 The table below shows the impact on the Council's Reserves and Balances of the above proposals:

Reserve	Balance 1 st April 2019 £	Expected Receipts £	Used in Capital Programme £	Estimated Balance 31 March 2024 £	Comments
Capital Receipts	2,944,441	857,183	2,167,062	1,634,562	Relies on new receipts being attained
Section 106 Contributions	3,607,833	1,303,961	1,892,500	3,019,294	Relies on new receipts being attained
Capital Programme Reserve	2,988,892	0	1,337,129	1,651,763	
Other Strategic Reserves (earmarked for capital schemes)	1,842,217	2,856,736	3,779,802	919,151	Mostly earmarked for specific projects
Total	11,383,383	5,017,880	9,176,493	7,224,770	

1.6.2 Officer comments:

The table above demonstrates that, if the capital programme proposals set out in this report are accepted, sources of capital funding are forecast to reduce to £7,224,770 by 31 March 2024. However, Section 106 contributions and the amounts in other strategic reserves are set aside for specific purposes; if these are excluded the amount available for new capital schemes reduces to £3,286,325

The Corporate Leadership Team has identified a number of future capital liabilities and potential new projects that will be required in the next 1-2 years that have not been included in this revised capital programme. These projects are set out in Appendix 2. They total £3,527,500, which includes £3 million for new vehicles that the Council might need to fund as part of the new waste and recycling contract, but do not include the estimated costs of a traveller site. If the £3,527,500 is deducted from the £3,286,325 it leaves the Council with a borrowing requirement of £241,175

For a small district council, in the current economic climate, a fully-funded capital programme of £9,176,493 can be seen as fairly healthy. Members should note, however, that much of the capital programme is spent on enhancing and replacing existing assets and that existing funds are likely to be depleted by 2023/24. There will always be a need for some asset replacements and hence the need for annual contributions from revenue to capital reserves, as identified in the Medium Term Financial Strategy.

2 RISK ASSESSMENT

2.1 Legal

There are no legal considerations arising from this report.

2.2 Financial

There is adequate funding for the proposed capital programme for 2019/20 to 2023/24. The risk, however, remains high.

A risk assessment of the Capital Programme has been undertaken in the formulation of the schemes. The most significant risks are:

- Forecast capital receipts may not be achieved;
- The danger of overspending on capital schemes with no available finance to meet the overspending;
- Budgets for individual projects may be insufficient when tenders are received;
- There is sufficient funding for Capital schemes to which the council has had a long-term commitment in the current programme. However, resources for future projects are being depleted. The Council's future requirement to finance mandatory Capital expenditure, such as Disabled Facility Grants, will need to be kept under review;
- The amount available might be insufficient to deal with unforeseen capital expenditure, for example, if there was a requirement similar to the costs of addressing structural damage at the Memorial Gardens Toilets.

2.3 Corporate

The proposed Capital Programme clearly shows the funding allocated to each of the priorities set out in the current Corporate Plan. The Capital Programme endeavours to

allocate funding to the corporate priorities of business growth and job creation, affordable housing and market towns. However, the ongoing necessity to maintain a clean and safe district and to maintain Council's assets is also reflected in the Capital Programme. As explained in the report, the capital programme will be reviewed and updated in the coming months to reflect the new corporate plan priorities.

3 OTHER CONSIDERATIONS

In preparing this report the relevance of the following factors has also been considered prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

4 CONTACT INFORMATION

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5 BACKGROUND PAPERS

None

6 ATTACHMENTS

Appendix 1 Capital Programme 2019/20 to 2023/24

Appendix 2 Potential capital schemes/liabilities not included in capital programme

Appendix 1: Capital Programme Proposed Programme for 2019/20 to 2023/24

New Scheme
change to Costings
Slippage

Earmarked Schemes	Corporate Priority	Scoring	ORIGINAL BUDGET	REVISED BUDGET 2019/20	2020/21	2021/22	2022/23	2023/24	Total
Blenheim Road	Business growth & Job creation	66	212,410.00		250,000.00				250,000.00
Total Programme			212,410.00	0.00	250,000.00	0.00	0.00	0.00	250,000.00

Earmarked Schemes	Corporate Priority	Scoring	ORIGINAL BUDGET	REVISED BUDGET 2019/20	2020/21	2021/22	2022/23	2023/24	Total
Disabled facilities Grants	Affordable Housing	84	491,470.00	491,470.00	491,470.00	491,470.00	491,470.00		1,965,880.00
Social Housing Grants - Bakewell Lady Manners School	Affordable Housing	Not Scored	92,500.00	92,500.00	80,000.00				172,500.00
Social Housing Grant - Cromford / Matlock Bath	Affordable Housing	Not Scored	100,000.00	100,000.00					100,000.00
Social Housing Grant - Tideswell	Affordable Housing	Not Scored	412,500.00	412,500.00					412,500.00
Social Housing Grant - Rural village affordable Housing	Affordable Housing	50	830,000.00	830,000.00					830,000.00
Social Housing Grant - Dove Garage, Mayfield Road	Affordable Housing	Not Scored	157,500.00	157,500.00					157,500.00
Social Housing Grant - Luke Lane / Mercaston Lane	Affordable Housing	Not Scored	135,000.00	135,000.00					135,000.00
Social Housing Grant - Matlock Asker Lane	Affordable Housing	Not Scored	250,000.00	250,000.00					250,000.00
Social Housing Grant - Doveridge - Bakers Lane	Affordable Housing	60	135,000.00						
Hurst farm Estate Cladding Programme	Affordable Housing	Not Scored	100,000.00	100,000.00					100,000.00
Social Housing Grant - Ashbourne NCHA 12 bungalows	Affordable Housing	Not Scored		250,000.00	150,000.00				400,000.00
Social Housing Grant - Matlock YMCA with NCHA - 60 new	Affordable Housing	Not Scored				500,000.00			500,000.00
Social Housing Grant - Wirksworth community land trust	Affordable Housing	Not Scored				350,000.00			350,000.00
Social Housing Grant - Bakewell Almshouse Trust	Affordable Housing	Not Scored			35,000.00				35,000.00
Total Programme			2,703,970.00	2,818,970.00	756,470.00	1,341,470.00	491,470.00	0.00	5,408,380.00

Earmarked Schemes	Corporate Priority	Scoring	ORIGINAL BUDGET	REVISED BUDGET 2019/20	2020/21	2021/22	2022/23	2023/24	Total
Matlock Bath - Flood Alleviation	clean & safe district	64	3,460.00						
Condition Surveys - Parks & Pavillions	clean & safe district	Not Scored	146,355.00	6,355.00	140,000.00				146,355.00
Bakewell Riverside Path	clean & safe district	37	10,000.00	slippage	10,000.00				10,000.00
White Peak Cycle Loop	clean & safe district	Not Scored	20,000.00	slippage	20,000.00				20,000.00
Hall Leys Park Ranger Station	clean & safe district	58	17,893.00	1,157.00					1,157.00
Wirksworth Steeple Arch cemetery extension	clean & safe district	Not Scored	60,000.00	slippage	60,000.00				60,000.00
Paths at Bakewell Cemetery	clean & safe district	Not Scored	3,749.00	slippage	3,749.00				3,749.00
Burials Review	clean & safe district	Not Scored	44,000.00	slippage	44,000.00				44,000.00
Commercial Vehicles	clean & safe district	Not Scored	421,068.00	26,350.00	438,000.00	280,000.00	214,000.00	322,000.00	1,280,350.00
Total Programme			726,525.00	33,862.00	715,749.00	280,000.00	214,000.00	322,000.00	1,565,611.00

Earmarked Schemes	Corporate Priority	Scoring	ORIGINAL BUDGET	REVISED BUDGET 2019/20	2020/21	2021/22	2022/23	2023/24	Total
Electronic document management system	Efficiencies & Innovative workin	Not Scored	14,213.00	14,213.00					14,213.00
Total Programme			14,213.00	14,213.00	0.00	0.00	0.00	0.00	14,213.00

Earmarked Schemes	Corporate Priority	Scoring	ORIGINAL BUDGET	REVISED BUDGET 2019/20	2020/21	2021/22	2022/23	2023/24	Total
Pay & Display Ticket Machines	market towns	Not Scored	20,976.00	6,000.00					6,000.00
Fishpond Meadow, Ashbourne: Car Park improvements	market towns	56	35,000.00	23,000.00					23,000.00
Bakewell ABC Car Park improvements - including cattle	market towns	39	67,800.00	slippage	129,500.00				129,500.00
Monsall Head car Park improvements	market towns	44	10,500.00	slippage	10,500.00				10,500.00
Wirksworth St Mary's Churchyard Railings	market towns	31	2,892.00	2,051.00					2,051.00
Darley Dale Down Station Improvements	market towns	57		31,000.00					31,000.00
Total Programme			137,168.00	62,051.00	140,000.00	0.00	0.00	0.00	202,051.00

Earmarked Schemes	Corporate Priority	Scoring	ORIGINAL BUDGET	REVISED BUDGET 2019/20	2020/21	2021/22	2022/23	2023/24	Total
Miscellaneous Grants	other schemes	Not Scored	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00		120,000.00
Carsington fund grants	other schemes	Not Scored	13,380.00	13,380.00	6,690.00	6,690.00	6,692.00		33,452.00
Matlock Town Hall - works in condition surveys	other schemes	Not Scored	237,854.00	52,000.00	185,854.00				237,854.00
Ramp at Northwood depot	other schemes	Not Scored	10,000.00	10,000.00					10,000.00
Capital Investment Transfer of Leisure	other schemes	Not Scored	652,053.00	652,053.00					652,053.00
Wirksworth Leisure centre - Condition surveys	other schemes	Not Scored	3,500.00						
Wirksworth Leisure centre - sports hall flooring	other schemes	48	1,667.00						
Ashbourne Leisure Centre - Condition surveys	other schemes	Not Scored	149,110.00	149,110.00					149,110.00
Air handling unit at ARC	other schemes	Not Scored	35,000.00	40,000.00					40,000.00
Public Conveniences Condition survey works	other schemes	Not Scored	9,862.00	9,862.00					9,862.00
Travellers Site	other schemes	Not Scored	10,000.00	10,000.00					10,000.00
Microsoft Enterprise Agreement	other schemes	Not Scored				80,000.00			80,000.00
Income Management system upgrade	other schemes	70	8,003.00	7,000.00					7,000.00
Backup storage replacement	other schemes	Not Scored	30,000.00	30,000.00					30,000.00
Payments Portal	other schemes	Not Scored	10,230.00	10,230.00					10,230.00
CRM System	other schemes	Not Scored	71,850.00	71,850.00	37,250.00	37,250.00	37,250.00		183,600.00
Microsoft Exchange Server	other schemes	Not Scored		17,000.00					17,000.00
Customer Innovation Project	other schemes	Not Scored		46,077.00					46,077.00
Estates salaries	other schemes	Not Scored	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00		100,000.00
Total Programme			1,297,509.00	1,173,562.00	284,794.00	178,940.00	98,942.00	0.00	1,736,238.00

Total Programme			5,091,795.00	4,102,658.00	2,147,013.00	1,800,410.00	804,412.00	322,000.00	9,176,493.00
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APPENDIX 2: POTENTIAL FUTURE LIABILITIES NOT IN DRAFT PROGRAMME

POTENTIAL FUTURE LIABILITIES NOT INCLUDED IN PROGRAMME			
PROPERTY	COMMENTS	COST	
CAR PARKS:			
Various Car Parks	Surface repairs & full re-lining	20,500	
			20,500
PARKS:			
Broadwalk Park	Paths	10,000	
Ashbourne Park Buildings	Bandstand and other buildings	12,000	
			22,000
CEMETERIES & CHURCHYARDS:			
Bakewell Cemetery Chapels	Repairs identified in 2009 survey	15,000	
			15,000
OTHER PROPERTY:			
Bakewell ABC Various	Flat roof gutters, ventilation/decoration, cctv	60,000	
Arc Leisure, Matlock	Footpath improvements	10,000	
Traveller Site	New site(s) to meet housing need	To be determined	
Lovers Walks	Detailed inspection of cliff faces, design of scheme & cost of remedial work	To be determined	
Station House, Matlock	Significant repairs identified in 2009 survey	20,000	
Matlock Town Hall	Replace metal windows (identified in 2014 condition survey)	210,000	
			300,000
OFFICE TECHNOLOGY:			
Replacement switchboard	Subject to business plan & maintenance of current equipment	50,000	
WiFi Replacement	may be required to address 'roaming issues'	20,000	
Production Server replacement	5 year replacement cycle	30,000	
Network switch replacement	5 year replacement cycle	20,000	
Disaster recovery Storage	5 year replacement cycle (shared procurement)	20,000	
VDI Server Replacement	5 year replacement cycle	30,000	
			170,000
VEHICLES			
Vehicles for waste collection contract			3,000,000
	Total		£3,527,500

COUNCIL
21 November 2019

Report of the Head of Resources

TREASURY MANAGEMENT MID-YEAR REPORT FOR 2019/20

PURPOSE OF REPORT

This report seeks approval for the Treasury Management Mid-Year Report for 2019/20.

RECOMMENDATION

That the Treasury Management Mid-Year Report for 2019/20 be approved.

WARDS AFFECTED

All

STRATEGIC LINK

The above recommendation contributes to all of the Council's Corporate Plan Priorities.

1. REPORT

1.1 TREASURY MANAGEMENT REPORT

This report fulfils the Authority's legal obligation to have regard to the CIPFA Code.

The Authority's treasury management strategy for 2019/20 was approved at a meeting of the Authority on 7th March 2019. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

The 2017 Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy complying with CIPFA's requirement, was approved by Council on 7th March 2019.

1.2 REPORTING REQUIREMENTS

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

The Treasury Strategy The first, and most important, report covers:

- The treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- An investment strategy (the parameters on how investments are to be managed).

A mid-year treasury management report (this report) - This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.

An annual treasury report - This report provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are adequately scrutinised by the Corporate Leadership Team before being recommended to the Council.

1.3 EXTERNAL CONTEXT

1.3.1. Economic background

Economic background:

Politics, both home and abroad, continued to be a big driver of financial markets over the last quarter. Uncertainty on the Brexit agreement compounded by the recent general election announcement has extended the period of economic uncertainty.

The Bank of England maintained Bank Rate at 0.75% and its August Inflation Report noted the deterioration in global activity. The BoE confirmed that monetary policy decisions related to Brexit could be in either direction depending on whether or not a deal was ultimately reached by 31st October.

Financial markets:

Recent activity in the bond markets and PWLB interest rates highlight that weaker economic growth remains a global risk. The US yield curve remains inverted with 10-year Treasury yields lower than US 3-month bills. History has shown that a recession hasn't been far behind a yield curve inversion.

1.4 LOCAL CONTEXT

On 31st March 2019, the Authority had net investments of £8m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors and the year-on-year change are summarised in table 1 below.

Table 1: Balance Sheet Summary

	31.3.19 Actual £'000
General Fund CFR	5,898
Less: Other debt liabilities *	151
Total CFR	5,747

Actual borrowing	5,540
Under borrowing	297
Usable reserves	(19,311)
Less: Working capital	5,079
Net Investments	(13,935)

*Finance leases form part of the Authority's total debt

The Authority pursued its strategy of keeping borrowing below its underlying level, sometimes known as under borrowing or internal borrowing, in order to reduce risk and keep interest costs low.

The treasury management position at 30th September 2019 and the change during the period is shown in table 2 below

Table 2: Treasury Management Summary

	31.3.19 Balance £'000	Movement £'000	30.09.19 Balance £'000
Long-term borrowing	5,450		5,450
Short-term borrowing	151		151
Total borrowing	5,601		5,601
Long-term investments	931	-8	923
Short-term investments	1,999	11,001	13,000
Cash and cash equivalents	11,005	-4,468	6,537
Total investments	13,935	6,525	20,460
Net investments	8,334	6,525	14,859

Note: the figures in the table are from the balance sheet in the Authority's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

1.5 BORROWING STRATEGY

At 30th September 2019, the Authority held £5.4m of loans from the Public Works Loan Board, the same as the previous year, as part of its strategy for funding previous years' capital programmes.

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

In furtherance of these objectives, no new borrowing was undertaken.

With short-term interest rates remaining much lower than long-term rates, the Authority considered it to be more cost effective in the near term to use internal resources or borrowed rolling temporary / short-term loans instead.

Other Debt Activity

After £0.376m repayment of prior years' finance leases liabilities, total debt other than borrowing stood at £0.151m on 30th September 2019, taking total debt to £5.601m.

1.6 TREASURY INVESTMENT ACTIVITY

The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the six-month period, the authority's investment balance ranged between £10.6 and £21.7 million. The investment position is shown in table 3 below.

Table 3: Treasury Investment Position

Investment Held	31.03.19 Balance £'000	Net Movement	30.09.19 Balance £'000	30.09.19 Income Return %	Weighted Average Maturity days
Banks & Building Societies (Unsecured)	5,504	(2,267)	3,237		
Government (Including Local Authorities)	7,500	4,499	11,999		
Money Market Funds	0	4,300	4,300		
Total Internal Funds	13,004	6,532	19,536	0.90	66 days
Strategic Bond funds - CCLA Property Fund	931	(8)	923		
Total External Funds	931	(8)	923	3.97	N/A
Total	13,935	6,524	20,459	0.75	66 days

- For Internal investments, the value is the sum initially invested, for external funds, the value is the fund's bid price on the quarter end date multiplied by the number of units held.
- Returns quoted for the CCLA Property fund include initial losses on the purchase of the shares. On an income only basis the fund currently returns 3.97%. The value of the fund can fluctuate but has grown significantly over the previous 5 years.

Non-Treasury Investments

The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also holds £1.5m of such investments in directly owned commercial property that is leased out. These investments generated £0.097m of investment income for the Authority after taking account of direct costs, representing a rate of return of 6.39%. This is higher than the return earned on treasury investments but reflects the additional risks to the Authority of holding such investments.

Treasury Performance

The Authority measures the financial performance of its treasury management activities in terms of its impact on the revenue Budget. Investment income for the first half of the year is £68,706, compared to a budget of £52,500.

Both the CIPFA code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum return to the security and yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Given the increasing risk and low returns from short-term unsecured bank investments, the Authority has further diversified into more secure and high yielding asset classes as shown above. The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in the table below.

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return (Total Portfolio) %
31 st March 2019	3.97	AA-	82%	18	0.51
30 th September 2019	3.94	AA-	39%	66	0.55*
Similar LA's	4.26	AA-	61%	80	1.58
All LA's	4.28	AA-	62%	28	1.22

*Includes loss on the capital value of CCLA Fund of 3.76%

1.7 COMPLIANCE REPORT

The Head of Resources is pleased to report that all treasury management activities undertaken complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy.

Compliance with specific investment limits is demonstrated in table 4 below.

Table 4: Investment Limits

	30.09.19 Actual	2019/20 Limit	Complied
Banks – Council's Own banker (Lloyds)	£1.2m	£6m	✓
Local Authorities per Authority	£3m per authority £11m Total 30/09	£3m	✓
Money Market Funds Total	£4.3m	£12m	✓

UK Government	£0.99m	Unlimited	✓
Certificates of Deposits	£2m	£3m	✓
Strategic Funds	£0.92m	£5m	✓

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 5 below.

Table 5: Debt Limits

	30.09.19 Actual	2019/20 Operational Boundary	2019/20 Authorised Limit	Complied
Borrowing	5,450	8,000	11,000	✓
PFI & finance leases	151	1,000	1,000	✓
Total debt	5,601	9,000	12,000	✓

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

1.8 TREASURY MANAGEMENT INDICATORS

The Authority measures and manages its exposures to treasury management risks using the following indicators:

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio.

	30.09.19 Actual	2019/20 Target	Complied
Portfolio average credit rating/score	AA-	AA-	✓

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

	30.09.19 Actual	2019/20 Target	Complied
Total cash available within 3 months	6,537	6,000	✓
Total sum borrowed in past 3 months without prior notice	0	n/a	✓

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one year revenue impact of a 1% rise or fall in interests was:

	2019/20 Limit
Upper limit on one-year revenue impact of a 1% rise in interest rates	154,500
Upper limit on one-year revenue impact of a 1% fall in interest rates	110,500

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were:

	30.09.19 Actual	Upper Limit	Complied
Under 12 months	0	50%	✓
12 months and within 24 months	0	50%	✓
24 months and within 5 years	0	50%	✓
5 years and within 10 years	0	75%	✓
10 years and above	100%	100%	✓

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than 364 days: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2019/20 £000	2020/21 £000	2021/22 £000
Actual principal invested beyond year end	1,000	0	0
Limit on principal invested beyond year end	3,000	3,000	3,000
Complied	✓	✓	✓

Outlook for the remainder of 2019/20

The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the US. The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased dramatically.

Our treasury advisor Arlingclose expects Bank rate to remain at 0.75% for the foreseeable future but there remain substantial risks to this forecast, dependant on Brexit

outcomes and evolution of the global economy. Arlingclose judges that the risks are significantly weighted to the downside.

Gilt yields have fallen to historic lows. The risks to economic growth from global political uncertainty appear to have crystallised, dampening rate expectations and dragging yields lower. Arlingclose expects yields to remain at low levels for the foreseeable future and see the risks as broadly balanced. Volatility will continue to offer longer-term borrowing opportunities.

2 RISK ASSESSMENT

2.1 Legal

The report complies with best practice and government guidance on the preparation of the treasury management strategy statement. The legal risk is therefore low.

2.2 Financial

Financial Information is contained within the report. The budget for investment income in the first half of year to 30th September is £52,500, Actual Investment income earned is £68,706. If actual levels of investments and actual rates differ from those forecast, performance against budget will be correspondingly different. The overall risk is assessed as low.

2.3 Corporate

This strategy sets in place a proposed structure and systems that place security of investments above yield. The risk is therefore assessed as low.

3 OTHER CONSIDERATIONS

In preparing this report the relevance of the following factors has also been considered prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

4 CONTACT INFORMATION

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5 BACKGROUND PAPERS

None

COUNCIL

21 November 2019

Report of the Head of Corporate Services

REGULATION OF INVESTIGATORY POWERS ACT 2000

PURPOSE OF THE REPORT

To provide an update following the inspection of the Investigatory Powers Commissioner's Office on the Council's policies and procedures relating to the use of the Regulation of Investigatory Powers Act 2000 ("RIPA") and to approve the updated policy on the Regulation of Investigatory Powers.

RECOMMENDATION

1. That the report from the Investigatory Powers Commissioner's Office attached at Appendix 1 is noted.
2. That the amended Regulation of Investigatory Powers Act 2000 policy attached at Appendix 2 is approved.
3. That the Head of Corporate Services be instructed to draft a Member's Social Media Policy to be presented to Counsel for Approval.

WARDS AFFECTED

All Wards

STRATEGIC LINK

The Regulation of Investigatory Powers Act 2000 ("RIPA") enables local authorities to carry out certain types of surveillance activity provided that specified procedures are followed. The information obtained as a result of surveillance operations can be relied upon in court proceedings and enables effective enforcement across the District. The recommendation to adopt the revised policy therefore contributes to the Council's Corporate Plan Priorities.

1. BACKGROUND

- 1.1 The Regulation of Investigatory Powers Act 2000 (RIPA) gave the Council significant powers in order to investigate serious matters and offences. It enables the Council to use covert surveillance, covert human intelligence sources (CHIS) and the acquisition of service use or subscriber information in relation to communications data in a manner which is compatible with Article 8 of the European Convention on Human Rights (which governs an individual's right to respect for their private and family life). Before the Council may undertake covert surveillance, there are various criteria which must be met including approval of the application by a Magistrate.

- 1.2 The Council is periodically inspected by the Investigatory Powers Commissioner's Office and the last inspection was undertaken in July 2019. This Report is to inform members of the outcome of the inspection and approve an amended RIPA policy to incorporate the observations made by the inspector.
- 1.3 The outcome of the report is primarily positive. There were no issues that raised major concerns for the inspector, however 2 recommendations and 4 observations were made.

2. OUTCOMES

Recommendations

- 2.1 From the inspection it was noted that some employees were using their personal profiles to access information on social media sites. The inspector commented that this put the employee at an undue risk. As a result the Council's Social Media Policy has been updated to inform employees not to continue with this practice and update the policy on use of social media for investigatory purposes. This policy is currently subject to consultation and will be brought to committee once completed.
- 2.2 Although not mentioned in the report it is considered advisable to introduce a policy on member's use of social media. It is intended to bring this policy in the same report as with the amended Social Media Policy.
- 2.3 The inspector recommended that elected Members should review the Council's use of the RIPA legislation on an annual basis. It is therefore proposed that the annual report from the Council's Monitoring Officer includes a report of the use of RIPA for the preceding year.

Observations

- 2.4 In 2018 the Home Office updated its guidance and Codes of Practices relating to RIPA. The Inspector observed that the Codes of Practices were not referred to in the document and the obtaining of oral authorisations was included when that option was no longer available. The Policy has therefore been updated to address this observation.
- 2.5 The Inspector noted that training had been given to staff and Councillors since the last inspection, but also noted that there are 14 newly elected members. The inspector therefore recommended that member training on RIPA be provided.
- 2.6 The Inspector commented that authorising officers were knowledgeable on when and how authorisations should be sought, but noted that the last training was in 2017. The inspector commented that a refresher training would be of benefit. Training would also cover the new policy on the use of social media, the potential benefit of obtaining Communications Data for investigations and the risk to the Council of inadvertently obtaining information from a CHIS.
- 2.7 The Legal Services Manager is currently reviewing the training arrangements for Officers and Members to target training at the appropriate level.

- 2.8 The Inspector noted that the relevant forms in the Policy have not been updated to the latest version. The Forms therefore have been revised in line with current guidance.
- 2.9 Lastly the Inspector advised on the potential risk that members of the public could fall into the category of a CHIS. If a member of the public provides the Council with information on a regular basis or we ask a member of the public to monitor something they may have complained about, there is potential for that person to be a CHIS.
- 2.10 The Inspector commended the introduction of the Customer Relationship Management System that will identify if a person is reporting to various departments and address any issues so that the person does not become a CHIS.
- 2.11 The RIPA policy has been amended to incorporate the relevant recommendations from the inspection and training will be rolled out to staff and members in the forthcoming months.
- 2.12 The Inspector also mentioned during the inspection that some RIPA requests require authorisation from a specific officer. These are known as Enhanced Authorising Officers and are defined as the Head of Paid Service or the person acting in that role in their absence. This was not mentioned in the report, but has been addressed in the revised policy.
- 2.13 The recommendations made by the inspector highlighted the importance of providing advice to Councillors that would prevent them from potentially becoming a CHIS. The Head of Corporate Services therefore seeks authority to draft a Member's Social Media Policy to assist members with advice relating to RIPA and CHIS, Codes of Conduct and advice Data Protections and keeping personal details safe.

3. RISK ASSESSMENT

3.1 Legal

This report ensures that the Council has oversight of the use of RIPA powers and ensure that policies remain fit for purpose. A failure to adopt the updated Policy which reflects government guidance and the recommendations of the IPCO inspector would increase the risk of a misuse of RIPA powers and intervention by the Investigatory Powers Commissioner.

Evidence obtained unlawfully in breach of the policy may result in a breach of the provisions of the Human Rights Act 1998 and also result in evidence being inadmissible in subsequent court proceedings.

The terms of the Policy have been reviewed in accordance with the legislation and therefore the legal risk is considered low.

3.2 Financial

Adoption of the updated policy will help mitigate any financial risks which may arise should the Council fail to comply with legislation, government guidance and recommendations. The financial risk of this report is assessed as low.

4. OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, human rights, personnel and property.

5. CONTACT INFORMATION

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Lee Gardner, Legal Services Manager
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6. BACKGROUND INFORMATION

- Home Office Codes of Practice on Covert Surveillance and property interference
- Home Office Codes of Practice on Covert Human Intelligence Sources

7. ATTACHMENTS

Appendix 1 – IPCO Report dated 27th July 2019
Appendix 2 – Draft amended RIPA 2019 policy



Inspection Report – Derbyshire Dales District Council

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1 Introduction

- 1.1 This inspection has been conducted to assess the level of compliance of this public authority with the Regulation of Investigatory Powers Act 2000 in respect of its use and management of covert surveillance, covert human intelligence sources and communications data. The most recent inspection of Derbyshire Dales District Council was undertaken by HH Brian Barker QC on 16 November 2015.
- 1.2 This inspection took place on 23 July 2019 and was conducted by Mrs Samantha Jones, Inspector.
- 1.3 This report is addressed to the Chief Executive, Paul Wilson, whose address for correspondence is Town Hall, Matlock, Derbyshire, DE4 3NN. His email address is paul.wilson@derbyshiredales.gov.uk
- 1.4 The Senior Responsible Officer and Monitoring Officer is Head of Corporate Services, Ms Sandra Lamb. Her email address is Sandra.lamb@derbyshiredales.gov.uk
- 1.5 Derbyshire Dales District Council Chief Executive is supported by six Departmental Heads covering Regulatory Services, Housing, Regeneration and Policy, Community and Environmental Services, Corporate Services, and Resourcing.
- 1.6 The Council has collaborated with other local authorities in the area (Chesterfield, North East Derbyshire and Bolsover, Amber Valley and Derby City) to form the Derbyshire Building Control Partnership to provide a unified single company to deliver building control services across the County. They have also collaborated to form 'The Derbyshire and Staffordshire Moorlands Home-Options Partnership' which is a partnership of councils and housing associations who work together to advertise available homes and offer advice to people looking for accommodation in the Amber Valley, Derbyshire Dales, Erewash, High Peak and Staffordshire Moorlands areas.

2 Inspection methodology

- 2.1 In the period since the last inspection, Derbyshire Dales District Council has not used the powers afforded to it under the legislation. In the previous inspection period, June 2012 to November 2015, only one authorisation for directed surveillance had been granted.
- 2.2 The persons interviewed during the course of the inspection are captured in Table 1 below.

Persons Interviewed
Paul Wilson – Chief Executive
Sandra Lamb – SRO and Monitoring Officer
Lee Gardner – Legal Services Manager and Deputy Monitoring Officer
Shaun Herritt – CCTV Manager
Forum of Authorising Officer(s) and Applicant(s)

Table 1. Persons interviewed

3 Key findings

3.1 Recommendations

3.1.1 The key recommendations arising from the inspection are listed in Table 2 below.

Number	Reference	In relation to	Recommendation	Recommendation type
R1	5.1.3 5.4.2	On-line activity	Desist in the use of personal profiles and ensure that any on-line activity is in accordance with the relevant Codes of Practice.	Core recommendation - improvements must be made
R2	5.1.6	Notification to Elected Members	Elected Members of a local authority should review the authority's use of the legislation and set policy at least once a year.	Core recommendation - improvements must be made

Table 2. Key recommendations resulting from inspection

3.2 Observations

3.2.1 The key observations arising from the inspection are listed in Table 3 below.

Number	Reference	In relation to	Recommendation	Observation type
O1	5.1.4	Policy	The policy to be further revised to include all references to the 2018 Codes of Practice, Home Office guidance and to remove reference to the obtaining of urgent oral authorisations.	Observation
O2	4.3 5.5.2 5.5.3	Training	That all relevant staff and the newly elected Councillors would benefit from updated RIPA training.	Observation
O3	5.1.5	RIPA Forms	To be amended to ensure that the referred to paragraphs of the Codes of Practice are reflective of the 2018 versions.	Observation

O4	5.3.2	Customer Relationship Management System	To be introduced within the current financial year.	Praise of good practice
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Table 3. Key observations resulting from inspection

4 Actions taken on previous inspection recommendations

4.1 **R1:** *Incorporate the 2014 Home Office Codes of Practice into available documentation.*

Discharged: This was addressed at the time of the last inspection and policy updated. It is noted that in relation to the current policy, whilst it is a comprehensive document, amendments need to be made to ensure the revised 2018 Codes are reflected within it. This is highlighted within observation O1.

4.2 **R2:** *Amend the RIPA Policy and Procedures document as appropriate.*

Discharged: See recommendation R1 above.

4.3 **R3:** *Increase the RIPA information flow to both Councillors and Authority Staff.*

Discharged: Training has been given to staff and Councillors since the last inspection. However, as Ms Lamb has highlighted during the Inspection process, there are fourteen new Councillors, resulting from the recent elections, all of whom require training on RIPA. This is reflected within O2.

4.4 **R4:** *Ensure sufficient focus on the potential pitfalls of any social media research in future training so as to ensure that any result is RIPA compliant and can survive criticism.*

Discharged: Training on the use of social media has been given and is now included within the policy document (part of Observation O1 is to also include paragraphs 3.10 -3.17 and 4.11 – 4.17 of the Surveillance and CHIS Codes of Practice respectively, within current policy).

5 Inspection findings

5.1 Policy and Procedures

5.1.1 In addition to the Chief Executive who is the authorising officer in respect of enhanced levels of authorisations, and the SRO who provides oversight, there are five authorising officers (Heads of Department). The majority of the staff undertaking the role of the applicant have been selected from the Regulatory Services Department.

5.1.2 The current policy document, which was updated and presented to the Elected Members on 15 March 2019, is published on the Council intranet and available to all staff. This is a comprehensive document and provides clear guidance covering the use of RIPA including explanations of relevant legislation and a useful appendix setting out a flow chart of circumstances where RIPA may need to be considered.

5.1.3 It could however benefit from amendment to the Social Networking and Internet Sites section to include, or by way of reference to, the relevant paragraphs in the revised Codes of Practice.

5.1.4 Other minor amendments needing to be included are: the procedures surrounding LPP; what is required to be included in the centrally retrievable records; and the deletion of any references to the obtaining of urgent verbal authorisation, which is no longer permissible. Due in part to the lack of authorisations being granted since before the Protection of Freedoms Act 2012 was introduced, there also appears to be no set procedure when seeking magistrates' approval. Inclusion of the relevant section, or by way of reference to the Home Office guidance to local authorities on the judicial approval process for RIPA, should suffice.

5.1.5 It was also highlighted that the current RIPA forms are ones that were issued by the Home Office in 2007, therefore all references to the Codes of Practice are outdated and should be reviewed and amended.

5.1.6 It has been noted that the Council has neglected to inform its Elected Members of the use of RIPA at least once a year in compliance with the Surveillance Code of Practice Paragraph 4.47. This is a requirement regardless of whether the powers have been utilised in the preceding period.

5.2 Surveillance

5.2.1 The Council has not made any use of directed surveillance but would not rule out the need to do so if circumstances dictate otherwise. It is in possession of cameras that could, if necessary, be used covertly. The staff are knowledgeable as to what would constitute surveillance and an example was given as to when it was considered recently in respect of fly tipping, but was ultimately resolved without the need for a camera to be deployed.

5.2.2 There have been no instances of unregulated surveillance occurring.

CCTV

- 5.2.3 The Council has direct control its own CCTV system, with the Derbyshire Constabulary having relinquished the running of it back to the Council in late 2017. Having spoken to the CCTV Manager, there have been no requests from the police to view any CCTV as part of a directed surveillance authorisation. Whilst the Manager is knowledgeable in this regard and would forward any request to the Legal Services department in the first instance, it is advisable to have a written protocol with a local Force if the CCTV system is to be used for directed surveillance. The protocol should include a requirement that the local authority should see the authorisation (redacted if necessary to prevent the disclosure of sensitive information) and only allow its equipment to be used in accordance with it (OSC (now IPCO) procedures and guidance 2016 note 272).
- 5.2.4 There is one body worn camera in existence, utilised by the anti-social behaviour officer. This is used in an overt manner with warnings given when recording takes place. Product is retained for 30 days prior to being destroyed. Any product that is retained for evidential purposes is kept in line with the obligations set out under CPIA.

5.3 Covert Human Intelligence Sources (CHIS)

- 5.3.1 As with surveillance, the Council has not made any use of CHIS. There are policies in place to liaise with Legal Services should circumstances lend themselves to a CHIS authorisation being considered. A discussion with the Chief Executive and the Legal Services Manager highlighted that it would be relatively easy for a department to identify if a member of the public was repeatedly providing information to the Council, but not if that reporting was spread across different departments.

5.3.2 The introduction of the new customer relationship management system, which logs all calls from the public across the spectrum, should address any possibility of status drift into CHIS territory.

- 5.3.3 Any test purchase operations undertaken by the Council are run in conjunction with the Derbyshire Constabulary and/or Trading Standards, acting under any authorisations obtained by them where appropriate.

5.4 Online Activity

- 5.4.1 With the ever-increasing use of the internet for investigative purposes, there is always the potential for investigators to conduct surveillance or low level undercover work. Although the Council is not ready to undertake such activity, there was a good understanding as to what activity would require a directed surveillance or CHIS authorisation.

5.4.2 Yet, the Council does not have a firewall that prevents access to social media sites such as Facebook, and no IT system in place to audit any open source research to provide the necessary reassurance that the Council is RIPA compliant. In fact, alarmingly, employees are not given access to create an overt Council profile, but instead are allowed to use their personal profiles to visit sites linked to Council investigations. This practice should be discontinued, and procedures adopted to ensure the welfare and safety of personnel at risk of such practice. Any future investigations conducted with the use of on-line activity should be completed in line with the requirements set out in paragraphs 4.11-4.17 and 3.10-3.17 of the CHIS and Surveillance Codes of Practice respectively.

5.5 Training

5.5.1 External RIPA training had been provided to the preceding Legal Services Manager every two years, the latest occurring in January 2019. PowerPoint presentation slides were then circulated to relevant personnel. The incumbent Legal Services Manager has also undertaken this training in January 2019 with their previous employer.

5.5.2 A number of authorising officers and applicants undertook external training back in 2017, but due to the changes in legislation since that time it would be fitting for further training to be considered.

5.5.3 A forum was held with the Chief Executive, together with four authorising officers and three applicants. All were knowledgeable on when and how authorisation should be sought and felt sufficiently confident to approach Legal Services prior to any being granted if they felt they were unsure. It was agreed that refresher training on a more regular basis would be of benefit.

5.5.4 A RIPA awareness training package is available to all staff on the Council intranet page which, whilst brief, covered the pertinent areas. Although it is not mandatory to complete, an audit by the IT department should allow for the identification of those who have not completed the package. It was pleasing to note that the SRO undertook a yearly audit of staff to ensure that training had been undertaken for their role as applicant and/or authorising officer and if not, were not allowed to undertake any such activity until refresher training had been undertaken.

5.6 Communications Data

5.6.1 Derbyshire Dales District Council is not currently registered with the National Anti-Fraud Network (NAFN) and therefore has not submitted any CD applications during the reporting period. (It is due to be re-registered in relation to a national licencing initiative.) However, the Legal Services Manager was not aware of the expansion of the Council's powers under the Investigatory Powers Act 2016 which includes 'events data' and relinquishes the necessity to obtain endorsement by a magistrate prior to acquiring CD. It has been recognised that this is a significant opportunity to conduct more effective investigations which should be further explored.

6 Conclusion

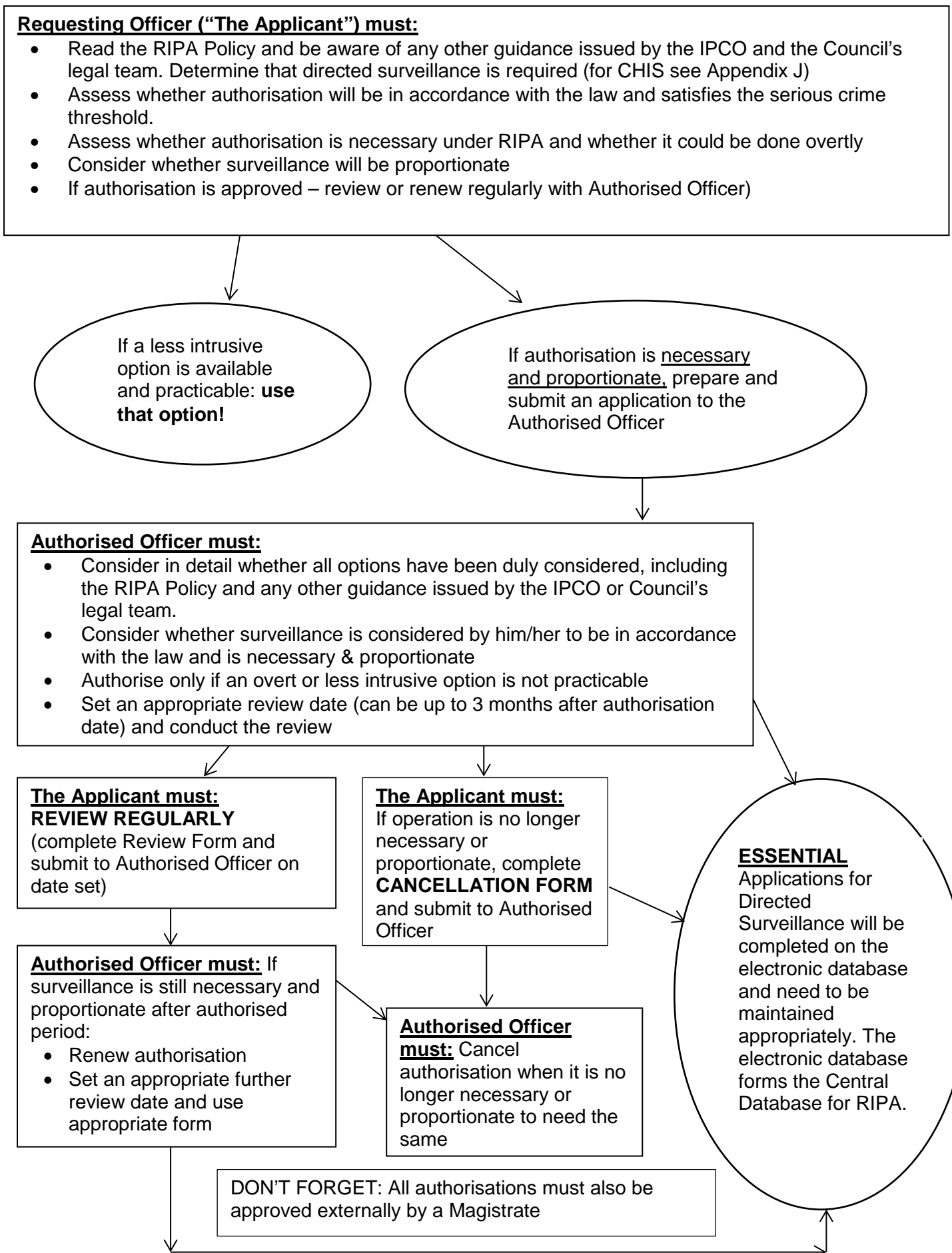
- 6.1 While the powers afforded to Derbyshire Dales District Council have not been used for many years, the potential benefits to an investigation, particularly in the digital age, has been highlighted. To ensure compliance, the Council must undertake a review of its social media policy and procedures as required by the first of two recommendations emanating from this inspection. The second recommendation is to highlight the lapse in informing the Elected Members in a timely manner of any activity undertaken, or not, as the case may be. A number of further observations have been made, each of which is easily remedied.
- 6.2 To be commended is the awaited introduction of the Customer Relationship Management system which, whilst not introduced for this purpose, will in fact guard against any potential status drift into the use of members of the public as Covert Human Intelligence Sources.
- 6.3 Particular thanks should be given to Lee Gardener, who made all the arrangements for the inspection and provided comprehensive reading material in advance.

Samantha Jones

IPCO Inspector

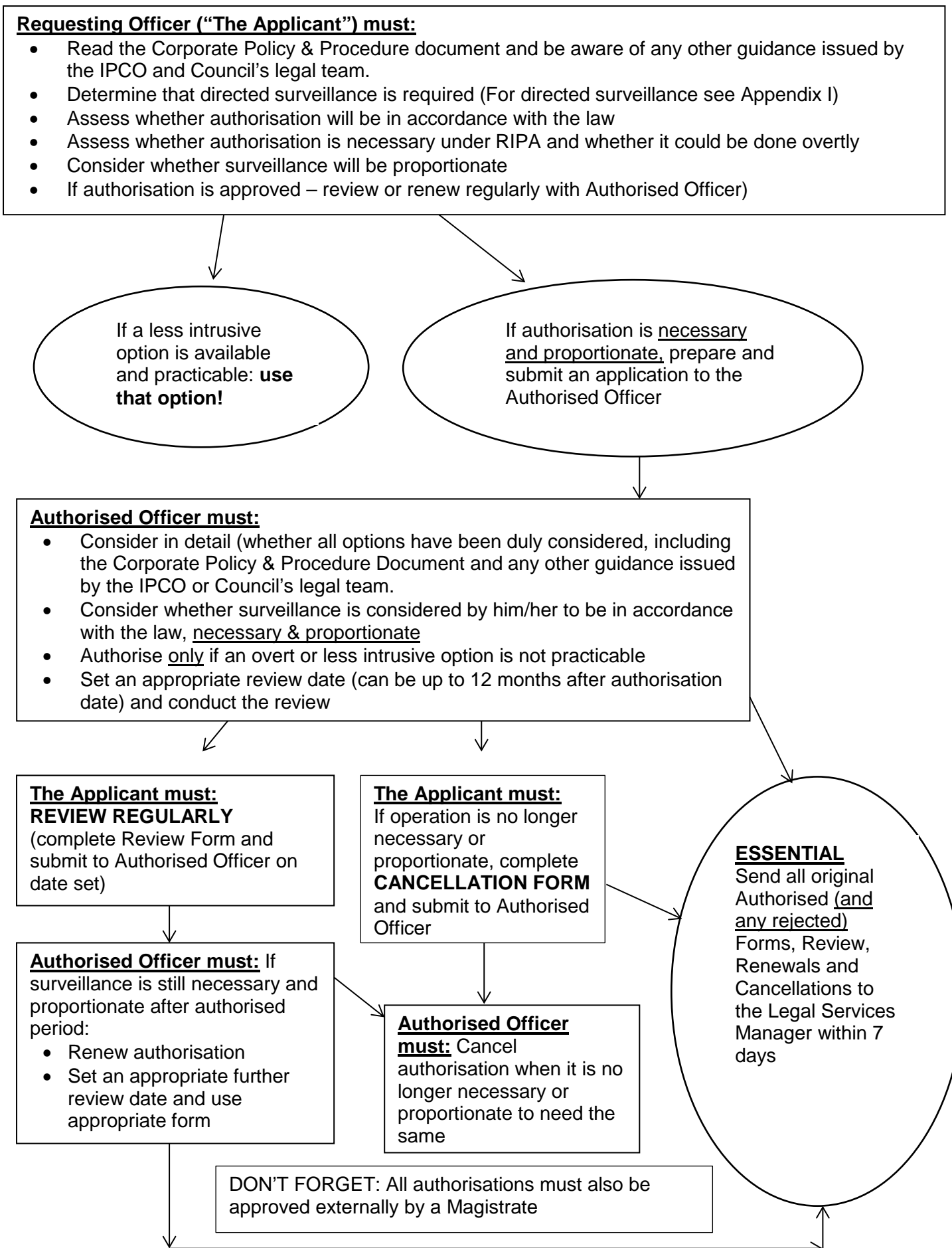
APPENDIX I

RIPA FLOW CHART 1: DIRECTED SURVEILLANCE



APPENDIX J

RIPA FLOW CHART 2: CHIS



Councillor's Code of Conduct

November 2019

(Last Amended April 2017)

As a member or co-opted member of Derbyshire Dales District Council, I have a responsibility to represent the community and work constructively with our staff and partner organisations to secure better social, economic and environmental outcomes for all.

In accordance with the Localism Act provisions, when acting in this capacity i.e.

- At formal meetings of the Council, its Committees and Sub-Committees
- When acting as a representative of the authority
- In discharging functions as a Ward Member
- At briefing meetings with officers and at site visits
- When corresponding with the authority, other than in a private capacity

I am committed to behaving in a manner that is consistent with the following principles to achieve best value for our residents and maintain public confidence in this authority.

SELFLESSNESS: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

OBJECTIVITY: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

HONESTY: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

BULLYING AND HARASSMENT: Holders of public office must treat others with dignity and respect and must not pursue a course of conduct which amounts to bullying or harassment of another.

LEADERSHIP: Holders of public office should promote and support these principles by leadership and example.

The Act provides for registration and disclosure of interests and in Derbyshire Dales District Council, this will be done as follows:

1. DISCLOSABLE PECUNIARY INTERESTS

I will -

- Comply with the statutory requirements to register, disclose and withdraw from participating in respect of any matter in which I have a Disclosable Pecuniary Interest as defined in Appendix A.
- Keep my register of interests up to date and notify the Monitoring Officer in writing within 28 days of becoming aware of any change in respect of my interests.
- Make verbal declaration of the existence and nature of any Disclosable Pecuniary Interest at any meeting at which I am present at which an item of business which affects or relates to the subject matter of that interests is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

2. SENSITIVE INFORMATION

Where I consider that the information relating to any of my interests in 1 above is sensitive information, and the District Council's Monitoring Officer agrees, I need not include that information when registering that interest, or, as the case may be, a change to that interest under section In this Code "sensitive information" means information whose availability for inspection by the public creates or is likely to create, a serious risk that I or a person who lives with me may be subjected to violence or intimidation.

3. OTHER INTERESTS

In addition to the statutory requirements, I will make verbal declaration of the existence and nature of any other non-disclosable pecuniary interest or non-pecuniary interest at any meeting at which I am present at which an item of business is under consideration, at or before the consideration of the item, or as soon as the interest becomes apparent where –

- The matter may be particularly regarded as affecting the well-being or financial standing of me, a friend or a member of my family
- It relates to, or is likely to affect, any of the interests listed in Appendix A to this Code, but in respect of my family or friends.

4. CONFLICTS OF INTEREST

Where a disclosable interest or other interest exists, I will disclose the interest to any meeting of the authority at which I am present. Whenever there is a disclosable pecuniary interest or a pecuniary interest relating to my family or friends, I will withdraw from the meeting during its consideration.

Where I am aware or ought reasonable to be aware, that an action or decision by me would result in gain or financial or other material benefit for me, my family

5. GENERAL OBLIGATIONS

As a Member of Derbyshire Dales District Council, my conduct will in particular address the statutory principles of the Code of Conduct by:

- Championing the needs of residents – the whole community and in a special way my constituents, including those who did not vote for me - and putting their interests first.
- Dealing with representations or enquiries from residents, members of our communities and visitors fairly, appropriately and impartially.
- Not allowing other pressures, including the financial interests of myself or others connected to me, to deter me from pursuing constituents' casework, the interests of the District Council or the good governance of the authority in a proper manner.
- Exercising independent judgement and not compromising my position by placing myself under obligations to outside individuals or organisations who might seek to influence the way I perform my duties as a member/co-opted member of this authority.
- Listening to the interests of all parties, including relevant advice from statutory and other professional officers, taking all relevant information into consideration, remaining objective and making decisions on merit.
- Being accountable for my decisions and co-operating when scrutinised internally and externally, including by local residents.
- Contributing to making this authority's decision-making processes as open and transparent as possible to enable residents to understand the reasoning behind those decisions and to be informed when holding me and other members to account but restricting access to information when the wider public interest or the law requires it.

- Respecting the confidentiality of information which I receive as a member in accordance with the District Council's Member/Employee Protocol.
- Behaving in accordance with all our legal obligations, and agreed policies and procedures contained in the Council's Constitution with particular regard to the:
 - Data Protection Act 2018
 - Regulations
 - Freedom of Information Act 2000
 - The Public Bodies Corrupt Practices Act 1889 and Prevention of Corruption Acts 1906 and 1916
 - Bribery Act 2010
 - Equality Act 2010
 - Planning Code of Good Practice
 - Protocol on Member/Officer Relations
 - Protocol on the use of the Authority's resources
 - Local Authority Code of Publicity made under the Local Government Act 1986
- Undertaking the duties assigned to my role with the District Council to the best of my ability, having regard to the agreed Role Profiles for elected Councillors.
- ~~Having regard to the principles of the authority's policies, protocols and procedures, including on the use of the Authority's resources.~~
- Attending mandatory training provided by the authority as appropriate to my role as Councillor.
- Valuing my colleagues and staff and engaging with them in an appropriate manner and one that underpins the mutual respect between us that is essential to good local government.
- Always treating people with dignity and respect, including the organisations and public I engage with and those I work alongside.
- Providing leadership through behaving in accordance with these principles when championing the interests of the community with other organisations as well as within this authority.

GIFTS AND HOSPITALITY

With the exception of token gifts* of very small value, I will not accept money or personal gifts at any time in my capacity as Councillor. Any such offers made will be politely declined stating that is against District Council policy.

(*Examples of Token gifts of very small value include pens marked with a company name, or calendars, may be seen as advertisement).

I will only accept offers of hospitality where there is a genuine need to impart information; to represent the Council, or attend an approved conference or seminar where the hospitality is corporate rather than personal.

Presented to Council 21 November 2019

APPENDIX A

DISCLOSABLE PECUNIARY INTERESTS

In accordance with Section 30(3) of the Act a pecuniary interest is a “disclosable pecuniary interest” in relation to a Member, if it is of a description specified below and either

- is an interest of the Member, or
- is an interest of the members spouse or civil partner, as in -
 - a person with whom the member is living as husband and wife, or
 - a person with whom the Member is living as if they were civil partners, and the Member is aware that the other person has the interest.

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the member in carrying out duties as a member, or towards the election expenses of the member. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992(a).
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority – (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licenses	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer
Corporate tenancies	Any tenancy where (to the Member’s knowledge) – (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest

Securities -	Any beneficial interest in securities of a body where: that body (to your knowledge) has a place of business or land in the area of the relevant authority; and either: the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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District Councillor

Role

1. To represent the Council and the interests and views of Ward residents
2. To participate in the efficient and effective running of the Council in the interests of all residents, businesses and visitors to the District

Duties and Responsibilities

1. To engage closely with his/her Ward in order to know and understand the interests and views of residents and represent them to the Council and to other relevant bodies.
2. To provide a voice and advice for local individuals and interest groups in their dealings with the Council and, where appropriate, to advise them on the pursuit of complaints.
3. To represent the Council within their Ward, promoting Council activity and advising on Council policy and actions.
4. To monitor the quality of Council service provision and the operation of Council policies within the Ward and to make representations and suggestions for their improvement to the appropriate Senior Member.
5. To attend meetings with residents and community groups within their Ward where required including Community Forum meetings.
6. To develop and maintain good working relationships with the local Town or Parish Council and with local County Councillors.
7. To serve, as appointed by the Council, on decision-making, advisory and regulatory bodies which form the Council's political management structure.
8. To be involved in policy formulation and review through the Council's Committee framework.
9. To attend and participate in meetings of full Council.
10. To serve as the Council's representative on outside bodies, where nominated by the Council.
11. To be familiar with the Council's budget, corporate vision objectives, values, priorities and plans.
12. To keep up to date with developments affecting the District and the Council.
13. To comply with the law relating to Councillors, the Council's standing orders, financial regulations and Codes of Conduct.
14. To undertake relevant and necessary training.



Notable dates in 2020/21

25 May 2020
 31 August 2020
 25 December 2020
 26 December 2020
 01 January 2021
 16 & 17 February 2021
 02 April 2021
 05 April 2021
 03 May 2021

Spring Bank Holiday
 August Bank Holiday
 Christmas Day
 Boxing Day
 New Year's Day
 Shrovetide
 Good Friday
 Easter Monday
 May Day

PROGRAMME OF MEETINGS 2020/2021

1 = Budget Meeting
 2 = Annual Meeting
 3 = Annual Governance Statement
 4 = Audited Statement of Accounts

07/05/20 = Police & Crime Commissioner Election

2020										2021				
MEETINGS All at 6.00pm (unless otherwise stated)	VENUE	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Council	M	21(2)	04	30(4)		24		05		07		04 (1)		27(2)
Community & Environment	M		24		19		21		02		03		07	
Governance & Resources	M	14 28(3)		09		10		26		28		11		06
Planning	M	05	02	21	18	15	27	24	22	19	09	16	13	11
Joint Consultative Group 2.30 pm	M		18				15				11			08
Central Forum None Scheduled														
Southern Forum None Scheduled														
Northern Forum None Scheduled														
Ernest Bailey	M							19						
Licensing/Appeals	M			23			08			14			22	
Commercial Board	M		17			16			09			17		
Town & Parish Conference	M													
MANDATORY TRAINING: Planning & Ethics A = The Venue, Ashbourne 4.00pm M = Town Hall, Matlock 4.00pm	M													

COUNCIL

21 NOVEMBER 2019

Report of the Head of Corporate Services

REFERRED ITEM

SUMMARY

To consider a recommendation made by the Licensing & Appeals Committee on 17 October 2019.

RECOMMENDATION

That the provisions of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, to enable control of the number and location of sex establishments, should be adopted by the full Council.

WARDS AFFECTED

All

STRATEGIC LINK

An effective licensing regime contributes towards the District Council's priority of a thriving district, particularly in relation to business growth and job creation. Effective enforcement of this regime contributes to our vision of a distinctive rural environment with towns and villages that offer a high quality of life.

1 REPORT

The relevant minute of the Licensing & Appeals Committee is reproduced in full, below, to assist Members' understanding of the issues involved, with the recommendations to be approved marked by an arrow (→).

177/19 - POLICING AND CRIME ACT 2009 (SECTION 27) LICENSING OF SEX ENTERTAINMENT VENUES

The Committee considered a report on the response to the public consultation on adopting the provisions of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 ("the 1982 Act") as amended by section 27 of the Policing and Crime Act 2009 to enable control of the number and location of sex establishments within the district. The report recommended referral to full Council for adoption of the provisions of the legislation.

The Committee had approved a Draft Policy document to help consultees understand the purpose of adopting these provisions, and the consultation was advertised on the Council's website. During the 12-week consultation period no comments or objections were received and it was therefore proposed that the final draft Policy be approved, and that the adoption

of the provisions of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, be considered at the November 2019 meeting of the full Council. If the Council made a resolution to adopt the provisions this could be advertised in December, with a view to implementation from January 2020.

The Final Draft of the Sex Entertainment Licensing Policy was attached as an Appendix to the report. It was reported that the final policy document would include the date on which the policy was adopted.

It was moved by Councillor Andrew Statham, seconded by Councillor Michele Morley and

RESOLVED
(unanimously)

- 1) That the Draft Policy on the licensing of sex entertainment venues published as part of the public consultation is approved.
- ➔ 2) That the provisions of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, to enable control of the number and location of sex establishments, should be adopted by the full Council.

BACK TO AGENDA