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28 August 2019

To: All Councillors

As a Member or Substitute of the **Governance and Resources Committee**, please treat this as your summons to attend a meeting on **Thursday 05 September 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 horizontal line.

Sandra Lamb
Head of Corporate Services

AGENDA

1. APOLOGIES/SUBSTITUTES

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

2. APPROVAL OF MINUTES OF PREVIOUS MEETING

11 July 2019

3. 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 WORKING DAY PRECEDING THE MEETING.**

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. QUESTIONS PURSUANT TO RULE OF PROCEDURE NUMBER 15.

To answer questions from Members who have given the appropriate notice.

Page No.

6. CONSENT TO SITE EV CHARGE POINTS ON DISTRICT COUNCIL LAND

05 – 07

To consider a report informing of the possibility of third party electric vehicle (EV) charging points being installed on District Council owned car parks and to consider delegation of authority to the Head of Community and Environmental Services to agree to such installations.

7. SECTION 106 ANNUAL REPORT 2018/19

08 – 17

To note an update report on the financial contributions and obligations made in respect of (and requested by) the Council, via Section 106 planning obligations, at the end of the financial year from 1st April 2018 to 31st March 2019 and consider approval of its publication.

8. ESTATE REGENERATION MANAGER CONTRACT EXTENSION

18 – 19

To consider approval for a two year extension on the employment contract for the Estate Regeneration Manager.

9. STRATEGIC HOUSING INVESTMENT CO-ORDINATOR CONTRACT EXTENSION

20 – 21

To consider approval for a two year extension on the employment contract for the Strategic Housing Investment Co-ordinator.

10. COMMUNICATIONS AND MARKETING STRATEGY

22 – 41

To note a report on the strategic framework of the current Communications and Marketing Strategy and consider approval of the action plan for 2019/2020.

11. THE ROLE OF THE HEAD OF INTERNAL AUDIT

42 – 46

To consider a report on an updated publication by The Chartered Institute of Public Finance and Accountancy (CIPFA), which is CIPFA's Statement on the Role of the Head of Internal Audit in Public Service Organisations (2019 edition). Also to consider endorsement for the District Council's organisational arrangements for Internal Audit to align to the key principles that are set out in CIPFA's Statement on the Role of the Head of Internal Audit.

12. INTERNAL AUDIT REPORTS CONCLUDED UNDER THE 2019/20 OPERATIONAL AUDIT PLAN

47 - 50

To note the findings and conclusions of the internal audit reports produced in respect of 2019/2020 Internal Audit Plan.

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|------------|--|----------------|
| 13. | EXTERNAL AUDITOR'S ANNUAL AUDIT LETTER FOR 2018/19 | 51 - 67 |
| | To receive the External Auditor's Annual Audit Letter for 2018/19. | |
| 14 | NEW ELECTRONIC RECRUITMENT PARTNERSHIP | 68 – 71 |
| | To consider a report seeking approval for a supplementary revenue budget of £12,588 for 2019/20, to be financed from the ICT Reserve and £3,500 per annum ongoing revenue spending from 2020/21, for the new electronic recruitment partnership. | |
| 15 | CUSTOMER INNOVATION PROJECT – UPDATE | 72 – 76 |
| | To note an update report on the progress of the implementation of the Customer Relationship Management system and associated technology. | |
| 16. | COMPLAINTS MONITORING | 77 – 88 |
| | To note a report providing information on formal complaints made under the District Council's internal Complaints Procedures; those referred to the Local Government Ombudsman and against individual elected Member behaviour at Town, Parish and District Council level. | |
| 17. | AMENDMENT TO SCHEME OF OFFICER DELEGATION | 89 – 90 |
| | To consider approval for an amendment to the scheme of officer delegation to ensure that the Council is adequately represented at a Valuation Tribunal hearing. | |
| 18. | REVENUE BUDGET MONITORING QUARTER 1 2019/20 | 91 – 93 |
| | To note a report summarising the Council's forecast outturn position as at the end of June 2019 and the identified variances. | |
| 19. | ARREARS FOR WRITE OFF | 94 – 98 |
| | To consider a report that provides information about debtor write offs authorised by the Head of Resources, under delegated authority, and seeks approval for the write off of individual debts exceeding £1,500 in accordance with the Council's Financial Regulations. | |
| 20. | EXCLUSION OF PUBLIC AND PRESS | |
| | At this point the Committee will consider excluding the public and press from the meeting for the reasons shown in italics below. | |
| | <i>(This item contains information which relates to the businesses affairs of the Council.)</i> | |

21. REVIEW OF ICT STRUCTURE

99 - 119

To consider approval for a restructure of the Joint ICT Service. Also to seek approval from Council for an additional one-off revenue spending of £12,780, for ICT Service restructuring costs in 2019/20 and £4,044 per annum ongoing revenue spending in respect of the additional capacity in the proposed ICT structure.

Members of the Committee - Councillors Jacqueline Allison, Sue Bull (Chair), David Chapman (Vice Chair), Paul Cruise, Tom Donnelly, Steve Flitter, Alyson Hill, Susan Hobson, David Hughes, Michele Morley, Garry Purdy, Mike Ratcliffe, Claire Raw, Mark Salt, Peter Slack, Colin Swindell and Mark Wakeman.

Substitutes – Councillors Robert Archer, Jason Atkin, Richard Bright, Neil Buttle, Graham Elliott, Richard FitzHerbert, Helen Froggatt, Chris Furness, Clare Gamble, Stuart Lees, Elisa McDonagh, Tony Morley, Peter O'Brien, Joyce Pawley, Andrew Statham, Alasdair Sutton and Steve Wain.

GOVERNANCE AND RESOURCES COMMITTEE

5th SEPTEMBER 2019

Report of the Head of Community & Environmental Services

CONSENT TO SITE EV CHARGE POINTS ON DISTRICT COUNCIL LAND

PURPOSE OF REPORT

To inform Members of the possibility of third party electric vehicle (EV) charging points being installed on District Council owned car parks and to obtain delegated authority for the Head of Community and Environmental Services to agree to such installations.

RECOMMENDATION

1. That delegated authority be given to the Head of Community and Environmental Services to negotiate and enter into formal agreement for the provision of third party EV charging points on District Council owned car parks.
2. That a further report be presented to the relevant committee on the outcome of recent collaborations with Derbyshire County Council in their bid to secure funding for accessible EV charging points within the County of Derbyshire.

WARDS AFFECTED

All

STRATEGIC LINK

The report supports Derbyshire Dales District Council's commitment to reduce climate change.

1 BACKGROUND

- 1.1 On 29th May 2019 Derbyshire Dales District Council declared a Climate Change emergency and it has pledged to be carbon neutral by 2030 and to work with partners across the county and the region to deliver this goal.
- 1.2 Prior to that declaration, in April 2018, Derbyshire County Council announced that it had access to funding from a £2m project which was aimed at installing 230 EV charge points throughout the D2N2 region. The project is led by Nottingham City Council ('Go Ultra-Low Nottingham') and the County Council has been keen to enlist the help of local District and Borough Councils in identifying potential locations in the County of Derbyshire, primarily on publicly accessible car parks in major conurbations and market towns.
- 1.3 In addition a further funding stream through the Office for Low Emission Vehicles (OLEV) is available to the County Council in its capacity as the Highway Authority, for the installation of on-street residential charging points. Once again, the County Council has sought to collaborate with District and Borough Councils in identifying potential off-

street locations in key catchment areas which could satisfy demand for EV charging where households do not have dedicated parking and are reliant upon on-street parking.

- 1.4 In each instance, Derbyshire County Council have engaged the services of BP Chargemaster through a Concession Delivery Agreement, who will install, run and maintain the resultant infrastructure for a fixed period of 10 years. All operational expenses are met by Chargemaster, who will similarly retain income from resultant electricity charges.

2 REPORT

- 2.1 In response to DCC's initial request for possible locations for public charge points in each of the District's principle market towns, a number of Council owned car parks were suggested as possible host sites and, following an initial desktop assessment by Chargemaster in each instance, 3 have been selected for further consideration and potential funding. These are:
- Bakewell Agricultural Business Centre (8x fast charge units),
 - Matlock Edgefold Road, (8x fast charge units),
 - Wirksworth Market Place, (1x rapid charge unit)
- 2.2 Of the sites listed above, Chargemaster has now confirmed that the single rapid charge unit at Wirksworth can be accommodated from within existing grant funding, whilst the development of the remaining two sites would be subject to any future additional D2N2 funding becoming available.
- 2.3 In response to DCC's request for possible off-street locations that might satisfy demand for residential on-street charging points, the District Council has again expressed support for their OLEV funding bid and suggested that its public car parks could be made available, if it is evident that there would be sufficient demand by residents in the proximity. A list of potential venues has again been provided to the County Council for desktop assessment by Chargemaster and their resultant funding bid will be submitted in early September.
- 2.4 There are currently no EV charging points on the District Council's car parks.
- 2.5 Delegated authority would mean that, should funding become available for individual sites through either of the County Council's current projects for the installation of third party charge points, negotiations and formal agreement may be undertaken at officer level, subject to consultation and agreement by local Ward Members.
- 2.6 Participation in either of the County Council led initiatives above does not in any way preclude the District Council from developing its own EV charging infrastructure and would not bind this authority to BP Chargemaster in that respect.
- 2.7 It is suggested that a future report be presented to members to advise on the final outcome of Derbyshire County Council's projects and their resultant impact in relation to the Derbyshire Dales and surrounding area.

3 RISK ASSESSMENT

3.1 Legal

The District Council will be relying on its general power of competence in relation to this project. The legal risk is therefore low.

3.2 Financial

The costs of officer time associated with this project can be met from existing budgets. As stated above, Chargemaster will meet all associated set up costs, pay for electricity used and take the revenue from vehicle charging. The financial risk is, therefore, 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, environmental, climate change, health, human rights, personnel and property.

5 CONTACT INFORMATION

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6 BACKGROUND PAPERS

Description	Date	File
None		

**GOVERNANCE AND RESOURCES
5 SEPTEMBER 2019**

Report of the Head of Corporate Services and the Head of Regulatory Services

SECTION 106 ANNUAL REPORT 2018/19

PURPOSE OF REPORT

The purpose of this report is to provide an update on financial contributions and obligations made in respect of (and requested by) the Council via Section 106 planning obligations at the end of the financial year from 1st April 2018 to 31st March 2019.

RECOMMENDATION

1. That the report in Appendix 1 is noted;
2. That the report in Appendix 1 is approved for publication.

WARDS AFFECTED

All

STRATEGIC LINK

The collection of planning obligation financial contributions to enhance infrastructure for the benefit of the communities that we serve, assists in ensuring that the Council improves quality of life for residents and, with partners, ensures the continued provision of excellent services.

The publication of this information will contribute to the Council's core values of being open and transparent when making decisions and using public resources ethically and responsibly.

1 BACKGROUND

- 1.1 Section 106 (S106) Agreements are private legal agreements between Local Authorities and developers made pursuant to that section of the Town and Country Planning Act 1990 as modified by s.12(1) of the Planning and Compensation Act 1991. They are intended to make acceptable development which would otherwise be unacceptable in planning terms.

2 SECTION 106 POOLING

- 2.1 Since 6th of April 2015 and the application of the limitation in regulation 123(3) of the Community Infrastructure Levy Regulations 2010, Local Planning Authorities have not been entitled to take into account a financial contribution

'for the funding or provision of an infrastructure project' where five or more separate planning obligations have already been sought for the funding or provision of that project from other sources (i.e. financial contributions secured in other Section 106 agreements). All payments, counting back to 6 April 2010, are taken into account.

- 2.2 "Infrastructure" has a wide legal definition in the Planning Act 2008 and includes (but is not limited to) highway projects, open space, educational, sport and health facilities and flood defences.
- 2.3 Despite the 2008 Act specifically referring to Affordable Housing as an infrastructure project type (s.216(2)(g)) this was deleted by application of the Localism Act 2011 and Reg.63 of the 2010 CIL Regulations. As such, pooling arrangements do not apply to affordable housing contributions.

3 REPAYMENT OF UNSPENT S106 CONTRIBUTIONS

- 3.1 Section 106 Agreements normally contain a 'clawback date' where financial contributions are made. These are 5 or 10 years after the payment has been received, although they can sometimes be longer. For some agreements or specific obligations within agreements there is no clawback date.
- 3.2 The clawback date establishes the end date by which time the recipient must spend the contribution. If that contribution is not spent in full or part, the Council is under obligation to refund the developer.

4 MONITORING OF CURRENT S106 AGREEMENTS

Since 1st April 2010 the Council has entered into 129 s.106 agreements. Of those, 77 contain financial obligations, with a total value of £23,220,946.72. However, the payment of financial obligations is not linked to the grant of planning permission itself but the implementation of the planning permission. If a planning permission is not implemented, the financial obligations will not be payable. As such it should not be assumed that all of this money has either been received by the Council or is available at the present time as the payments will become due over a number of years.

- 4.2 At time of writing (23 August 2019), 33 of the agreements totalling £4,463,485.49 have been fully satisfied and another 17 with a total value of £5,641,386.22 have either lapsed or been superseded by subsequent planning applications (so that the scheme the agreement relates to can no longer be implemented and hence the agreement has not taken effect).
- 4.3 This leaves (at time of writing) a total of 27 'active' or 'current' agreements with a total financial value of £13,116,075.01 requiring regular monitoring.

- 4.4 Whilst these figures are correct at the time of writing they are in a state of constant change as new agreements are finalised, other lapse and many figures are calculated on the number of residential units or other variables likely to be altered or changed as a result of an application for reserved matters being made.

5 MONITORING RESULTS

- 5.1 All priority sites have been regularly monitored since the 9th December 2017. The sites are visited by qualified planning officers who are provided with a pack containing a 'Monitoring Proforma' summarising the obligation details and associated triggers for each site individually. The packs also contain details from the planning application or agreement relating to the obligations for the officer to easily refer to on site.
- 5.2 Once monitoring is complete the packs are handed back and the Monitoring Proformas scanned in to the agreement file. The section 106 database and associated files are updated based on the information provided and the packs retained for the next monitoring date (if the agreement remains current).
- 5.3 As a result of the continuing monitoring, obligations totalling £1,947,912.53 (inclusive of indexation/interest) were found to have been triggered in the financial year from 1st April 2018 to 31st March 2019.

6 SUMMARY

- 6.1 The opening balance of the Section 106 monies held by the Council at 1st April 2018 was £2,204,252.67.
- 6.2 As a result of investigation and regular monitoring, between the 1st April 2018 and 31st March 2019 invoices were issued totalling £1,947,912.53.
- 6.3 The total sum received during that period was £1,998,898.69
- 6.4 Total expenditure for the financial year from 1st April 2018 to 31st March 2019 was £583,099.40 which includes £29,623.60 which was transferred to South Derbyshire Clinical Commissioning Group for healthcare contributions.
- 6.5 To date, £431,533.30 has been committed for future expenditure in the capital programme.
- 6.6 This leaves an unallocated, non-committed total sum of £3,101,909.65 in reserve.
- 6.7 Full details of transactions for this period can be seen in the report to be approved for publication in Appendix 1.

7 RISK ASSESSMENT

7.1 Legal

This report is a summary of activity in the completion of formal obligations under the Town and Country Planning Act 1990 (as modified). The legal risk is therefore low. Publication of the report supports the District Council's transparency agenda

7.2 Financial

While they may only be used for specific purposes, section 106 contributions are a significant source of funding for the Council's capital programme. This report sets out transactions relating to Section 106 contributions during 2018/19 and shows the position at 31st March 2019. The financial risk arising from this report 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

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10 BACKGROUND PAPERS

None

11 ATTACHMENTS

Appendix 1 – Section 106 Annual Report 2018/19



SECTION 106 ANNUAL REPORT

1st April 2018 – 31st March 2019



1. Purpose of Report

- 1.1 The purpose of this report is to provide an update on financial contributions and obligations made in respect of and requested by the Council via Section 106 agreements in the financial year dating from the 1st April 2018 to the 31st March 2019.
- 1.2 The report will focus on the following areas:
- Sums held in reserves and expenditure as at 31st March 2019;
 - Contributions received in the last financial year (2018/19);
 - Sums committed to future projects.

2. Background

- 2.1 Section 106 (S106) Agreements are private legal agreements between Local Authorities and developers made pursuant to that section of the Town and Country Planning Act 1990 as modified by s.12(1) of the Planning and Compensation Act 1991. They are private agreements made between local authorities and developers and can be attached to a planning permission to make acceptable development which would otherwise be unacceptable in planning terms. The land itself, rather than the person or organisation that develops the land, is bound by a Section 106 Agreement.
- 2.2 In the financial year dating from the 1st April 2018 to the 31st March 2019 the District Council issued 13 invoices totalling **£1,947,912.53**. A schedule of invoices raised and monies received is outlined at Appendix 1.
- 2.3 As reported in the Council's s.106 Year End Report 1 April 2017 – 31 March 2018 there were 3 invoices which remained unpaid.

Developer	Site	Contribution Type	Invoice Amount
Barncroft Homes	Old Coach Road, Tansley	Affordable Housing	£61,575.00
Blueline Homes	Land at Highfield House, Hulland Ward	Affordable Housing	£73,293.75
Mr Granger	War Meadow Farm, Yeldersley	Affordable Housing	£62,197.00

- 2.4 At the Governance and Resources Committee 17 January 2019 approval was given for the outstanding s.106 debt owed to the District Council by Barncroft Homes Limited in the sum of £59,438.32 was written off and the decision not to pursue the respective property owners is endorsed. (Minute 298/18)

Developer	Site	Contribution Type	Invoice Amount
Barncroft Homes	Old Coach Road, Tansley	Affordable Housing	£61,575.00

- 2.5 In the case below, a single invoice has been raised for the total monies due and full payment has been received which satisfies the agreement in full.

Developer	Site	Contribution Type	Invoice Amount	Amount Outstanding
Blueline Homes	Land at Highfield House, Hulland Ward	Affordable Housing	£73,293.75	Nil

- 2.6 At the time of writing, there is one s.106 agreements where the financial contributions are technically due but are yet to be fully discharged. The details of which are outlined below:

Developer	Site	Contribution Type	Invoice Amount
Mr Granger	War Meadow Farm, Yeldersley	Affordable Housing	£62,197.00

The s.106 agreement for this development required payment within a fixed timescale from the date of grant of planning permission. However, the development scheme has not yet progressed to implementation and therefore, no new residential unit has been created. Whilst it is anticipated that the scheme will progress to full implementation, the s.106 agreement will be subject to an application to modify the original terms in order to require payment of the financial contribution upon completion of the development.

- 2.7 With the exception of the case outlined above, all monies due have been received and there are no other s.106 agreements where payments are due yet remain outstanding.
- 2.8 Once an invoice is issued the recipient has 14 days to make payment. If no payment is received within this time a reminder is sent. The recipient then has a further 14 days to make payment before a Final Notice demanding immediate payment is issued.

3. Sums Held in Reserve

- 3.1 The opening balance at 1st April 2018 was **£2,204,252.67**.
- 3.2 The closing balance at 31st March 2019 was **£3,533,442.95**.

4. Contributions Received

- 4.1 In the period 1st April 2018 to the 31st March 2019 financial contributions were received totalling **£1,998,898.69**. These contributions relate to historic s.106 agreements which have concluded in (see Appendix 1 for full details):

Contribution Type	Amount Received
Affordable Housing	£1,933,116.08
Parks and Open Spaces	£36,159.01
Healthcare	£29,623.60
Education (none due at this time)	£0
Highways (none due at this time)	£0
	£1,998,898.69

5. Expenditure

- 5.1 From 1st April 2018 to the 31st March 2019 expenditure on capital schemes from s.106 reserves totalled £413,000.00;

Site	Expenditure Type	Amount
Matlock	Affordable Housing	£120,000.00
Brailsford, Luke Lane Phase 2	Affordable Housing	£68,000
Matlock, Bentley Bridge	Affordable Housing	£225,000
		£413,000.00

- 5.2 From 1st April 2018 to the 31st March 2019 revenue expenditure from s.106 reserves totalled £108,524.40;

	Amount
NOW (New Opportunities Wirksworth) for use improving facilities at Fanny Shaw's Playing Fields	£3984.40
Parks and Open Spaces (maintenance costs drawn down in accordance with agreements)	£104,540.00
	£108,524.40

- 5.3 Additionally, healthcare contributions totalling **£29,623.60** were transferred to South Derbyshire Clinical Commissioning Group (CCG) for the CCG to utilise against capital projects which serve the Derbyshire Dales.
- 5.4 Total expenditure for the financial year 1st April 2018 to the 31st March 2019 was therefore **£551,148.00**.

6. Sums Committed to Future Projects

Financial Year	Expenditure Type	Committed in Capital Programme
2019/20	Affordable Housing	£427,500.00
2019/20	Parks and Open Spaces	£4,033.30
		£431,533.30

- 6.1 The contributions held in reserves form an important part of the Councils capital financing. Capital investment is financed through a mixture of different funding sources. Some conditions restrict the use of S106 contributions however where appropriate they are used to finance capital investment. The Council maintains reserve balances to provide sufficient funds to respond to emerging investment requirements and opportunities. These balances allow the Council to minimise the use of external borrowing and associated additional costs.

In addition to the amounts currently allocated in the Capital Programme, the District Council is committed to an ambitious plan for affordable housing provision for the period 2019 – 2023 and further s.106 funds will be allocated to support this in due course as schemes are developed further.

- 6.2 The closing balance at 31st March 2019 was **£3,506,149.95** with unallocated, non-committed sums in reserve totalling **£3,074,616.65**.
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Appendix 1 - Contribution Details

Contribution Details	Amount Invoiced 2018/19	Amount Received 2018/19
Offsite Affordable Housing Contribution in respect of Section 106 Agreement dated 6th September 2010, Land adjacent to Moorside Cottage, Brailsford plus RPI % increase from September 2011 to January 2018	From previous financial year	£29,841.41
Section 106 monies in respect of application code ref. 15/00664/FUL - Remaining 50% of off-site affordable housing contribution and 50% of open space contribution - Land at Cromford Road, Wirksworth	From previous financial year	£94,438.50
Section 106 monies in respect of application code ref. 16/00437/FUL, Land North of Broomy Drive, Brailsford. 1st instalment of offsite Affordable Housing Contribution	£60,571.00	£60,571.00
Section 106 monies in respect of applications 13/00911/OUT, 16/00450/REM and 17/00337/FUL, Land off Old Derby Road, Ashbourne. 1st instalment of offsite Affordable Housing Contribution (25%) indexation calculated from Quarter 4 2014 to Quarter 2 2018 as per the terms of the agreement.	£364,848.84	£364,848.84
Section 106 monies in respect of application code ref. 16/00437/FUL, Land North of Broomy Drive, Brailsford. Remaining 50% instalment of offsite Affordable Housing Contribution, plus indexation from Q4 2016 to Q3 2018 as per clause 10 of the agreement.	£67,229.50	£67,229.50
Section 106 monies in respect of application code ref. 16/00437/FUL, Land North of Broomy Drive, Brailsford. Brailsford and Hlland Ward Medical Practice Contribution, plus indexation from Q4 2016 to Q3 2018 as per clause 10 of the agreement.	£14,861.95	£14,861.95
Section 106 monies in respect of application code ref. 17/00374/FUL, Land at King Edward Street, Ashbourne. Affordable Housing Contribution, plus indexation from March 2018 to August 2018 as per clause 6 of the agreement.	£133,266.61	£133,266.61
Section 106 monies in respect of application code ref. 17/00374/FUL, Land at King Edward Street, Ashbourne. South Derbyshire Clinical Commissioning Group Contribution, plus indexation from March 2018 to August 2018 as per clause 6 of the agreement.	£14,761.65	£14,761.65
Section 106 monies in respect of application code ref. 14/00089/OUT, Land at Asker Lane, Matlock. 50% of Affordable Housing Contribution, plus indexation from Q2 2015 to Q1 2019 as per clause 9 of the agreement.	£245,938.72	£245,938.72
Section 106 monies in respect of application code ref. 14/00089/OUT, Land at Asker Lane, Matlock. 50% of Open Space and Play Contribution, plus indexation from Q2 2015 to Q1 2019 as per clause 9 of the agreement.	£24,159.01	£24,159.01
Section 106 monies in respect of applications 13/00911/OUT, 16/00450/REM and 17/00337/FUL, Land off Old Derby Road, Ashbourne. 2nd instalment of offsite Affordable Housing Contribution (25%) indexation calculated from Q4 2014 to Q1 2019 as per the terms of the agreement.	£367,158.01	£367,158.01
Section 106 monies in respect of applications 15/00739/OUT and 17/00092/REM, Land off Derby Road, Doveridge. 1st instalment of offsite Affordable Housing Contribution (50%) plus indexation calculated from Oct 16 to Jan 2019 as per the terms of the agreement.	£520,184.70	£520,184.70
Section 106 monies in respect of applications 15/00739/OUT and 17/00092/REM, Land off Derby Road, Doveridge. Healthcare Contribution plus indexation calculated from Oct 16 to Jan 2019 as per the terms of the agreement.	£22,710.54	£22,710.54
Section 106 monies in respect of application 16/00789/FUL and 17/00887/VCOND, Land Adjacent to Brook House, Old Hackney Lane, Matlock. 1st instalment of offsite Affordable Housing Contribution (50%) plus indexation calculated from July 17 to Jan 2019 as per the terms of the agreement.	£38,928.25	£38,928.25
Offsite Affordable Housing contribution in respect of section 3 of Section 106 Agreement dated 14th February 2011, Land at Highfield House, Hlland Ward plus interest from the due date (30.04.2017) as per the terms of the agreement.	£73,293.75	£73,293.75 (paid in 2019/20)
Totals	£1,947,912.53	£2,072,192.44

GOVERNANCE AND RESOURCES COMMITTEE
5th SEPTEMBER 2019

Report of the Head of Housing

ESTATE REGENERATION MANAGER CONTRACT EXTENSION

PURPOSE OF REPORT

To seek Member approval for the contract extension of the Estate Regeneration Manager

RECOMMENDATION

That the proposal to extend the Estate Regeneration Manager's contract for a further two years is approved.

WARDS AFFECTED

Matlock All Saints and Matlock St Giles

STRATEGIC LINK

The regeneration of the Hurst Farm estate is a key priority for the Council and Community Housing Team.

1 SUMMARY

1.1 The Estate Regeneration Manager post was created in September 2017 when the Council was awarded capacity building funding from the then Department for Communities and Local Government (DCLG) estate regeneration programme. The 2 year contract for the post is coming to an end and approval is sought to extend the post for a further two years.

2 REPORT

2.1 The estate regeneration project has progressed well, the funding has allowed the District Council and other agencies us to work closely with the community on Hurst Farm estate to develop an innovative regeneration vision and strategy for the estate. It has enabled partnerships to be developed and allowed realistic and deliverable plans to be drawn up to enable the partnership to secure funding and create sustainable change. The funding has created a new way forward for the estate and community by addressing key issues and utilising resources available on the estate. It has enabled the overarching vision and desire to create lasting change. It has started to make Hurst Farm a better place to live and supported a positive lasting impact on the community, particularly children.

2.2 The project objectives for the next two years are:

- Complete the estate regeneration master plan

- Deliver the Heritage Lottery Fund bid £1.1m project
- Submit Power for Change bid for refurbishment of the Social Club £750,000
- Submit Reaching Communities bid for the Community Garden £150,000
- Develop and support further funding bids to deliver the overall strategy

2.3 The post will continue to work with ward members, stakeholders such as the school, Friends of Hurst Farm, CVS, Platform Housing Group, Police and other organisations across the estate.

2.4 The post provides the capacity within the Housing Team to work on the broader strategy and the funding bids that flow from it. In the last 12 months the post has secured the following grants

- Pocket Park Refurbishment £25K
- 'Play and Stay' Group £10k
- Forest School Training £10k
- Youth Activity Programme Pilot £1000
- Social Entrepreneur 1 year Training Programme, up to £10k

2.5 A community café has also been established which uses surplus foods from supermarkets via the 'fairshare' scheme. A volunteer chef uses the food to create a full menu for residents to come together and eat sociably at the community centre on a regular basis.

2.6 In terms of funding for the post, a proportion of the existing government grant remains within the Council's budget. There is no direct cost to the Council with the extension of the Estate Regeneration Manager's post.

3 RISK ASSESSMENT

3.1 Legal

As this is an extension to an existing contract the legal risk has been assessed as low.

3.2 Financial

The costs of extending this post can be fully funded by grant. The financial risk is, therefore, 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, environmental, climate change, health, human rights, personnel and property.

5 CONTACT INFORMATION

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GOVERNANCE AND RESOURCES COMMITTEE
5th SEPTEMBER 2019

Report of the Head of Housing

STRATEGIC HOUSING INVESTMENT COORDINATOR CONTRACT EXTENSION

PURPOSE OF REPORT

The Strategic Housing Investment Coordinator post was an initial two year project delivered in partnership with all of the Derbyshire authorities including Derby City Council. The project has funding to secure a further two years of the post. Member approval is sought to agree the contract extension. The post provides specialist housing development advice to the Derbyshire authorities, particularly in relation to attracting housing investment into Derbyshire and Derby City.

RECOMMENDATION

That the proposal to extend the Strategic Housing Investment Coordinator by a further two years is approved.

WARDS AFFECTED

All wards

STRATEGIC LINK

The Strategic Housing Investment Coordinator is a key part of the Community Housing Team and has played a significant role in forming a pipeline of affordable housing schemes for the Derbyshire Dales.

1 SUMMARY

1.1 The post of Strategic Housing Investment Coordinator was established in September 2017 following an award of grant via the Transformational Challenge Award (TCA). The post operates 3 days per week and supports all of the Derbyshire authorities and Derby City. The TCA funding was initially for two years. Some of the grant remains that allows the post to continue.

2 REPORT

2.1 The original project was established to create an additional resource for all Derbyshire districts and boroughs and Derby City that promoted joint working and enhanced the ability to attract inward investment. The nature of development means it can take some time for opportunities to come to fruition. Going forward the project's key aims will remain the same i.e. providing expert additional capacity on housing development and supporting councils to bring forward investment plans, both for their own housing and in partnership with housing associations and private developers.

- 2.2 For the Derbyshire Dales this particularly means the development of the business case for council housing and a significant development in Matlock with the YMCA. Other projects include working on viability appraisals with the community led housing projects in Bradwell and Wirksworth, supporting the development of the affordable housing SPD, input in to the empty property work and generally supporting the Head of Housing, Rural Housing Enabler and the Estate Regeneration Manager with development opportunities.
- 2.3 This report does not intend to provide details concerning development opportunities in other authorities as these are matters for Members in those councils. However in general terms the post has played a significant role in a number of pieces of work, notably;
- Research and disseminate best practice in tackling Empty Homes and increasing the supply of adapted homes;
 - research and report on Procurement Frameworks open to LA's and
 - cascading relevant information from Homes England, LEP's and other bodies to LA's;
 - advising on S106 agreements and unit types and their suitability for Registered Providers (RP's).
- 2.4 Over the course of the next two years the project in the Derbyshire Dales will continue to;
- support the development of the Council's business plan for new council housing and
 - secure new affordable housing development opportunities with housing association partners
- 2.5 The Council holds a budget for the delivery of the post for the next two years based on the original grant. There is no additional cost to the Council in extending the contract for a further two years.

3 RISK ASSESSMENT

3.1 Legal

As this is an extension to an existing contract the legal risk has been assessed as low.

3.2 Financial

The costs of extending this post can be fully funded by grant. The financial risk is, therefore, 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, environmental, climate change, health, human rights, personnel and property.

5 CONTACT INFORMATION

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GOVERNANCE & RESOURCES COMMITTEE
5 SEPTEMBER 2019

Report of the Head of Corporate Services

COMMUNICATIONS AND MARKETING STRATEGY

SUMMARY

The Communication and Marketing Strategy sets out how residents, employees and service users are kept informed about what the District Council is doing, how it is spending public money, and the District Council services they can access.

RECOMMENDATIONS

1. That the strategic framework of the current Communications and Marketing Strategy is noted.
2. That the Action Plan for 2019/2020 is approved.

WARDS AFFECTED

All

STRATEGIC LINK

Good communications with residents, employees and service users is key to all the District Council's corporate priorities and pivotal to providing excellent services.

1 BACKGROUND

- 1.1 The District Council adopted its current Communications and Marketing Strategy in September 2014, reflecting the development of technology and the needs both of the public and the District Council, which had evolved dramatically since the previous strategy's adoption in 2011. This fifth annual update sets ambitious yet realistic targets to support the Council's Corporate Objectives and core values.
- 1.2 The aim of the Strategy is to ensure our communications help to promote a positive image of the Council, and, in marketing terms, help us to meet the needs and wants of our customers in a fast moving digital world.
- 1.3 The adopted Strategy sets out a multi-channel approach to reach a wide variety of customers and stakeholders, underlining traditional forms of communication while embracing more modern approaches.
- 1.4 Communicating well is the responsibility of everyone and the Strategy is designed to be a useful tool for the corporate leadership team, heads of

services and all employees and elected members. It sets a framework for communications and gives direction to all media, online, internal, marketing, publications and public relations communications actively undertake on behalf of the district council.

1.5 The Communications and Marketing Strategy sets out ways to:

- Make the Council easy to understand and talk to
- Co-ordinate and direct communications
- Ensure that everyone understands our targets and what the outcomes will be
- Ensure that staff and partners understand their contribution
- Make sure people know the outcome of the changes the District Council makes
- Ensure openness and transparency
- Make people feel better informed, proud to live in Derbyshire Dales, proud to work for the Council and proud to work with it.

1.6 The Strategy (attached as Appendix 1) is without a timeframe. This is deliberate and seeks to set a strategic framework with a more dynamic approach to actions which can be measured by way of an Annual Action Plan, monitored by a Communications & Marketing Hub, comprising officers from all Council service areas.

2 REVIEW OF 2018/19 ACTION PLAN

2.1 Enhance the District Council's reputation by upgrading and improving signage across the district in a 3rd phase of this project, to include rationalisation of signage in our larger parks through the installation of statement information signs.

Building on the project to replace dilapidated boundary welcome signs early in 2018, which generated more than £10,000 sponsorship income against an original spend of £3,000, in recent months our Clean & Green Team have installed signs in our 30 smaller parks and gardens where there was no previous reference to the District Council being the local authority that owns and maintains these facilities. More importantly, the new signage makes members of the public fully aware of the Public Space Protection Orders, approved by Council, that now apply in those facilities - something we are legally obliged to do to give our enforcement officers authority to impose a fixed penalty fine of £100 (rising to a maximum penalty of £1,000). The final element of the signage project will be to install new signage in our three larger parks in Ashbourne, Bakewell and Matlock, again to create awareness of the Council's responsibility for those facilities, make the public aware of and abide by Public Space Protection Orders and replace the proliferation of smaller "official" signs (there are more than 100 of these in Hall Leys Park alone). Quotes have now been sought for this signage through our Procurement Team, and we are working with our Development Management Team on the scale and design of the proposed signs.

- 2.2 Continue to generate sponsorship to support the Action Plan, focusing on welcome signs, parks signs, Big Belly Bins and advertising in our paid-for public toilets.

We were successful in selling sponsorship into poster frames in our six paid-for public toilets for the first six months of 2019 to the Height of Abraham attraction.

- 2.3 Improve access to the current Members' Portal.

This action is awaiting direction from the Members' Development Group, but our ICT Team have indicated they are willing and able to revamp the existing Portal.

- 2.4 Support members and managers with new presentational and social media training.

Media/social media training sessions delivered by the Communications & Marketing Manager were made available to all Members on a choice of two dates in June and July this year.

- 2.5 Ensure all leases and licences include District Council branding by condition to enhance the authority's reputation.

Events officers have confirmed that licensees are instructed to give the District Council credit on any promotional materials.

- 2.6 Utilise our online panel to gauge the overall level of satisfaction in the District Council.

Our Policy Officer has access via Survey Monkey to 792 people who have signed up to our online panel. The annual satisfaction survey was issued in November 2018, and the Communications Department also continues to create ongoing satisfaction surveys for individual service areas.

- 2.7 Measure the success of large event promotions and marketing (eg Matlock Bath Illuminations) via social media engagement tools, post-event surveys and takings/visitor numbers.

Post event surveys were created to measure customer satisfaction and feedback following the 2018 Matlock Bath Illuminations and the 2019 Cow Shed Beer Festival. The success of the Council's Illuminations Facebook page, which has more than 25,000 followers, means we can now market this significant regional event via social media promotions and local banners/posters, without having to budget for traditional advertising. A single Facebook post, when shared by page followers, can reach as many as 50,000 people.

- 2.8 Explore the extension of video coverage to include key committee meetings to further improve democracy/accountability.

We live streamed our first meeting (a Local Plan debate) on 1 December 2016 and over the past two years have broadcast live on YouTube all full and special Council meetings. Since the new administration was elected in May 2019, we have extended live coverage to include all Planning, Governance & Resources and Community & Environment Committee meetings. Since the start of the calendar year our YouTube videos have been viewed 2,054 times. The highest single viewing figure so far in 2019 was recorded by the May Council Meeting (263 views). Our best viewed YouTube video to date is a short film of the 2017 Matlock Bath Illuminations boat parade, which has been viewed 14,120 times (that's in addition to around 100,000 views on our Illuminations Facebook page).

3 NEW ACTION PLAN, 2019/20

The Communications & Marketing Hub has agreed that in the coming year we need to focus on reviewing and improving our corporate website, which attracts 1 million visits per year, and the staff intranet (SIDD).

The full Action Plan would look like this:

- 3.1 New Government guidelines mean our website is required to have an accurate and qualified Accessibility Statement in the next year. We will therefore develop a toolkit to allow non-technical staff to accurately determine the accessibility of their websites templates, individual pages and digital media, notably PDFs and video, and develop practical guidance for non-technical staff to ensure all future content is accessible and, where possible, to make inaccessible content accessible.
- 3.2 Review and improve the staff intranet (SIDD) to make it fit for purpose.
- 3.3 Take measures to improve the quality of live video broadcasts by improving the live stream infrastructure, including the sound system in the Council Chamber.
- 3.4 Continue to generate sponsorship to support the Action Plan, focusing on welcome signs, parks signs, Big Belly Bins and advertising in our paid-for public toilets.
- 3.5 Improve access to the current Members' Portal.
- 3.6 Support members and managers with new presentational and social media training.
- 3.7 Ensure all leases and licences include District Council branding by condition to enhance the authority's reputation, linking to a new Events Strategy.
- 3.8 Utilise our online panel to gauge the overall level of satisfaction in the District Council.

- 3.9 Continue to measure the success of large event promotions and marketing (eg Matlock Bath Illuminations) via social media engagement tools, post-event surveys and takings/visitor numbers.
- 3.10 The Hub will take the lead on important corporate communications issues, including actions from the waste procurement process.

4 RISK ASSESSMENT

4.1 Legal

An effective communications strategy helps to reinforce the District Council's ambition and raises proper accountability. The Strategy has been framed within the legislative framework regarding publicity. The legal risk is therefore low.

4.2 Financial

The Communications Strategy can be delivered within existing budgets and, therefore, the financial risk arising from this report is low.

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.

6. CONTACT INFORMATION

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7. BACKGROUND PAPERS

None

8. ATTACHMENTS

Communications and Marketing Strategy (updated September 2018)



Communications & Marketing Strategy





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Derbyshire Dales District Council

Communications & Marketing Strategy

(Adopted, Corporate Committee, 18 September 2014)

(Latest action plan approved by Governance & Resources Committee, 20 September 2018)

Introduction

Communication plays an important role in everything we do at Derbyshire Dales District Council.

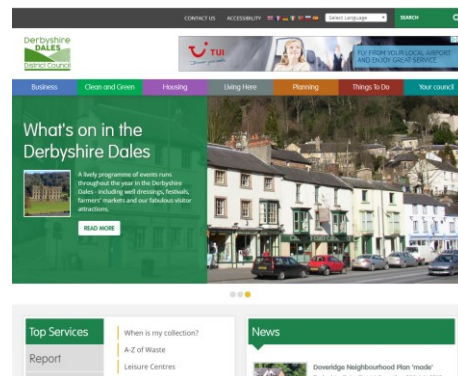
Communicating **well** is the responsibility of everyone at the District Council, not just the communications team. This strategy is designed to be a useful tool for the corporate management team, heads of services, all employees and council members.

It sets a framework for district council communications and gives direction to all media, online, internal, marketing, publications and public relations communications activity undertaken on behalf of the district council.

Our commitment is to use a **multi-channel approach** to reach the wide variety of customers and stakeholders we serve, including residents, employees, businesses, community partners, visitors to the district and all levels of government.

Externally, a key focus is to promote the district council's services to give us a competitive edge, supporting and enhancing regular activities.

Internal communications will involve all staff in shaping services as the district council continues to go through major changes.



We will seek to provide communications services on the most cost-effective basis, for example by accelerating our shift towards digital communications and taking a “digital first” position on crisis management

We will commit to continuing improvement of the usefulness of our website and keep content fresh and updated as we move a greater share of our communications activity online, utilising free social media channels.

Communication works best when it is a two-way process (we need to listen as well as talk) and when messages are clear and easy to understand. Our social media channels (particularly Facebook and Twitter) provide a voice for local people to air their views and discuss issues with the council.

The challenge for an organisation with more than 100,000 customers and a large range of services is how it communicates clearly and simply in a complex and constantly changing environment, with ever increasing financial pressures. This strategy seeks to address that challenge.

Research shows that communication with residents is a key driver to overall satisfaction with council performance. It is also at the heart of good customer service and effective, meaningful consultation – and critical to delivery of the council’s role in the community.

This strategy sets out the framework within which we can respond to this challenge.



Aims, Vision and Objectives

Aims

The ultimate aim of our communications is that all staff, residents, partners and everyone who deals with the council will have a clear understanding and a positive perception of our vision, aims, values, services and achievements, leading to higher levels of satisfaction and engagement.

Vision

What are we trying to do?

To make its vision come alive, the district council must be able to communicate with (and influence) a wide range of organisations, individuals and partners.

We therefore need to ...

- make the council easy to understand and talk to
- coordinate and direct communications so that all parts of the district council are working towards shared objectives, in support of council strategy
- ensure that everyone understands our targets, and what the outcomes will be – showing people what success looks like
- ensure staff and partners understand their contribution through clear objectives, milestones and deadlines
- make sure people know the outcome of the changes the district council makes
- ensure openness and transparency
- make people feel better informed, proud to live in Derbyshire Dales, proud to work for the council, and proud to work with it.

In other words, we need to continue to build the district council as a *brand*.



The visual element of this brand – our corporate identity – is generally understood by staff and customers. Our brand is an important communications tool, *made up of these components...*

- Our overall purpose – what are we here for?
- Our values – what drives us to do the things we do?
- Our key messages – what are we saying about what we offer?
- Our service delivery – what do we provide, compared with what we promise?
- Our behaviour – how do we treat our customers and our staff?

It is important we bring these elements together in a unified approach across all communications channels, so that we are consistent in tone, look and feel. People need to understand who we are and what we stand for.

In this, our Communications Strategy will dovetail with the council's Customer Access Strategy.

Objectives

- To secure and strengthen the reputation of the council in the community and an effective and efficient provider of high quality outcomes - focused on our values and priorities
- To build and maintain a professional corporate identity for consistent and co-ordinated use throughout the organisation
- To promote the image of the council as an effective, efficient and listening organisation focused on the public and their needs
- To ensure that communications are consistent and co-ordinated across all channels to give maximum support to the council's strategic priorities
- To ensure all staff understand the priorities of the council and feel valued and able to contribute to major changes affecting services they provide
- To ensure that our communications activities reflect the full diversity of the community and help ensure equality of access to all our services.

It is important also that the district council increases its efforts to understand what local communities are saying.

This strategy will dovetail with our Consultation Strategy in sharing information gained through consultation programmes such as citizens' panel consultation, channel shift

initiatives and increasing use of new technology devices to generate instant feedback on topical issues.

Delivering our objectives

The district council's reputation is based on perceptions – how people see us. Managing our reputation means first of all understanding what those perceptions are, deciding how we want to be seen, and planning how to get there.

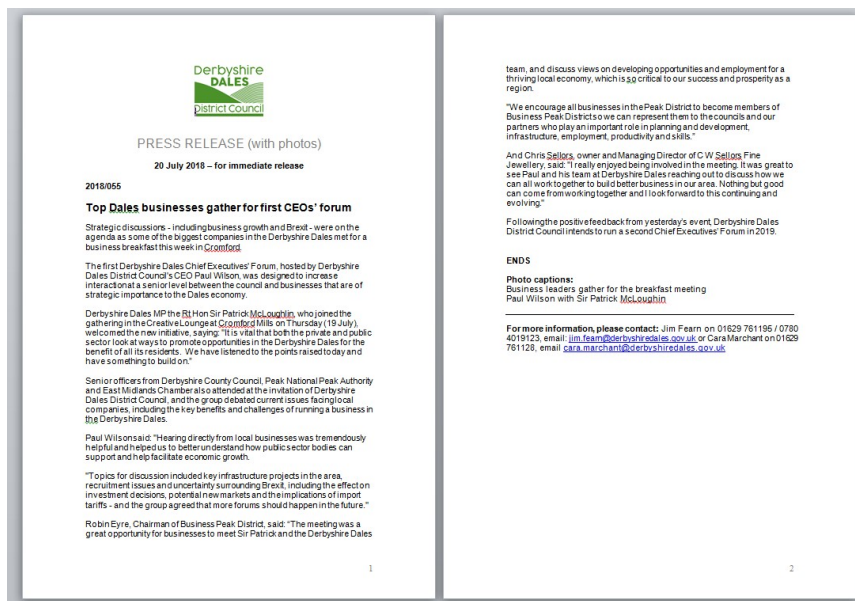
We will tackle this by focusing internal capacity on the district council's key messages and ensuring that the most appropriate level of resource is available for our key priorities and activities.

Our communications platforms can be broken down into three:

- Traditional Media, Publications, Campaigns and PR
- Digital Media
- Internal Communications

TRADITIONAL MEDIA, PUBLICATIONS, CAMPAIGNS AND PR

We will seek to maintain and further improve positive media coverage and develop our media relations service to promote and defend the council, recognising the proven link between the public's sense of feeling informed and feeling satisfied. Our target is to issue two positive **media releases** every week of the year, alongside, where possible, engaging photography (chiefly taken in-house).



It will also be the responsibility of the communications team to handle a communications problem or bundle of problems by identifying:

- the nature of the problem or challenge
- the key considerations in addressing it
- the key drivers of those decisions (crucially, insight into audiences)
- the resources required
- the stages to go through

We will issue reactive statements to media on request after gaining advice and approval first from the head of service (corporate management team member) and/or council leaders.

Despite our increasing focus on e-communications channels, the twice-yearly **Dales Matters** newsletter, delivered to all 34,000 homes in the district, remains an important communications tool. 90% of our citizens' panel (surveyed November 2013) had seen a copy of Dales Matters and 75% read half or most of it.

We will continue to edit, design and organise publication and distribution of Dales Matters, directed by an editorial panel comprising a representative from every service area.

Similarly, we will edit, design and organise publication of other special publications such as:

- Council Tax information leaflet
- Agricultural Business Centre annual leaflet (including Bakewell Farmers' Market dates)
- Community Safety newsletter (twice yearly)
- Other leaflets and fact sheets

Farmers' Market 2016 DATES

Generally held on the last Saturdays of the month from 10am to 2pm - our multi-award winning Farmers' Market is now the second largest in the UK. Stalls under cover at the Agricultural Business Centre, with beautiful parking.

30 January	23 July*
27 February	27 August
26 March	24 September
30 April	29 October
28 May	26 November
25 June	17 December**

* one week early for Bakewell Show
** two weeks early for Christmas

AGRICULTURAL BUSINESS CENTRE

Bakewell Farmers' Market

One of the BEST!

Derbyshire Dales District Council's Agricultural Business Centre (ABC) is home to the multi-award-winning Bakewell Farmers' Market. It is the second largest farmers' market in the country and a success story for the District Council.

When the Farmers' Markets in Bakewell started in 2000, there were just 28 producers. This number has expanded gradually over the years to more than 75 stalls today, located mostly indoors at the fabulous ABC.

The atmosphere is first class and the spinoff is that local hotels and businesses in and around Bakewell reap the benefits of the trade generated by the Farmers' Markets.

We are dedicated to encouraging and maintaining environmental sustainability, so most stallholders come from within a 30 mile radius of Bakewell, though some speciality producers are allowed to attend from up to 100 miles away.

While there are some crafts, most of the stalls are dedicated to locally produced food and drink.

Watch us on youtube: www.youtube.com/derbysdalesabc

CONTACT US...

- www.derbysdales.gov.uk/abc
- 01629 813 777
- abc@derbysdales.gov.uk

Sign up for our free e-newsletter: www.derbysdales.gov.uk/eneewsreg

We will maintain and develop our programme of media and integrated **campaigns** that underpin the district council's values and priorities.

We will use no/low-cost external sites such as poster frames in our pay & display car parks and public toilets to promote our services, including:

- Markets
- Parks and open spaces
- Special events such as our Matlock Bath Illuminations
- Do it online campaigns (channel shift)



The poster for Matlock Bath Illuminations features a vibrant background of fireworks exploding over a dark scene. In the foreground, silhouettes of people with their arms raised are visible. A classic Volkswagen Beetle is illuminated with blue lights. The text is arranged in several sections: a large green banner at the top with 'MATLOCK BATH ILLUMINATIONS' in white; a yellow banner below it with 'Every Saturday & Sunday' and '7 September - 27 October 2019' in green; a yellow starburst on the left with 'FIREWORKS EVERY SATURDAY*'; a yellow starburst on the right with 'UNDER 16s go FREE!'; and a green banner at the bottom with 'BOOK ONLINE AND SAVE MONEY!'. At the bottom left, there is contact information: 'It's cheaper to book online at www.derbyshiredales.gov.uk/illuminations', 'Decorated boats parade every weekend', '*Fireworks on Saturdays & final Sunday, 27 Oct', and 'Info hotline: 01629 761 110'. At the bottom right, there are social media icons for Instagram and Facebook, a QR code, and the text '/matlockbathilluminations'. The Derbyshire Dales District Council logo is also present in the bottom right corner.

The communications team, in consultation with the head of corporate services, will regularly change the organisation's **corporate email sign-off** as another channel to promote ongoing campaigns.

We will continue to evaluate and cost the potential of paid-for media (including local commercial radio stations and newspapers/magazines) to further promote our campaigns.

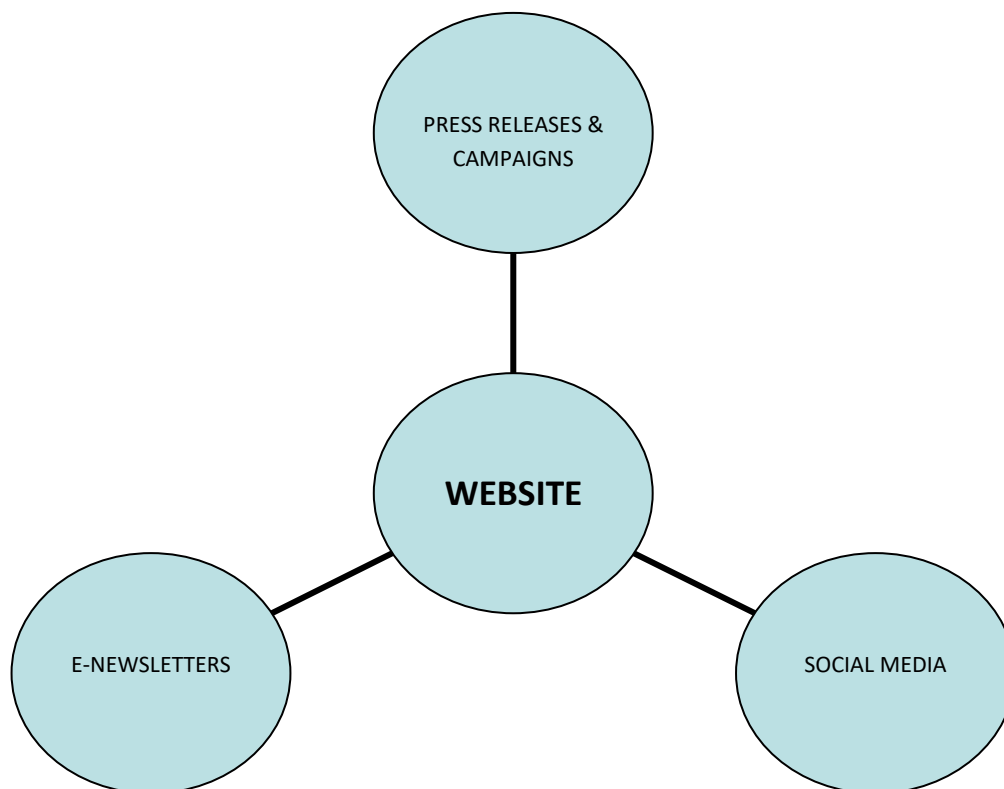
DIGITAL MEDIA

We recognise the value of our website as a source of information, as a point for customer transactions and as a low-cost alternative to face-to-face and telephone contact.

Our communications going forward will have a digital focus, building on the platform created by our website, a mobile-friendly version of which was relaunched in 2016, again using an open source (Joomla) content management system to serve the public and businesses of Derbyshire Dales.

We will further develop the website to make it even easier to find the information you need, to report faults and incidents, to ask questions and to conduct many different types of transactions, all in a 24/7 environment.

Not only is this usually faster than alternative methods of contact, it means you can conduct your business with the district council when and where you like, while doing so at a lower cost to the taxpayer. We will aim to further increase use of the website, which currently attracts more than 107,000 visits every month (source: Google Analytics, year to October 2018) and is the "hub" of our communications.



We are committed to continuing to improve visitor numbers and the accessibility of the website, creating new web forms and payment portals.

We applied the same principles to the development of a new intranet site for staff (launched autumn 2014).

Social media platforms have become an integral part of our communications strategy. We recognise the opportunities that social media can deliver in terms of reputation enhancement, engaging with the public using their medium of choice, greater two-way dialogue and the insights that social media can provide, and as an opportunity to reduce cost versus other communications channels.

We will exploit the penetration of social media in dealing with crisis communications, providing regular news updates on our digital channels to create a channel shift away from phone calls to service centres during busy periods.

While operating and monitoring established Facebook, Twitter, Instagram and YouTube channels, we will examine the potential of other social media platforms. District council service areas will be assisted in setting up their own social media channels on request.



We will continue to use social media management tools such as Hootsuite to monitor our own social media activity and also gain a better understanding of the conversations about us in which we are not currently participating.

In parallel with the development of this Communications Strategy, we will continue to promote and, where necessary, update, our social media policy and staff guidelines.

We will seek to build our **e-newsletter** (MailChimp) database, enabling us to target key messages on a regular basis to engaged people in our communities. We recognise the huge potential of e-newsletters as an effective communications channel

Surveys and questionnaires supporting the council's consultations with residents, businesses and other stakeholders will be digital by default. We live in a digital age, and while paper versions of online surveys and questionnaires will be made available on request, our digital by default policy recognises that the vast majority of our residents now have access to the internet directly or indirectly through family, friends and their local library. Adding paper-based consultation feedback to the digital survey database is time-consuming and resource-heavy for the council. Consultations will be promoted using a combination of digital and traditional media and, where timing allows, through the twice-yearly Dales Matters residents' newsletter.

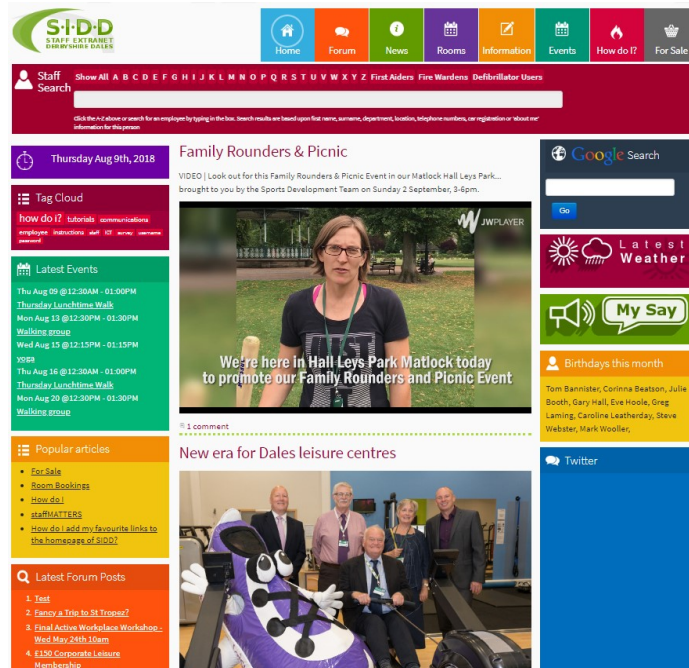
INTERNAL COMMUNICATIONS

Internal communications play a key role in ensuring staff keep in touch with the district council's plans and priorities, and the challenges ahead.

Employees need to understand how their actions contribute to the overall achievement of priorities and how their behaviour affects the way the organisation is perceived internally and externally.

Our internal communications will include:

- Publication of the staffMATTERS internal newsletter, published 4 times a year
- A new (autumn 2014) more accessible intranet site (SIDDD)
- An online forum where staff can advertise activities and events (internal and external) and suggest good ideas
- Regular all-staff emails
- In-house posters
- Screensaver messages on staff PCs
- Core briefings **videos** to get our messages across



Through all the channels listed above, we will support our consultation teams in their work to help the district council understand what the public truly want, to deliver on our values and priorities and to provide the best possible value for money.

Looking ahead

A Peer Review carried out in 2013 helped the district council re-set its vision – which is to use the reduced resources available to us more efficiently to maintain and - where possible - improve the quality of life for Derbyshire Dales people. A key aim of our communications is to help local people understand the financial challenges faced by the district council and the hard choices it is having to make in terms of service delivery.

Our plans are built on clear **values** that will help to steer us through the years ahead. Applying these values will mean that the district council is not only smaller, but also more flexible and more responsive to local people’s needs and expectations.

We value:

- the uniqueness of our communities, businesses and residents
- working in partnership to deliver affordable, quality services
- our employees
- teamwork, working together across the organisation
- creative thinking and ambition

Supporting our values:

- the Council will be open and transparent when making decisions and will use public resources ethically and responsibly.
- we will behave with integrity, courtesy and respect, listening and responding to the very best of our abilities and treating everybody fairly, and by encouraging Members and staff to deliver improvements through their own personal development.

Providing the basics

In the coming years, we will have less money and will have to make sure we spend it where the need is greatest. Our role is to make sure local people get good outcomes from their services and we understand that it is the quality of the service that matters to local people, not who provides it.

Our focus should be on:

Promoting and regularly reinforcing the distinctive qualities both of the Derbyshire Dales and the district council. It is appropriate therefore to build communications skills across the organisation, supported by an in-house communications resource that is empowered to identify and solve communications problems, and resourced to implement solutions.

Helping communities help themselves

The district council is at its most effective when it is helping people to live successful lives as independently as possible and helping communities to help themselves. We believe that if power is in the hands of local people, you get better results and achieve better value.

Our approach will be to:

- Give individuals more say about the services they receive and the support they receive
- Empower communities to do more themselves and give them the tools they need for community action
- Recognise that some areas need more help than others and that, with a little support, they can get their ideas off the ground
- Support the transfer of buildings and other assets to community ownership so that they can become a hub for local activity – flexible and responsive to local needs.

Evidence and analysis

What do our customers and stakeholders say?

We continue to invite customers and stakeholders to help us set some key priorities that support our values. Research has revealed our customer and stakeholder priorities are focused on a *thriving district*:

1. Business growth and job creation

Help new businesses to start; help existing businesses to grow and promote key development sites in/around towns

2. Affordable housing

Identify and deliver new affordable housing sites and improve housing for vulnerable people

3. Market towns

Reviving stall markets and seeking public realm improvements

Action Plan 2018/19

- Enhance the District Council's reputation by upgrading and improving signage across the district in a 3rd phase of this project, to include rationalisation of signage in our larger parks through the installation of statement information signs. It is proposed that our Matlock Hall Leys Park be used to create a template to be followed elsewhere.
- Continue to generate sponsorship to support the Action Plan, focusing on welcome signs, parks signs, Big Belly Bins and advertising in our paid-for public toilets.
- Improve access to the current Members' Portal.
- Support members and managers with new presentational and social media training.
- Ensure all leases and licences include District Council branding by condition to enhance the authority's reputation, linking to a new Events Strategy.
- Utilise our online panel to gauge the overall level of satisfaction in the District Council.
- Measure the success of large event promotions and marketing (eg Matlock Bath Illuminations) via social media engagement tools, post-event surveys and takings/visitor numbers.
- Explore the extension of video coverage to include key committee meetings to further improve democracy/accountability.

**GOVERNANCE AND RESOURCES COMMITTEE
5 SEPTEMBER 2019**

Report of the Head of Resources

THE ROLE OF THE HEAD OF INTERNAL AUDIT

PURPOSE OF REPORT

This report is to inform the Committee of an updated publication by The Chartered Institute of Public Finance and Accountancy (CIPFA) which is CIPFA's Statement on the Role of the Head of Internal Audit in Public Service Organisations (2019 edition). This replaces the previous 2010 edition.

RECOMMENDATION

That the organisational arrangements for internal audit be endorsed as aligning to the key principles that are set out in CIPFA's Statement on the Role of the Head of Internal Audit.

WARDS AFFECTED

None

STRATEGIC LINK

Internal Audit's service aims and objectives are the provision of an independent service, which objectively examines, evaluates and reports to the Council and its management on the adequacy of the control environment. This contributes to the Council's core values of being open and transparent when making decisions and using public resources ethically and responsibly.

1 BACKGROUND

- 1.1 Heads of internal audit in the public services face challenges ensuring that professional standards are maintained and their internal audit teams remain effective. The organisation in which internal audit operates has a direct impact on the level of resource, scope and authority given to internal audit. CIPFA considers it essential that public service organisations properly support their internal auditors to enable them to meet the standards. For these reasons CIPFA felt it was an opportune time to refresh and update the 2010 statement on the role of the head of internal audit.
- 1.2 The updated CIPFA Statement on the Role of the Head of Internal Audit is available on CIPFA's website: <https://www.cipfa.org/policy-and-guidance/reports/the-role-of-the-head-of-internal-audit>. An extract from the

Statement “Introducing the CIPFA Statement” is shown as Appendix 1 to this report.

- 1.3 The statement sets out the five principles that define the core activities and behaviours that belong to the role of the head of audit in public service organisations and the organisational arrangements needed to support them.

2 REPORT

Core Principles

- 2.1 The core principles are detailed below along with a summary of the DDDC situation.
- 2.2 The head of internal audit in a public service organisation plays a critical role in delivering the organisations strategic objectives by:
 - 1 objectively assessing the adequacy and effectiveness of governance and management of risks, giving an evidence based opinion on all aspects of governance, risk management and internal control

DDDC situation – The internal audit plan is a risk based plan that covers all of the council’s activities on a cyclical basis. Each audit considers the risks faced by the service being audited and the internal controls in place. Internal Audit review the council’s risk management processes. The Internal Audit Consortium Manager is part of the Annual Governance Statement group that assesses the Council’s compliance with the Code of Corporate Governance and formulates the Annual Governance Statement.

- 2 championing best practice in governance and commenting on responses to emerging risks and proposed developments

DDDC situation – internal audit test schedules are based on best practice. Emerging risks and proposed developments are identified when setting the audit plan and built in to the audit programme. More focus is now placed on emerging risks in non -financial areas such as health and safety and safeguarding. The Senior Auditor also sits on the procurement hub.

In 2018/19 the senior auditor undertook a review of leisure contract management which is a new development for the Council.

To perform this role the head of internal audit must:

- 3 be a senior manager with regular and open engagement across the organisation, particularly with the leadership team and with the audit committee

DDDC situation – The Internal Audit Consortium Manager is a senior manager who attends Corporate Leadership Team Meetings on an ad hoc basis and reports directly to a member of the Corporate Leadership Team. The Internal Audit Consortium Manager also has direct access to the

Governance and Resources Committee and attends the majority of committee meetings with a variety of reports.

- 4 lead and direct an internal audit service that is resourced appropriately, sufficiently and effectively

DDDC situation –Council approve the Internal Audit budget and the Governance and Resources Committee approve the operational plan. The budget is based on an audit plan that enables the Internal Audit Consortium Manager to provide an opinion on the adequacy of governance, risk management and internal control arrangements.

Having access to the consortium enables best practice, skills and knowledge to be shared.

The senior auditor undertakes continuous professional development by attending training events, team meetings and reading professional magazines.

The Consortium had an external review of its service in October 2016 that concluded that the service was compliant with the Public Sector Internal Audit Standards. A self -assessment is also undertaken on an annual basis.

- 5 be professionally qualified and suitably experienced.

DDDC Situation – The Internal Audit Consortium Manager is CIPFA qualified, undertakes continuous professional development and has been in internal audit since 1996.

The participation in Nottinghamshire and Midlands audit group meetings enables network opportunities, professional development and the sharing of best practice.

3 RISK ASSESSMENT

3.1 Legal

There are no legal considerations arising from the report

3.2 Financial

There are no financial considerations arising from the report.

3.3 Corporate

The Head of Internal Audit occupies a critical position as it helps the council to achieve its objectives by evaluating the effectiveness of governance, risk management and internal control arrangements. By complying with the principles in CIPFA's Statement on the role of the head of internal audit the risk of not having sound corporate governance arrangements in place is reduced.

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 ATTACHMENTS

Appendix 1 – Extract from [CIPFA Statement on the Role of the Head of Internal Audit in Public Service Organisations](#)

introducing the CIPFA statement

The public service context

Citizen, service user and taxpayer: all of us occupy one or other of these roles at different times. We all have different priorities and needs, but our common ground is that we expect high standards of service within affordable tax levels. And we demand exemplary standards of behaviour where public money is spent.

The public services also face frequent structural changes and changing models of service delivery and partnerships. Expectations of contestability and competition as drivers of value for money are also blurring the boundaries between the public and private sectors. This has increased the variety of governance arrangements, even among similar types of bodies.

Good governance

The changing political environment within which decisions are taken and services delivered creates a range of stakeholders whose interests and influences must be acknowledged, understood, managed and balanced.

The demand for better public services within a complex environment has strengthened the need for effective governance. Good governance in a public service organisation requires a focus on the organisation's purpose and its intended outcomes. It also carries a specific obligation in relation to citizens, taxpayers and service users to make best use of resources and ensure value for money.

The key role played by the HIA

Internal audit is one of the cornerstones of effective governance. The HIA is responsible for reviewing and reporting on the adequacy of their organisation's control environment, including

the arrangements for achieving value for money. Through the annual internal audit opinion and other reports the HIA gives assurance to the Leadership Team and others, and makes recommendations for improvement.

The HIA's role is a unique one, providing objective challenge and support and acting as a catalyst for positive change and continual improvement in governance in all its aspects. The role is particularly important when organisations are facing uncertain or challenging times. Fulfilling the role requires a range of personal qualities. The HIA has to win the support and trust of others, so that he/she is listened to, and the HIA's role as a critical friend means that sometimes difficult messages must be given and acted on.

It is these expectations, combined with the professional, personal and leadership skills required, that have shaped the CIPFA Statement on the role of the HIA in public service organisations.

Primary audience

The primary audience for this Statement is those who rely on the HIA's assurances – the Leadership Team and the Audit Committee. CIPFA recommends that they should examine their own organisation against this Statement to satisfy themselves that they have effective HIA arrangements in place.

GOVERNANCE AND RESOURCES COMMITTEE
5th September 2019

Report of the Head of Resources

**INTERNAL AUDIT REPORTS CONCLUDED UNDER THE
2019/20 OPERATIONAL AUDIT PLAN**

PURPOSE OF REPORT

This report asks the Committee to consider internal audit reports produced in respect of the 2019/20 Internal Audit Plan.

RECOMMENDATION

That the report be approved.

WARDS AFFECTED

None

STRATEGIC LINK

Internal Audit's service aims and objectives are the provision of an independent service, which objectively examines, evaluates and reports to the Council and its management on the adequacy of the control environment. This contributes to the Council's core values of being open and transparent when making decisions and using public resources ethically and responsibly.

1 BACKGROUND

- 1.1 The 2019/20 Operational Audit Plan was approved by the Governance and Resources Committee on the 28th February 2019. The plans provide a framework by which service functions are reviewed to test and report on the adequacy and effectiveness of risk management systems and the internal control environment within the Council. This report details the results of the internal audit reviews undertaken during the year.
- 1.2 The Committee's terms of reference also require that it "considers the reports produced in accordance with the Audit Plan and responses to the recommendations made therein".

2 REPORT

- 2.1 Attached, as Appendix 1, is a summary of reports issued since this committee last considered a report for audits included in the 2019/20 Internal Audit Plans.
- 2.2 Reports are issued as Drafts with five working days being allowed for the submission of any factual changes, after which time the report is designated as a Final Report. Fifteen

working days are allowed for the return of the Implementation Plan.

- 2.3 The Appendix shows for each report a summary of the level of assurance that can be given in respect of the audit area examined and the number of recommendations made / agreed where a full response has been received.
- 2.4 The assurance provided column in Appendix 1 gives an overall assessment of the assurance that can be given in terms of the controls in place and the system's ability to meet its objectives and manage risk in accordance with the following classifications:

Assurance Level	Definition
Substantial Assurance	There is a sound system of controls in place, designed to achieve the system objectives. Controls are being consistently applied and risks well managed.
Reasonable Assurance	The majority of controls are in place and operating effectively, although some control improvements are required. The system should achieve its objectives. Risks are generally well managed.
Limited Assurance	Certain important controls are either not in place or not operating effectively. There is a risk that the system may not achieve its objectives. Some key risks were not well managed.
Inadequate Assurance	There are fundamental control weaknesses, leaving the system/service open to material errors or abuse and exposes the Council to significant risk. There is little assurance of achieving the desired objectives.

- 2.5 Four reports have been issued, 3 with a conclusion of "Substantial Assurance" and 1 with "Reasonable Assurance". 6 recommendations have been made and accepted by management and these are in the process of being implemented.

3 RISK ASSESSMENT

3.1 Legal

There are no legal considerations arising from the report

3.2 Financial

There are no financial considerations arising from 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 ATTACHMENTS

Appendix 1 - Summary of Internal Audit Reports Issued June 2019 – end of July 2019

DERBYSHIRE DALES DISTRICT COUNCIL

Internal Audit Consortium - Report to Governance and Resources Committee

Summary of Internal Audit Reports Issued June 2019 – end of July 2019

Report Ref	Report Title	Scope and Objectives	Overall Opinion	Date		Number of Recommendations	
				Report Issued	Response Due	Made	Accepted
D003	Debtors	To ensure that invoices are raised in a timely and accurate manner and that there are appropriate debt collection procedures in place	Substantial	7/6/19	28/6/19	1L	1
D004	Car Parks	To ensure that all income is banked and that fees and charges are made correctly	Reasonable	8/7/19	29/7/19	3M 1L	4
D005	Council Tax	To ensure that bills are raised promptly and accurately and that there are appropriate debt collection procedures in place	Substantial	10/7/19	31/7/19	0	0
D006	VAT	To ensure that VAT returns are completed in a timely and accurate manner	Substantial	25/7/19	15/8/19	1M	1

GOVERNANCE AND RESOURCES COMMITTEE

5 September 2019

Report of the Head of Resources

EXTERNAL AUDITOR’S ANNUAL AUDIT LETTER FOR 2018/19

PURPOSE OF REPORT

This report presents the External Auditor’s Annual Audit Letter, which summarises the outcome of the audit work completed at the Council in relation to the 2018/19 audit year.

RECOMMENDATION

That the External Auditor’s “Annual Audit Letter for 2018/19 is received.

WARDS AFFECTED

None

STRATEGIC LINK

None

1 REPORT

- 1.1 The Accounts and Audit Regulations 2015 state that “Where, following completion of an audit, a relevant authority receives any audit letter from the local auditor, the members of the relevant authority, or, in the case of a Category 1 authority, a committee of that authority, must meet to consider that letter as soon as reasonably practicable.” The regulations also say that following consideration of the letter, the authority must publish the audit letter on its website and make copies available for purchase by any person on payment of such sum as the relevant authority may reasonably require.
- 1.2 The Council’s external auditors, Mazars LLP, have issued their Annual Audit Letter, which summarises the audit work completed in relation to the 2018/19 audit year. A copy of the letter is shown at Appendix 1 and a copy has been placed on the Members’ Portal for the attention of all members
- 1.3 The Annual Audit Letter for 2018/19 is consistent with the Audit Completion Report that was presented to Council on 25 July 2019, with the letter being a summarised version of the Audit Completion Report. The key issues in the letter are:
 - **Audit Opinion** - unqualified opinion issued on the Authority’s financial statements;
 - **Value For Money (VFM) conclusion** – unqualified conclusion issued;
 - **Internal Control Recommendations** – The external auditor makes two recommendations relating to internal controls. These are shown in Section2 of the

Annual Audit Letter (Appendix 1), together with the management response. Both recommendations relate to the treatment of assets upon revaluation.

- **Significant VFM Risk** – The delivery of budgets has been identified as a significant risk in Section 3 of the annual audit letter. The external auditor has concluded “We obtained sufficient assurance to conclude that the Council continues to have appropriate arrangements in place”;
- **Statutory reporting** – The external auditor has not issued a report in the public interest or made written recommendations to the Council.
- **Forward Look** - in section 6 of the Annual Audit Letter the external auditor highlights the challenges that the Council will face in balancing the budget in future years and points out the importance of taking early action to secure financial sustainability before the position becomes unmanageable. However, he also acknowledges the uncertainty relating to funding in the medium term.

1.4 The two recommendations relating to internal controls have been accepted by the Head of Resources. They will be addressed during the preparation of the Statement of Accounts for 2019/20.

1.5 With regard to the “forward look” and the financial uncertainty in the medium term, the recent MHCLG announcement of a one-year spending review suggests that the outcome of the fair funding review and the business rates retention review will not be known for some time, with implementation likely to be delayed until 2021/22. In the meantime, the Council will continue to look at building reserves as a temporary or transitional cushion to minimise the immediate impact while the medium term savings (or additional income) are identified and delivered.

2 RISK ASSESSMENT

2.1 Legal

The legal provisions are contained within the main body of the report. The legal risk is therefore low.

2.2 Financial

There are no financial risks arising from this report.

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 ATTACHMENTS

Appendix 1 – Annual Audit Letter 2018/19

Annual Audit Letter

Derbyshire Dales District Council

Year ended 31 March 2019





CONTENTS

1. Executive summary
2. Audit of the financial statements
3. Value for money conclusion
4. Other reporting responsibilities
5. Our fees
6. Forward look

Our reports are prepared in the context of the 'Statement of responsibilities of auditors and audited bodies' issued by Public Sector Audit Appointments Ltd. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the Council and we take no responsibility to any member or officer in their individual capacity or to any third party.

Mazars LLP is the UK firm of Mazars, an international advisory and accountancy group. Mazars LLP is registered by the Institute of Chartered Accountants in England and Wales.

1. EXECUTIVE SUMMARY

Purpose of the Annual Audit Letter

Our Annual Audit Letter summarises the work we have undertaken as the auditor for Derbyshire Dales District Council for the year ended 31 March 2019. Although this letter is addressed to the Council, it is designed to be read by a wider audience including members of the public and other external stakeholders.

Our responsibilities are defined by the Local Audit and Accountability Act 2014 (the 2014 Act) and the Code of Audit Practice issued by the National Audit Office (the NAO). The detailed sections of this letter provide details on those responsibilities, the work we have done to discharge them, and the key findings arising from our work. These are summarised below.

Area of responsibility	Summary
Audit of the financial statements	<p>Our auditor's report issued on 30 July 2019 included our opinion that the financial statements:</p> <ul style="list-style-type: none">• give a true and fair view of the Council's financial position as at 31 March 2019 and of its expenditure and income for the year then ended; and• have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19.
Other information published alongside the audited financial statements	<p>Our auditor's report issued on 30 July 2019 included our opinion that:</p> <ul style="list-style-type: none">• the other information in the Statement of Accounts is consistent with the audited financial statements.
Value for Money conclusion	<p>Our auditor's report concluded that we are satisfied that in all significant respects, the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019.</p>
Reporting to the group auditor	<p>In line with group audit instructions issued by the NAO, on 31 July 2019 we reported to the group auditor in line with the requirements applicable to the Council's WGA return.</p>
Statutory reporting	<p>Our auditor's report confirmed that we did not use our powers under s24 of the 2014 Act to issue a report in the public interest or to make written recommendations to the Council.</p>

2. AUDIT OF THE FINANCIAL STATEMENTS

Opinion on the financial statements

Unqualified

The scope of our audit and the results of our work

The purpose of our audit is to provide reasonable assurance to users that the financial statements are free from material error. We do this by expressing an opinion on whether the statements are prepared, in all material respects, in line with the financial reporting framework applicable to the Council and whether they give a true and fair view of the Council's financial position as at 31 March 2019 and of its financial performance for the year then ended.

Our audit was conducted in accordance with the requirements of the Code of Audit Practice issued by the NAO, and International Standards on Auditing (ISAs). These require us to consider whether:

- the accounting policies are appropriate to the Council's circumstances and have been consistently applied and adequately disclosed;
- the significant accounting estimates made by management in the preparation of the financial statements are reasonable; and
- the overall presentation of the financial statements provides a true and fair view.

Our auditor's report, issued to the Council on 30 July 2019, stated that, in our view, the financial statements give a true and fair view of the Council's financial position as at 31 March 2019 and of its financial performance for the year then ended.

Our approach to materiality

We apply the concept of materiality when planning and performing our audit, and when evaluating the effect of misstatements identified as part of our work. We consider the concept of materiality at numerous stages throughout the audit process, in particular when determining the nature, timing and extent of our audit procedures, and when evaluating the effect of uncorrected misstatements. An item is considered material if its misstatement or omission could reasonably be expected to influence the economic decisions of users of the financial statements.

Judgements about materiality are made in the light of surrounding circumstances and are affected by both qualitative and quantitative factors. As a result we have set materiality for the financial statements as a whole (financial statement materiality) and a lower level of materiality for specific items of account (specific materiality) due to the nature of these items or because they attract public interest. We also set a threshold for reporting identified misstatements to the Council. We call this our trivial threshold.

The table below provides details of the materiality levels applied in the audit of the financial statements for the year ended 31 March 2019:

Financial statement materiality	Our financial statement materiality is based on 2% of gross revenue expenditure	£692,000
Trivial threshold	Our trivial threshold is based on 3% of financial statement materiality.	£21,000
Specific materiality	We have applied a lower level of materiality to the following areas of the accounts:	
	- officers' remuneration	£5,000*
	- termination payments	£4,000
	- members' allowances and expenses	£28,000
	- external audit costs	£4,000
*Reflecting movement from one salary band to another		

2. AUDIT OF THE FINANCIAL STATEMENTS

Our response to significant risks

As part of our continuous planning procedures we considered whether there were risks of material misstatement in the Council's financial statements that required special audit consideration. We reported significant risks identified at the planning stage to the Governance and Resources Committee within the Audit Strategy Memorandum and provided details of how we responded to those risks in our Audit Completion Report. The table below outlines the identified significant risks, the work we carried out on those risks and our conclusions.

Identified significant risk	Our response	Our findings and conclusions
<p>Management override of controls In all entities, management at various levels within an organisation are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Due to the unpredictable way in which such override could occur, we consider there to be a risk of material misstatement due to fraud and thus a significant risk on all audits.</p>	<p>We addressed this risk by performing audit work in the following areas:</p> <ul style="list-style-type: none"> • accounting estimates impacting on amounts included in the financial statements; • consideration of identified significant transactions outside the normal course of business; and • journals recorded in the general ledger and other adjustments made in preparation of the financial statements. 	<p>There are no matters arising from our work on management override of controls.</p>
<p>Valuation of property, plant and equipment The Council employs a valuation expert to provide information on revaluations, however there remains a high degree of estimation uncertainty associated with the revaluations of PPE due to the significant judgements and number of variables involved.</p>	<p>We addressed this risk by considering the Council's arrangements for ensuring that PPE values are reasonable and we engaged our own expert to provide data to enable us to assess the reasonableness of the valuations provided by the Council's valuer. We also assessed the competence, skills and experience of the valuer. We discussed methods used with the valuer and challenged the assumptions used. We used indices provided by our own expert to confirm the assets not revalued are unlikely to have materially changed in value. We sample tested revaluations in year to valuation reports and supporting calculation sheets and ensured the calculations were correct and agreed to source data such as floor plans.</p>	<p>We are satisfied the estimate is reasonable and materially correct.</p>

2. AUDIT OF THE FINANCIAL STATEMENTS

Our response to significant risks (continued)

Identified significant risk	Our response	Our findings and conclusions
<p>Defined benefit liability valuation</p> <p>The financial statements contain material pension entries in respect of the retirement benefits. The calculation of these pension figures, both assets and liabilities, can be subject to significant volatility and includes estimates based upon a complex interaction of actuarial assumptions. This results in an increased risk of material misstatement.</p>	<p>We discussed with key contacts any significant changes to the pension estimates. In addition to our standard programme of work in this area, we evaluated the management controls you have in place to assess the reasonableness of the figures provided by the Actuary and considered the reasonableness of the Actuary's output, referring to an expert's report on all actuaries nationally. We reviewed the appropriateness of the key assumptions included within the valuations, compared them to expected ranges and reviewed the methodology applied in the valuation. We also considered the adequacy of disclosures in the financial statements.</p>	<p>Our work has provided the assurance sought. The changes relating to the impact of Guaranteed Minimum Pensions and the McCloud legal case on pension liabilities are national issues and the Council has adjusted its 2018/19 accounts to reflect these issues.</p>
<p>Transfer of leisure services</p> <p>On 1 August 2018 the Council transferred its four leisure facilities to Freedom Leisure. The staff members previously employed by the Council transferred over to this new employer under this arrangement which is embodied in a 10 year contract. This is the key change management task the Council has been engaged in during 2018/19 and there was a risk that not all the associated requirements would have been fully addressed and appropriately reflected in the financial statements.</p>	<p>In relation to the transfer of leisure services we:</p> <ul style="list-style-type: none"> • considered whether appropriate methodologies had been used by the Council to ensure the relevant transactions and valuations are reflected in the Council's 2018/19 accounts; • tested related transactions at the Council to provide assurance over the transfer values included in the Council's 2018/19 accounts; • ensured that the Council had made appropriate disclosures to reflect the transfer; and • agreed the data relating to the leisure facilities in the IAS 19 valuation report provided by the Fund Actuary to the associated accounting entries made by the Council. 	<p>Our audit work has provided the assurance we sought and has not identified any material issues.</p>

2. AUDIT OF THE FINANCIAL STATEMENTS

Internal control recommendations

As part of our audit we considered the internal controls in place that are relevant to the preparation of the financial statements. We did this to design audit procedures that allow us to express our opinion on the financial statements, but this did not extend to us expressing an opinion on the effectiveness of internal controls. We identified the following deficiencies in internal control as part of our audit.

Depreciation and asset lives

Description of deficiency	In certain instances the Council has not correctly reversed depreciation where it has reassessed the life of the asset.
Potential effects	As a result of this depreciation charges have not always been correctly calculated.
Recommendation	We recommend that depreciation is removed from all assets where a change in the life of asset occurs.
Management response	This results from historic entries made in the asset register in 2015/16. The tested asset was fully disposed of during 2018/19 and so there is no continuing impact from these historic entries. The Council agrees the treatment for this asset was not correct and will ensure all assets that are re-lived are treated as full revaluations.

Revaluations and the fixed asset register

Description of deficiency	In certain instances the Council has not correctly applied revaluation amounts against all individual lines of the relevant asset on the fixed asset register.
Potential effects	As a result of this the Council has not correctly applied all cost and depreciation amounts in the fixed asset register.
Recommendation	We recommend that revaluation entries are checked to ensure amounts are applied correctly across all relevant asset lines.
Management response	This issue results from the way revaluation information was input into the assets register. As the misstatement did not affect the NBV of the asset it was not immediately identified. Future revaluations will be independently checked to ensure the revaluation results are as expected.

3. VALUE FOR MONEY CONCLUSION

Value for Money conclusion

Unqualified

Our approach to Value for Money

We are required to consider whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The NAO issues guidance to auditors that underpins the work we are required to carry out in order to form our conclusion, and sets out the criterion and sub-criteria that we are required to consider.

The overall criterion is that, 'in all significant respects, the Council had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.' To assist auditors in reaching a conclusion on this overall criterion, the following sub-criteria are set out by the NAO:

- Informed decision making
- Sustainable resource deployment
- Working with partners and other third parties

Our auditor's report, issued to the Council on 30 July 2019, stated that, in all significant respects, the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31st March 2019.

Sub-criteria	Commentary	Arrangements in place?
Informed decision making	<p>We reviewed financial, performance and risk management reports throughout the year and attended meetings of the Governance and Resources Committee. We did not identify any concerns regarding data quality or the decision-making process.</p> <p>We considered the following aspects of proper arrangements specified by the National Audit Office as part of our risk assessment, and, based on our risk-based approach, we did not identify any significant issues or exceptions in the Council's arrangements:</p> <p>a) Acting in the public interest, through demonstrating and applying the principles and values of sound governance;</p> <p>b) Understanding and using appropriate and reliable financial and performance information to support informed decision making and performance management;</p> <p>c) Reliable and timely financial reporting that supports the delivery of strategic priorities; and</p> <p>d) Managing risks effectively and maintaining a sound system of internal control.</p>	Yes

3. VALUE FOR MONEY CONCLUSION

Sub-criteria	Commentary	Arrangements in place?
Sustainable resource deployment	<p>Financial and performance reports demonstrate a history of achieving cost reductions without adversely affecting services and a balanced medium term financial strategy is in place up to 2024/25 provided recurrent savings of £0.4m can be achieved in 2020/21.</p> <p>We considered the following aspects of proper arrangements specified by the National Audit Office as part of our risk assessment, and, based on our risk-based approach, we did not identify any significant issues or exceptions in the Council's arrangements:</p> <ul style="list-style-type: none"> a) Planning finances effectively to support the sustainable delivery of strategic priorities and maintain statutory functions; b) Managing and utilising assets effectively to support the delivery of strategic priorities; and c) Planning, organising and developing the workforce effectively to deliver strategic priorities. 	Yes
Working with partners and other third parties	<p>The Council has consulted with local people with a view to establishing a joint venture with a private company to further its corporate aims for affordable housing, employment and regeneration. This demonstrates the Council's commitment to increase collaboration and build partnership arrangements to achieve improvements</p> <p>We considered the following aspects of proper arrangements specified by the National Audit Office as part of our risk assessment, and, based on our risk-based approach, we did not identify any significant issues or exceptions in the Council's arrangements:</p> <ul style="list-style-type: none"> a) Working with third parties effectively to deliver strategic priorities; b) Commissioning services effectively to support the delivery of strategic priorities; and c) Procuring supplies and services effectively to support the delivery of strategic priorities. 	Yes



3. VALUE FOR MONEY CONCLUSION

Significant Value for Money risk

The NAO’s guidance requires us to carry out work to identify whether or not a risk to the Value for Money conclusion exists. Risk, in the context of our Value for Money work, is the risk that we come to an incorrect conclusion rather than the risk of the arrangements in place at the Council being inadequate. In our Audit Completion Report, we reported that we had identified one significant Value for Money risk. The work we carried out in relation to this significant risk is outlined below.

Risk	Work undertaken	Conclusion
<p>Delivery of budgets – The continual pressures on Local Government finances are well documented and led to another challenging budget setting process for 2018/19. A total of £0.35m of leisure service savings were removed from the 2017/18 base budget to produce the 2018/19 budget. The Council approved balanced budgets for 2018/19 and 2019/20. The budgets included the required S.151 Officer assurances relating to the robustness of the budget and the adequacy of the level of reserves, but acknowledged the risks around the delivery and timing of savings initiatives and the need to address medium term budget shortfalls from 2020/21 onwards.</p> <p>The Medium Term Financial Plan indicates that a new Corporate Savings Target should be set to identify further ongoing savings (or additional income) of £0.4m by 2020/21. The 2019/20 revenue budget does however include a reserve provision to allow a strategic response to emerging budgetary shortfalls.</p> <p>There will be significant changes in Local Government finances over the next few years, which will culminate in a major change in the way Local Government is financed from 2020/21 onwards. These include the 2019 Spending Review, the Fair Funding Review and the introduction of 75% local retention of business rates (up from 50% retention). As a result, the need for savings (or income generation) will continue to have a significant impact on the Council’s financial resilience.</p>	<p>We have assessed whether any matters have come to our attention through the course of our audit that lead us to conclude that a risk to our 2018/19 VFM conclusion does indeed exist. We addressed this requirement by reviewing the Council’s arrangements for developing and delivering its MTFP and for working in partnership.</p>	<p>We obtained sufficient assurance to conclude that the Council continues to have appropriate arrangements in place.</p>



4. OTHER REPORTING RESPONSIBILITIES

Exercise of statutory reporting powers	No matters to report
Completion of group audit reporting requirements	Below testing threshold
Other information published alongside the audited financial statements	Consistent

The NAO's Code of Audit Practice and the 2014 Act place wider reporting responsibilities on us, as the Council's external auditor. We set out below, the context of these reporting responsibilities and our findings for each.

Matters on which we report by exception

The 2014 Act provides us with specific powers where matters come to our attention that, in our judgement, require reporting action to be taken. We have the power to:

- Issue a report in the public interest;
- Make a referral to the Secretary of State where we believe that a decision has led to, or would lead to, unlawful expenditure, or an action has been, or would be unlawful and likely to cause a loss or deficiency; and
- Make written recommendations to the Council which must be responded to publicly.

We have not exercised any of these statutory reporting powers.

Reporting to the NAO in respect of Whole of Government Accounts consolidation data

The NAO, as group auditor, requires us to complete the WGA Assurance Statement in respect of its consolidation data. We submitted this information to the NAO on 30 July 2019.

Other information published alongside the financial statements

The Code of Audit Practice requires us to consider whether information published alongside the financial statements is consistent with those statements and our knowledge and understanding of the Council. In our opinion, the other information in the Statement of Accounts is consistent with the audited financial statements.

5. OUR FEES

Fees for work as the Council's auditor

We reported our proposed fees for the delivery of our work in the Audit Strategy Memorandum, presented to the Governance and Resources Committee in February 2019.

We have completed our work for the 2018/19 financial year, but at the time of producing this report, we have not yet finalised our audit fees for the year. If the final fee varies from that in the table below, we will write to the Head of Resources setting out the proposed variation and any reasons for the variation, and seeking agreement to it. Any variations to the final fee will also require the approval of Public Sector Audit Appointments Limited, which manages the contracts for our work.

Area of work	2018/19 proposed fee	2018/19 final fee ***
Delivery of audit work under the NAO Code of Audit Practice	£29,487+ VAT	£29,487+ VAT

*** Please note that at the time of producing this report, the audit fee has not yet been finalised.

Fees for other work

We have been engaged to carry out non-audit work in relation to the Council's housing benefit subsidy claim for 2019/20, however this future work does not involve us receiving any fees in relation to 2018/19.

6. FORWARD LOOK

Financial outlook

It is clear that the Council will face challenges in balancing the budget going forwards. Although the Council does have reserves available to minimise the immediate impact these are a temporary or transitional cushion while the savings needed are identified and delivered. The key message from those councils that have faced a financial crisis, such as Northamptonshire and others, is the importance of taking early action to secure financial sustainability before the position becomes unmanageable. The position beyond 2019/20 is very uncertain as much depends on the outcome of the comprehensive spending review, fair funding review and the measures that will be taken in relation to the future operation of the business rates system. Decisive action to bridge any budget gap over the medium term remains a key priority for the Council.

How we will work with the Authority

We will focus our work on the risks that your challenges present to your financial statements and your ability to maintain proper arrangements for securing value for money.

In the coming year we will continue to support the Council by:

- continued liaison with the Council's Internal Auditors to minimise any duplication of work;
- attending Governance and Resources Committee meetings and presenting an Audit Progress Report including updates on regional and national developments; and
- hosting events for staff, such as our Local Government Accounts workshop.

We will meet with key Council officers to identify any learning from the 2018/19 audit and will continue to share our insights from across local government and relevant knowledge from the wider public and private sectors.

In terms of the technical challenges that officers face around the production of the statement of accounts, we will continue to work with them to share our knowledge of new accounting developments and we will be on hand to discuss any issues as and when they arise.

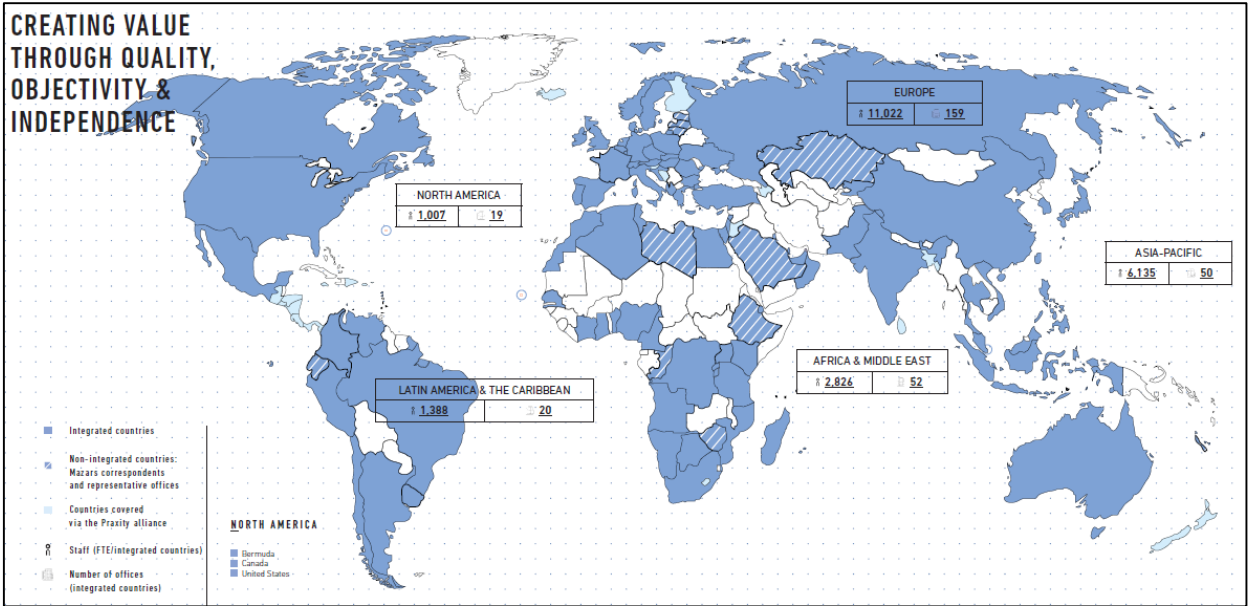
The Council has taken a positive and constructive approach to our audit and we wish to thank Members and officers for their support and co-operation during our audit.

MAZARS AT A GLANCE

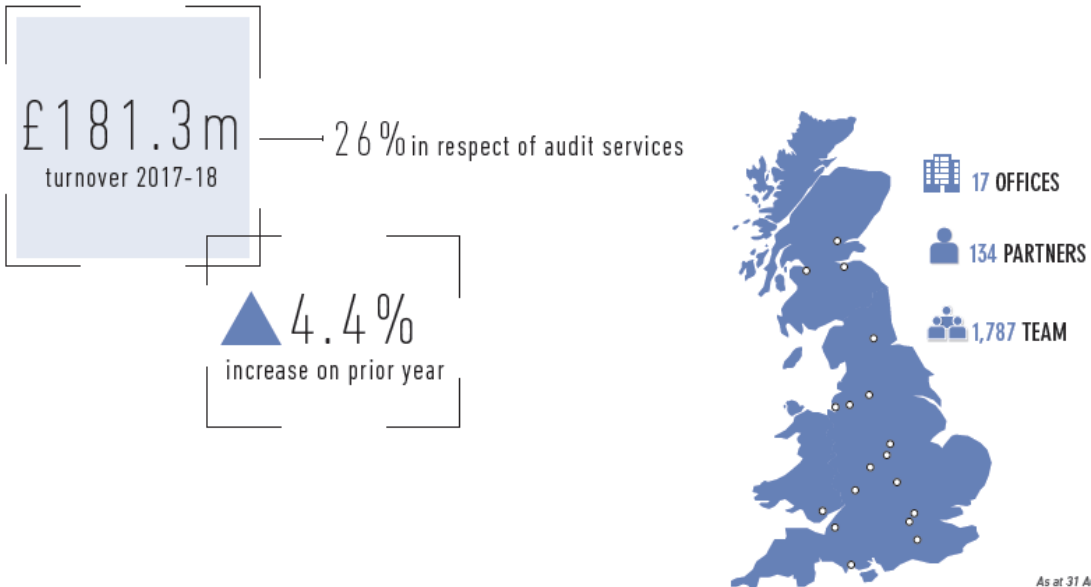
Mazars LLP

- Fee income €1.6 billion
- Over 86 countries and territories
- Over 300 locations
- Over 20,000 professionals
- International and integrated partnership with global methodologies, strategy and global brand

Mazars Internationally



Mazars in the UK



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GOVERNANCE AND RESOURCES COMMITTEE

5 September 2019

Report of the Chief Executive

NEW ELECTRONIC RECRUITMENT PARTNERSHIP

SUMMARY

This report seeks approval for a new budget to fund membership of the new Derbyshire recruitment partnership, with access to the updated electronic recruitment portal hosted by Derbyshire County Council.

RECOMMENDATION

That Council is requested to approve a supplementary revenue budget of £12,588 for 2019/20, to be financed from the ICT Reserve, and £3,500 per annum ongoing revenue spending from 2020/21 in respect of the new electronic partnership.

WARDS AFFECTED

All

STRATEGIC LINK

Utilising the Derbyshire electronic recruitment portal supports the Districts Council's corporate value of providing affordable quality services and valuing our employees (current and future).

1 BACKGROUND

- 1.1 The District Council has been a member of the Derbyshire recruitment system partnership of 8 Derbyshire Authorities, using an electronic recruitment portal hosted by Derbyshire County Council.
- 1.2 The shared portal has enabled 8 Derbyshire Authorities to advertise vacancies on the same system and over time it became *the* place to look for local government vacancies in Derbyshire. This meant that all authorities drastically reduced or ceased advertising in local press (other than an occasional 'sign post advert' i.e. sign posting applicants to look at the portal). Authorities continued to advertise in specialist press/website for specialist posts.
- 1.3 Of great value to applicants was the fact that they could upload CVs and get email alerts of vacancies according to their preferred job type, salary and or location. In early 2018 there were over 200,000 registered users of the system (although not all were active applicants).

- 1.4 Establishment of the portal was supported by government grants to improve technology in services, so the set up costs were negligible and the annual running costs to date have been £750 p.a, which was extremely good value for money.
- 1.5 In 2016 Derbyshire County Council announced to the Derbyshire Personnel Officers Group that it intended to re-procure as the current electronic recruitment system could no longer be supported. Procurement has been protracted as initially Derbyshire County Council hoped to be able to use the recruitment system in their new mainframe. Derbyshire County Council subsequently decided that this would not meet their needs and went to full procurement in 2017 naming the other Derbyshire authorities as interested parties.
- 1.6 Throughout the procurement and 'Go Live' process the partner authorities through quarterly meetings of the Derbyshire Personnel Officer's Group have been asking the Project Manager at Derbyshire County Council when the partners would have access to the new system and what it would cost (as clearly it would be considerably more than the discounted rate of the old system.). The Project Manager consistently advised that the partners would be told 'as soon as possible'. The District Council was chosen to do some partner testing and give feedback.
- 1.7 In August 2018 the old system was switched off as the new portal went live for Derbyshire County Council. Partners had access by paying Derbyshire County Council £78 to administer each vacancy until the portal was opened up for partner use. To all partners' frustration there was no guidance on a timeline or costs.
- 1.8 Derbyshire County Council have advertised 3,400 jobs since the new portal went live in August. 27,000 newly registered applicants are live on the new portal (as none had been mapped over from the old system owing to data protection compliance).
- 1.9 In May 2019 partners were advised of the cost structure (of various levels of service) and process for them to go live on the new portal. Until they go live the costs for Derbyshire County Council to continue to administer each vacancy will increase to £112 per advert from November 2019.
- 1.10 All partners have fed back their disappointment regarding the time it has taken to confirm the service options and cost structure and that the timing of the clarification meant that it was not possible to allocate a sum when setting budgets for 2019/20.

2 REPORT

a) Budget required:

- 2.1 The Corporate Leadership Team has considered 2 reports on this matter since May and resolved that the District Council should join the new recruitment partnership at the lowest but one service option and cost.
- 2.2 The lowest cost option appears to be to continue to have Derbyshire County Council administer vacancies for us at £112 per vacancy. However, this is an inefficient process with Human Resources duplicating work by having to give instructions to Derbyshire County Council that could be avoided if HR staff had 'write' access to the system.
- 2.3 Having reviewed the average number of vacancies the Corporate Leadership Team supports the proposal that Human Resources should have 'write' access to the system. There were higher levels of access e.g. access for internal as well as external

recruitment and then for recruiting managers to have self-service access but both of these options are unaffordable.

2.4 For Human Resources to have 'write' access, the cost is:

	2019/20 Set Up £	2019/20 Ongoing £	2019/20 Total £	2020/21 onwards £
1. License fee	1,468	375	375	375
2 Set up costs	9,217	0	9,217	0
3. Annual charge	0	1,528	1,528	3,056
Total	10,685	1,903	12,588	3,431

- i) A License fee payable to the system provider of £1,468 for set up and £2.20 per full time equivalent employee i.e. c £375 pa
- ii) A one off set up fee payable to Derbyshire County Council of £9,217.06 to set up a section on the portal, with branding and information, to advertise and administer District Council vacancies
- iii) An annual charge payable to Derbyshire County Council of £3056.03 for system maintenance and help desk support.

2.5 Assuming a 'go live' date of 1 October 2019, establishment of a budget for set up fees and running costs from October to March of £12,588 is required as a supplementary budget for 2019/20.

2.6 Thereafter an ongoing budget of around £3,500 per annum will be required.

b) Cost justification

2.7 The cost to the District Council of procuring a standalone recruitment portal be prohibitive and disproportionate with the number of vacancies each year (c27). With limited staff resources, it would take significant time to work with a provider to design and set up a system to meet our needs.

2.8 If we came out of the Derbyshire partnership we would lose access to the significant database of over 27,000 job seekers across Derbyshire. We would also lose the ability to attract candidates to our vacancies when applying to those of other Councils and vice versa.

2.9 It would probably cost more than the budget required to revert back to advertising all vacancies in local/ regional papers and appropriate journals. Recruitment by adverts would not be as successful as on line recruitment, which is now expected- with potential applicants getting email alerts for suitable vacancies (job type and salary range).

2.10 It would also be a backward step to ask applicants to apply on application forms and process paper when the recruitment portal allows on line applications, email alerts for vacancies, email confirmation of interview and outcomes, and reports for statistical and equality monitoring.

3 RISK ASSESSMENT

3.1 Legal

The District Council is joining in a competitive procurement exercise conducted by the County Council. Such activity is permitted in the District Council's Contract Standing Orders. The legal risk is therefore low.

3.2 Financial

The estimated costs of the new electronic recruitment partnership are set out in the report. A supplementary budget of £12,588 will be required for 2019/20; this can be financed from the ICT Reserve. From 2020/21 onwards costs will be around £3,500 per annum. The financial risk 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, environmental, climate change, health, human rights, personnel and property.

5 CONTACT INFORMATION

Deborah Unwin - Human Resources Manager;
Email: Deborah.unwin@derbyshiredales.gov.uk or
Telephone 01629 761364

6 ATTACHMENTS

None

GOVERNANCE AND RESOURCES COMMITTEE
5 SEPTEMBER 2019

Report of the Chief Executive

CUSTOMER INNOVATION PROJECT - UPDATE

PURPOSE OF REPORT

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

RECOMMENDATION

That Members note the progress with the CRM project and that a further update report be presented to Committee in 6 months' time.

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 this 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 To date, the Hub has been led by the Head of Corporate Services, ably supported by:

Hub Facilitator	Ros Hession
Technical Team	Ian Brailsford, Cara Marchant and Lynn Ankrett
ICT support	Kristen O’Gorman
Service advisers	Karen Brough, Chloe Lewis, Claire Orford

The Hub reports regularly to the Corporate Leadership Team (CLT) who act as project sponsor alongside the Chief Executive.

Going forward the Hub will be led by the Digital Transformation Project Manager who will review its aims, objectives and membership to reflect the work completed to date and to ensure it continues to compliment the Digital Transformation objectives.

1.3 An update on the work of the Customer Innovation Hub was presented to Committee on 28th February 2019, whereby Members 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

1.4 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 currently stand alone. These will be quantifiable over time.

1.5 The remainder of this report presents Members with a 6 month update on the project as determined at the 28th February 2019 committee.

2 PROJECT UPDATE

- 2.1 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.
- 2.2 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 is expected to have selected a candidate in the coming weeks.
- 2.3 A project plan has been developed and agreed with Meritec, including the necessary steps and milestones to enable the CRM to launch on 1st March 2020, which is geared towards the supporting the new waste contract and the provision of the revised green waste scheme in 2021. The plan and supporting governance structures will ensure the successful delivery of the CRM system replicating existing current e-Forms and enhanced workflow and integration features for Waste Service's processes. To date the focus of the project has been on the initial technical set-up phase seeing the creation of the digital platform, the integration with the Mayrise waste management system, the Council's Active Directory for the authentication of users, the new Capita payment portal and the national and local gazetteer systems for address resolutions.
- 2.4 The next phase of the project is focused on the configuration of the CRM system to the council and its objectives. This phase includes a number of technical tasks including the replications of existing e-Forms, amendments to the external website, localised configuration; such as security roles and team structures, and continued system integration developments for enhanced functionality.
- 2.5 A brief overview of the projects milestones, key tasks and status to date is outlined below:

Milestone	Due Date
Project Governance Discovery & Scoping Project Governance Development of Project Initiation Document Development of Project Plan Establishment of Project Team Establishment of Project Governance Structure	30/04/2019 – Completed
Digital Platform Set-up and Implementation Infrastructure and Technical	31/05/2019 – Completed
Self Service Forms Migration e-Forms Self Service Forms	27/09/2019 – In Progress Completed In Progress
CXM Set-Up and Configuration	31/10/2019
Integrations Waste Management	31/10/2019 – In Progress

Business Process Redesign Integrations Capita SCP N & LLPG Active Directory Mayrise Google Maps Council Tax Revenues & Benefits	In Progress Completed Completed Completed In Progress Scoping
ESB Training for DDDC Team	29/11/2019
Website Redesign	29/11/2019 - In Progress
My Account Implementation	31/01/2020
Go Live on New System	28/02/2020

- 2.6 The coming months will also see the review of Waste Services business processes through the Lean process Value Stream Analysis. The outcomes of which will inform the redesign of existing business processes to fully realise the functionality and benefits of the CRM system delivering truly seamless fully digital services accessible to customers 24/7.
- 2.7 In support of the project a full communication strategy for both internal and external communications is being drafted and will launch in the October 'Dales Matters' newsletter. The aim of the communications strategy will be to ensure the council staff the public are informed and involved in all aspects of the journey and have the opportunity to inform and shape the how the services are delivered digitally.

3. RISK ASSESSMENT

3.1 Legal

Due to this being an update report, the legal implications have been assessed as being a low legal risk.

3.2 Financial

The approved 2019/20 Revenue and Capital budgets contain provision for the cost of the project team and capital investment. The risk is currently considered low.

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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Email: paul.wilson@derbyshiredales.gov.uk

6 BACKGROUND PAPERS

Date	Description	Location
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

GOVERNANCE AND RESOURCES COMMITTEE

5 SEPTEMBER 2019

Report of the Head of Corporate Services & Monitoring Officer

COMPLAINTS MONITORING

PURPOSE OF THE REPORT

This report provides information on formal complaints made under the District Council's internal Complaints Procedures; those referred to the Local Government Ombudsman, and against individual elected member behaviour at town, parish and District Council level.

RECOMMENDATION

- 1) That the report is noted.
- 2) That a revised complaints procedure is submitted for consideration at the November 2019 meeting.

WARDS AFFECTED

Not applicable

STRATEGIC LINK

Complaints monitoring has direct links to the Council's core values of fairness and equality, listening to people and quality of service. Additionally it links to the Council's aim of providing excellent services.

1. FORMAL COMPLAINTS ABOUT THE DISTRICT COUNCIL'S SERVICES

1.1 Complaints Procedure

This section of the report provides details of complaints against the Council that were dealt with through the Council's Complaints Procedure as formal complaints. During 2018/19 the District Council received 66 official complaints, compared to 61 in the previous year.

The following table shows the number of complaints by service area compared to the previous year.

Service Area	Nature of complaint	2017/18	2018/19
Community Development -	Leisure	1	3
Corporate Services	Legal	2	2
Corporate Services	Customer Service	2	3
Environmental Services	Refuse collection	10	14
Environmental Services	Car Parks	19	3
Environmental Services	Residents Parking Permit	6	6
Environmental Services	Public Conveniences	1	8

Service Area	Nature of complaint	2017/18	2018/19
Environmental Services	Street Cleaning	1	1
Environmental Services	Cemeteries	0	1
Regulatory Services	Development Management	10	11
Regulatory Services	Traveller Sites	2	3
Regulatory Services	Environmental Health	2	4
Regulatory Services	Licensing	1	0
Regeneration and Policy	Public Consultation	0	1
Housing	Housing	0	1
Resources	Council Tax	3	2
Resources	Benefits	1	1
Resources	Business Rates	0	2
Total		61	66

The number of complaints appears to equate to the relative public profile of our services. Of particular note however, is the increase in complaints regarding public conveniences and the return to more normal levels of car parking complaints, following a 'spike' in the previous year.

1.2 Referral to Chief Executive

Anyone who is unhappy with the initial response to their complaint can ask for it to be reviewed by the Chief Executive. 5 complaints were referred during the year, compared to 11 in the previous year.

1.3 Review of Complaints Procedure

The Complaints procedure has not been reviewed for some time. To be effective, the Local Government Ombudsman requires that local authorities have an agreed procedure in place that thoroughly investigates matters prior to its involvement, as documented below. There is however some confusion in the current practice as to when a matter becomes a formal complaint as opposed to a service matter.

For example a missed bin is a service request and the District Council should have an opportunity to rectify the matter before the complaint is formalised. Service request are not universally documented and it is considered good practice for there to be a central pathway for customers to raise these type of issues and for the Council to record its achievements in satisfying customer needs. Only when this first point of contact fails should a complaint be classified as formal, unless other criteria apply. For example matters which may affect the Council's reputation, concern the behaviour of Council staff, or be related to the health and safety of customers will be accelerated automatically to the formal stage.

A review of the complaints procedure is therefore in train with the aim of linking it to the new Customer Experience system so that data can be properly stored and performance measured. A report on a revised scheme will be presented to the next meeting of the Committee with proposed performance indicators.

2. **LOCAL GOVERNMENT OMBUDSMAN**

- 2.1 Complainants who remain dissatisfied with the handling of their complaint following the final stage of the internal complaints procedure may take their issue up with the Local Government Ombudsman (LGO).

2.2 The LGO's annual review letter is attached at Appendix 2 and shows that 11 complaints relating to the District Council were received during this period, compared to 8 in the previous year. 12 decisions were issued in the period which are summarised below. 3 complaints were upheld which is a significant increase on the previous year and represents 66.6% of complaints determined. The average rate for upheld decisions for district councils is 43%. The three upheld decisions are particularly complex and remedial action has already been agreed by the relevant committee. More however needs to be done and it is hoped that a revised complaints procedure will contribute to a reduction in complaints going forward to the LGO in the future.

Category	Decision	Decision Reason
Corporate & Other Services	Maladministration and Injustice	Upheld
Corporate & Other Services	Previously considered and decided	Advice given
Planning & Development	No worthwhile outcome achievable by further investigation	Not Upheld
Planning & Development	Not warranted by alleged maladministration/service failure	Closed after initial enquiries
Highways & Transport	Premature Decision - advice given	Referred back for local resolution
Housing	Premature Decision - advice given	Referred back for local resolution
Planning & Development	Maladministration no injustice	Upheld
Housing	Maladministration and Injustice	Upheld
Housing	Body not in jurisdiction	Advice given
Environmental Services & Public Protection & Regulation	No maladministration	Not Upheld
Environmental Services & Public Protection & Regulation	26(6)(c) Court remedy	Closed after initial enquiries
Planning & Development	Not warranted by alleged maladministration/service failure	Closed after initial enquiries

2.3 All three complaints upheld have been reported to the relevant Committee for consideration and approval of remedial action if required.

In summary the complaints concerned,

- Corporate – This complaint was reported to the Community and Environment Committee as an item of exempt business. It concerned procurement activity. The Council apologized to the complainant; paid a small time and trouble payment, and has revised its procedures to mitigate the chance of recurrence.

- Planning and Development – The complaint centers on a particular planning application and the apparent failure of the Council to properly consider the impact of the proposed build on the complainants property and that the Council ignored letters sent by the complainant. No injustice was caused as there was no evidence to suggest that development would not have been approved if the Planning Officer’s report was better evidenced. Refresher training has been provided and processes amended to recognize complaints as opposed to representations received during the consultation period.
- Housing - A complaint that the Council would only fund an electric shower and not a mixer shower run from her boiler when it approved a disabled facilities grant. The complaint was upheld as the Council effectively fettered its discretion by having a policy not to consider a mixer shower other than in exceptional circumstances. The shower has been replaced at the Council's cost and working practices and policy amended.

3. CONFIDENTIAL REPORTING POLICY

3.1 The Confidential Reporting Policy, or Whistleblowing Policy, requires the Monitoring Officer to report to the Committee periodically, on matters referred to her under the terms of the Policy. No matters were referred under the policy in 2018/19. The Whistleblowing Policy is continually promoted on the District Council’s staff intranet and on notice boards.

4. COMPLAINTS ABOUT ELECTED MEMBER BEHAVIOUR

4.1 Under the provisions of the Localism Act, the Monitoring Officer is required to assess such complaints against agreed criteria and the relevant authority’s Code of Conduct, in consultation with the Independent Person.

4.2 The Assessment involves an examination of the evidence provided with a view to concluding whether on the face it -

(a) the matter falls within the remit of the Code of Conduct. If the answer to this question is ‘no’, the complaint is immediately dismissed. If the answer is ‘yes’ the matter proceeds to the next stage;

(b) the potential exists, if proven, for the alleged behaviour to amount to a breach of the District Council’s Code of Conduct. If the answer to that is ‘No’ the complaint is dismissed. If the answer is ‘yes’, the Monitoring Officer must balance the severity of the potential breach in terms of the public interest in requiring the matter to proceed to a full investigation or to consider whether an alternative remedy is more relevant in the circumstances.

4.3 THE COMPLAINTS RECEIVED IN 2018/19 ARE SUMMARISED BELOW AND IS AN INCREASE OF ONE ON THE PREVIOUS YEAR.

No.	Nature of allegation	Outcome
1	One complaint against three named District Councillors who were alleged not to have declared a conflict of interest in the planning application for the erection of 482 dwellings, commercial floor space, shop, café with	Based on the information presented, the subject members did not have a Pecuniary interest in the planning application

	<p>associated vehicle cycle and pedestrian infrastructure at Cawdor Quarry, Matlock.</p> <p>In particular the complainant alleged that:</p> <p>Councillor 1 failed to declare he was a partner in a law firm and that because of his employment status he might benefit financially by carrying out conveyancing work for people moving to the area</p> <p>Councillor 2 – failed to declare he relied on income from visitors, weddings and shoppers to a country estate and might benefit financially from the increased number of visitors who may ultimately live in the new homes subject to the planning application.</p> <p>Councillor 3 – managed a fast food outlet which might benefit financially from the potential increase in visitor numbers from residents living in Cawdor Quarry</p>	<p>regarding Cawdor Quarry as discussed by the Planning Committee on 28 June, 2018</p> <p>The complaint was dismissed.</p>
2	<p>The complaint alleged that a Parish Councillor raised his voice, pointed and acted in an aggressive manner at a meeting of the parish council.</p> <p>The complainant viewed the behaviour as unprofessional, rude and unfounded. The Chairman abandoned the meeting as the subject member refused to apologise or leave the meeting. After the meeting in question the subject member left the building. The Clerk, who is believed to have left the meeting at the same time, later returned looking very upset agitated and crying</p>	<p>On balance, the complaint regarding the subject Member's behaviour had the potential, if proven, to be a breach of the Parish Council's Code of Conduct, for behaviour which may be regarded as disrespectful. It is also clear from the information provided that the behaviour was disruptive to the point where the Chairman felt it necessary to curtail proceedings.</p> <p>On this limb of the complaint, it was not considered that an investigation was warranted in the public interest.</p>
No.	Nature of allegation	Outcome
2		<p>On the second limb of the complaint, the complainant appears to make an assumption that the subject member was responsible for the Clerk's apparent distress without witnessing the event or alerting the MO</p>

		<p>to potential witnesses. This was viewed as hearsay and have no option but to dismiss this element of the complaint.</p> <p>The complaint was resolved by alternative means.</p> <p>Recommendation</p> <p>(1) That the subject member apologises for any offence caused to the Chairman.</p> <p>(2) That the parish council consider inviting the Monitoring Officer or Derbyshire Association of Local Councils to deliver training on the conduct of meetings and the role of the Chairman for all councillors to attend.</p>
3	<p>District Councillor. This complaint had an automatic trigger as the subject member failed to attend mandatory training as defined by the Council. The complaint was investigated and the provisional findings indicated that the subject member was in breach of the Code of Conduct.</p> <p>In mitigation, the Councillor stated that he had been ill for some time and had no intention of seeking re-election.</p>	<p>Given the timings of the complaint and the proximity to the District Council Elections in May 2019, no action to call a Hearing was taken as it was not considered to be in the interest of the public purse to pursue the matter. The subject Member did not stand for re-election</p>

5. RISK ASSESSMENT

5.1 Legal

There was no breach of a rule of law in any of the complaints submitted. For elected Members, Mandatory training is aimed specifically at mitigating the chances of a serious complaint being submitted. The same philosophy has now being rolled out to employees and both Codes of Conduct include attendance at mandatory training.

For town and parish Council issues, the Monitoring Officer has personal responsibility to provide advice on ethical issues and invests time to help parish and

town councils develop and mitigate the risk of serious complaints. In the majority of cases that assistance is welcomed by the parties involved and provides a more cost effective solution to problems. The legal risk continues to be low to medium.

5.2 Financial

There are no financial considerations arising from this report.

6. OTHER CONSIDERATIONS

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

7. CONTACT INFORMATION

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8. BACKGROUND INFORMATION

Non-exempt complaint files 23018/19 held in Corporate Services

9. APPENDICES

Appendix 1 - LGO Annual review of Decisions 2019

Local Government & Social Care OMBUDSMAN

24 July 2019

By email

Paul Wilson
Chief Executive
Derbyshire Dales District Council

Dear Mr Wilson

Annual Review letter 2019

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

Complaint statistics

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

New interactive data map

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

Complaint handling training

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit www.lgo.org.uk/training.

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the

common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Local Authority Report: Derbyshire Dales District Council
For the Period Ending: 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	0	1	0	2	1	3	4	0	11

Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
0	2	2	3	2	3	60	12

Note: The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
0	0

Note: These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
1	1	0	0	Number
	100%		-	Compliance rate**
<p>Notes:</p> <p>* This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year.</p> <p>** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.</p>				

GOVERNANCE AND RESOURCES COMMITTEE

5th September 2019

Report of the Head of Resources

AMENDMENT TO SCHEME OF OFFICER DELEGATION**PURPOSE OF REPORT**

This report seeks approval for an amendment to the scheme of officer delegation to ensure that the Council is adequately represented at a Valuation Tribunal hearing.

RECOMMENDATION

That the scheme of officer delegation in respect of Valuation Tribunal hearings is amended as set out in the report.

WARDS AFFECTED

None

STRATEGIC LINK

Representation at Valuation Tribunal hearings will provide the Council with the best opportunity to defend council tax and business rates cases. Income from council tax and business rates is used to finance the overall budget, supporting all of the Council's aims and objectives.

1 REPORT

- 1.1 The Council's Constitution was approved at the Annual Council Meeting in May 2019 and includes "Part 3 – Responsibility for Functions", which sets out officer delegations for each policy Committee.
- 1.2 The Council has recently been informed that a council tax appeal has been registered with the Valuation Tribunal Service. The Council intends to defend the appeal. If officers are to represent the Council at a hearing of the Valuation Tribunal, there must be delegated authority for them to do so.

An examination of the current scheme of delegation shows the following delegation to officers, which is intended to cover this area:

Valuation Office Agency Hearings	Local Government Finance Act 1992	Authority to represent the Council in hearings at the Valuation Office Agency	Benefits Manager (Arvato)/ Benefits Technical Officer (Arvato)/Business Rates Technical Officer (Arvato)/Council Tax Technical Officer (Arvato)/Revenues Manager (Arvato)
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This refers to Valuation Office Agency hearings, rather than Valuation Tribunal Service hearings. It is therefore recommended that the scheme of delegation should be updated to delete the current item relating to Valuation Office Agency Hearings and to replace it with the following item relating to Valuation Tribunal Hearings:

Subject	Act	Functions Delegated	Officer
Valuation Tribunal Hearings	Local Government Finance Act 1992	Authority to represent the Council at hearings of the Valuation Tribunal Service	Benefits Manager (Arvato)/ Benefits Technical Officer (Arvato)/Business Rates Technical Officer (Arvato)/Council Tax Technical Officer (Arvato)/Revenues Manager (Arvato)

As well as the above officers representing the Council, the Council will have the right to send witnesses to the hearing.

2 RISK ASSESSMENT

2.1 Legal

The power to delegate to officers is contained in S101 of the Local Government Act 1972. There are no issues arising from this report and the risk is therefore low.

2.2 Financial

There are no financial risks arising from this report if the recommendation is approved. If the recommendation is not approved, and the Council is not able to be represented adequately at the Tribunal, there is a risk that the case will not be defended and that the claimant will be awarded financial compensation at the Council's cost. This 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

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Sandra Lamb, Head of Corporate Services
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 Email: sandra.lamb@derbyshiredales.gov.uk

5 ATTACHMENTS

None

GOVERNANCE AND RESOURCES COMMITTEE
5th September 2019

Report of the Head of Resources

REVENUE BUDGET MONITORING QUARTER 1 2019/20

PURPOSE OF REPORT

This report summarises the Council's forecast outturn position as at the end of June 2019.

RECOMMENDATION

That the identified variances and current overall forecast position are noted.

WARDS AFFECTED

All

STRATEGIC LINK

Effective budgetary control is important to ensure effective management of Council resources.

1. REVENUE BUDGET 2019/20

- 1.1 On 7th March 2019 Council set a total revenue budget of £9,585,690. The **full year forecast** to March 2020 based on initial monitoring and identification of major variances projects an overspend of £46,000 as shown in the table below. The major variances are described within the following paragraphs; other smaller variances are currently offsetting each other. All budgets will be revisited in detail and revised at the end of quarter 2.

Services	Original Budget £000's	Forecast Outturn £000's	Variance £000's
Resources and Corporate Budgets	3,095	3,159	64
Corporate Services	2,014	1,936	(78)
Housing Services	512	510	(2)
Regeneration and Policy	479	456	(23)
Community and Environmental Services	2,227	2,241	14
Regulatory Services	900	970	70
Chief Executives and Human Resources	359	360	1
Total	9,586	9,632	46

- 1.2 Whilst the current forecast is an overspending position it should be noted several of the larger variances are very sensitive to seasonal variation or customer demand. Historic trends have been used to forecast the year end position but even a small change in the current year profile would cause in year variances that eventually do not materialise at year end. Any year end overspend would require a transfer from the general reserve to fund the outturn position. As budgets continue to face pressure and capacity is removed by limiting

expenditure increases and increasing income targets, the likelihood of reported overspends will increase.

1.3 Resources and Corporate Budgets

The Resources service is forecast to overspend by £64,000. This largely results from the staff turnover saving which is budgeted for centrally (£50,000). Staff turnover savings have been made across the Council but are included in the specific service budgets. To avoid double counting, this central budget is shown as overspent. 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. A number of smaller underspends, including additional income for investment interest, are partially off-setting these variances.

1.4 Corporate Services

Corporate Services is currently forecasting an under-spend of £78,000. Savings arising from the vacant Section 106/CIL officer post and the delay in recruiting a new legal team make up the majority of the saving which have been offset partially by pressures on the use of agency staff.

1.5 Housing Services

There are no significant net variances within Housing Services.

1.6 Regeneration and Policy

There is a forecast underspend of £23,000 within Regeneration and Policy due to temporary vacancies within the planning and policy team. Other smaller variances are currently forecast to net out or are funded from service reserves and so will have no effect on the forecast outturn.

1.7 Community and Environmental Services

Community and Environmental Services is currently forecast to overspend by £14,000, which is broken down into the following teams:

Environmental Services

Budgets within Environmental Services are forecast to underspend by £22,000. This is primarily due to vacancies within the clean and green team. The majority of these vacancies are planned to be or have been filled creating a one-off saving (£48,000). Other key variances include pressures on the purchase of bins budget, £25,000, and savings on fuel (£10,000). The public conveniences income budget is also currently forecast to be under achieved by £13,000. This is partially due to the vandalism and theft of the coin machines at Hall Leys park conveniences. As this is the first year of operating the charging system the council does not have a historic income profile to follow and this increases the difficulty in forecasting income levels for this new area.

Events

Events budgets are forecast to underspend by £30,000 due to an increase in rental income from Bakewell Market, where the Market is currently close to full capacity.

Community Development

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

Neighbourhoods

Neighbourhood budgets are forecast to overspend by £75,000 due to pressures on income generation. Internment fee income is currently forecast to be below budget by £10,000 and car park income by £65,000.

Car parking income is a significant budget area for the council and generates over £2.5M of income. Whilst the annual income broadly follows an established profile it is sensitive to seasonal change, weather and timings of events and public holidays. Due to the size of the budget a small deviation from this profile can result in changes to the forecast variance. The Council will continue to closely monitor this area and forecast variance.

1.8 Regulatory Services

Regulatory services is forecast to overspend by £70,000.

Planning fees are forecast to be under the set budget by £70,000. While this area is currently forecast to overspend it is an area that is subject to volatility in market demand that the Council does not control. The Council will continue to closely monitor this area and forecast variance.

1.9 Chief Executive's and Human Resources

Underspends within the salary budget have been offset by overspends on medicals, counselling services and Health and Safety resulting in no significant overall variance.

2. RISK ASSESSMENT

2.1 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.

2.2 Financial

The financial details are set out in the body of the report. Under and over-spends that cannot be offset will be reflected in the revised estimates and any ongoing variances within the Medium Term Financial Plan that are due to be presented to Council in November. The Council's Medium Term Financial Strategy states that underspends will be financed from the General Reserve, which currently has a balance of £1.2m. The financial risk is assessed as high.

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. ATTACHMENTS

None

GOVERNANCE AND RESOURCES COMMITTEE

5th September 2019

Report of the Head of Resources

ARREARS FOR WRITE OFF

PURPOSE OF REPORT

This report provides information about debtor write offs authorised by the Head of Resources under delegated authority and seeks approval for the write off of individual debts exceeding £1,500 in accordance with the Council's Financial Regulations.

RECOMMENDATION

That the individual amounts exceeding £1,500 listed in Appendix 1 totalling £83,205.58 be written off.

WARDS AFFECTED - None

STRATEGIC LINK - None

1. BACKGROUND

- 1.1 Under regulation B7(a) of the Council's Financial Regulations authority is delegated to the Head of Resources to write-off arrears up to £1,500. Under the scheme of officer delegation the Head of Resources also has authority to write of any arrears that have been caused by an officer error. This report details those debts exceeding £1,500 for which authorisation to write-off is required from this Committee under regulation B7(b) of the Financial Regulations.
- 1.2 The Governance and Resources committee agreed in July 2018 that a report on arrears for write off would be presented to this committee twice a year. This is the first report for 2019/20.
- 1.3 The debts detailed in this report have been pursued through all appropriate methods of recovery open to the Council. The [Revenues Debt Recovery Policy](#) shows the approach taken to recovery for each type of debt. It is considered that any further action attempted at recovering the debts proposed for write off would be likely to incur additional expenses to the Council without the prospect of payment and as such these debts are referred to this Committee for authorisation to write them off.
- 1.4 It should be noted that any debt will be reinstated where further information subsequently comes to light that allows further recovery action to be pursued.
- 1.5 Accounts submitted for write-off fall into one of the following categories:

- Amounts remitted by the Magistrates Court (or where the Court has refused to grant a Liability Order)
- Amounts where the debtor is bankrupt or insolvent or there is no prospect of recovery
- Amounts where the debtor has died and there are insufficient funds in their estate
- Amounts where the debtor has absconded or gone abroad and cannot be traced
- Amounts where it has become uneconomic to pursue the debt
- (Very rarely) Amounts for which the debtor has served a prison sentence
- (Very rarely) Amounts where there has been an officer error.

1.6 CIPFA recommends that it is good practice to identify debts that are unlikely to be paid and to account for them in the accounts as soon as possible.

2. REPORT

2.1 The amounts recommended for write-off are given in Appendix 1 and are summarised below:

Table 1: Write offs summary 2019/20 to September

	Council Tax Arrears	NNDR Arrears	Housing Benefit Overpayment Arrears	Sundry Debtors Arrears	Total
	£	£	£	£	£
Amounts over £1,500 requested for approval by Governance & Resources Committee September 2019 (see Appendix 1)	23,331.69	46,534.72	13,339.17	0.00	83,205.58
Amounts of £1,500 and under written-off under delegated authority to 7 August 2019	14,985.53	758.01	11,629.18	5,290.61	32,663.33
Amounts over £1,500 relating to officer error and under written-off under delegated authority	0.00	0.00	0.00	0.00	0.00
Total	38,317.22	47,292.73	24,968.35	5,290.61	115,868.91
Provision for Doubtful Debts 01/04/19	185,000.00	136,000.00	100,500.00	39,000.00	460,500.00
Total amount written-off in 2017/18	50,762.53	154,758.00	76,244.30	20,821.75	302,586.58
Total amount written-off in 2018/19	67,368.90	70,867.00	28,506.67	79,227.41*	245,969.98

*Includes £59,438.32 relating to a section 106 agreement that was funded from a reserve.

Council Tax

- 2.2 The 2019/20 Council Tax net collectable debit is currently in the order of £55m. The amount of £38,317.22 shown in table 1 for write offs represents 0.07% of this amount. The write offs proposed in this report cover several financial years.
- 2.3 When the Council Tax is set each year it is assumed that 99.2% of the debit will eventually be collected. The overall collection rates for the current and last 5 years' Council Tax and Non-Domestic Rates charges are set out in the table below:

Table 2: Percentage of council tax and non-domestic rates debt collected to 31 July 2019

Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20 To 31 st July
Council Tax	99.70%	99.65%	99.65%	99.59%	99.19%	42.61%
Non-Domestic Rates	98.71%	98.87%	99.14%	98.74%	98.34%	36.21%

Non-domestic rates

- 2.4 The 2019/20 Non-Domestic Rates net collectable debit is currently in the order of £19m. The amount of £47,292.73 shown in table 1 for write offs so far this year represents 0.25% of this amount. The write offs proposed in this report cover several financial years.
- 2.5 Irrecoverable Non-Domestic Rates are shared between central government and local government under the Business Rates Retention Scheme. For 2019/20 the district council meets 40% of the amounts written off.

Housing benefit overpayments

- 2.6 For housing benefit overpayments, five write offs are proposed in this report for debts over £1,500. Total write offs to date for 2019/20 has reduced compared to previous years, this reflects the appointment of an overpayments officer in 2017/18 who addressed a lot of historic cases in 2017/18 and 2018/19, which resulted in write offs.
- 2.7 Of the write offs shown in table 1 above totalling £24,968.35, £13,845.85 (55% of the total value, 16 of 109 write off cases) involve insolvency or debt relief orders. This perhaps reflects low income households that have multiple debts taking the opportunity to file for bankruptcy or an equivalent. The local Citizens Advice Bureau has been assisting local residents with this.
- 2.8 Members should be aware that recovering housing benefit overpayments from people on low incomes is very difficult; payment arrangements need to be reasonable and affordable and it can take a long time to fully recover a debt. Benefits have been frozen for 4 years whilst general bills have increased meaning that disposable income is reducing for people on benefits. This means that, like other Councils, we have to consider write offs in some cases.

- 2.9 Benefit overpayments that were invoiced in 2018/19 amounted to £471,092. The amount of £24,968.35 shown in table 1 for write offs relates to debts spanning several financial years and represents 5.3% of invoices raised in 2018/19.

Sundry Debts

- 2.10 No write offs are proposed in this report for sundry debts over £1,500. The amount of sundry debts under £1,500 written off so far in 2019/20 is lower than in than in previous years, which partly reflects the fact that the Council no longer collects leisure centre income.
- 2.11 The 2019/20 net collectable debit for sundry debts is estimated to be in the order of £5.5m. The amount of £5,290.61 shown in table 1 for write offs represents 0.1% of this amount, which is well within the amount in the provision.

3. RISK ASSESSMENT

3.1 Legal

The Head of Resources is acting in accordance with powers delegated to her under Section 101 of the Local Government Act 1972. The Council has a duty to pursue all monies owed to it and the write offs are to enable the District Council to finalise its accounts for the year. It will use all legal powers available to it to recover the sums due. The legal risk is therefore low.

3.2 Financial

The Council has established provisions for doubtful debts, as set out in the table in paragraph 2.1 of this report. The amounts being submitted for write-off, including those written off under delegated powers, are within the overall budgetary provision. The financial risk is assessed as “medium”.

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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Telephone: 01629 761284

6. ATTACHMENTS

Appendix 1 – Schedule of write offs

Appendix 1: Schedule of Write Offs

Council Tax Write Offs (over £1,500)

Reference	Reason for Write off	Amount	Period of charge
30181757	No trace	£3,687.61	1.04.05 - 31.7.15
30281220	Debt Relief Order	£1,539.58	1.4.13 - 31.3.19
30293902	Debt Relief Order	£5,569.27	1.4.09 - 31.3.19
30432394	Debt Relief Order	£3,308.68	1.4.14 - 31.3.19
30780727	Debt Relief Order	£1,537.70	1.4.13 - 31.3.19
30976368	No trace	£2,618.85	1.4.15 - 13.4.17
30984529	No trace	£1,648.35	1.10.16 - 31.10.17
30991855	No trace	£2,178.31	23.1.17 - 26.6.18
31016085	Bankrupt	£1,243.34	1.4.17 - 31.3.19
Total		£23,331.69	

7. Non-Domestic Rates Write Offs (over £1,500)

Reference	Reason for Write off	Amount	Period of charge
70036626	No prospect of recovery	£1,644.90	01/04/2012-30/08/12
70133275	No trace	£4,801.75	01/04/12-01/01/14
70145742	No prospect of recovery - company has ceased trading	£6,531.53	26/10/13-12/04/17
70170588	Director deceased	£2,584.00	20/06/17-06/11/18
70173860	No prospect of recovery- company has ceased trading	£7,260.03	01/04/15-18/01/19
70176074	Company in liquidation - no dividend paid	£13,919.79	01/04/17-16/05/18
70183171	Company in administration- now dissolved	£9,792.72	08/06/17-08/02/18
Total		£46,534.72	

8. Housing Benefit Overpayment Write Offs (over £1,500)

Reference	Reason for Write off	Amount	Invoice Date
40089191	Debtor has absconded or gone abroad and cannot be traced	£1,755.22	05/11/2014
40029614	Insolvency	£2,256.22	09/06/2010
40102858	Insolvency	£4,275.97	13/11/2015
40117555	Insolvency	£2,886.72	03/11/2016
40130053	Insolvency	£2,165.04	10/08/2017
Total		£13,339.17	