



This information is available free of charge in electronic, audio, Braille and large print versions, on request.

For assistance in understanding or reading this document or specific information about this Agenda or on the "Public Participation" initiative please call Democratic Services on 01629 761133 or e-mail [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk)

15 April 2015

To: All Councillors

As a Member of the **Council**, please treat this as your summons to attend the meeting on **Thursday 23 April 2015 at 6.00pm in the COUNCIL CHAMBER, COUNTY HALL, SMEDLEY STREET, MATLOCK DE4 3AG – PLEASE NOTE CHANGE OF VENUE.**

Yours sincerely

A handwritten signature in black ink, appearing to be 'Sandra Lamb', written in a cursive style.

Sandra Lamb  
Head of Corporate Services

## **AGENDA**

### **OPENING ADDRESS**

A presentation will be given by Howard Griffiths on the success of the Health Walk Scheme.

#### **1. APOLOGIES**

Please advise Democratic Services on 01629 761133 or e-mail [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk) of any apologies for absence.

#### **2. PUBLIC PARTICIPATION**

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

#### **3. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

5 March 2015

#### **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. CHAIRMAN'S ANNOUNCEMENTS

Announcements of the Chairman of the District of Derbyshire Dales.

## 6. COMMITTEES

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

<b>Committee</b>	<b>Date</b>
<b>Non Exempt Minutes to be Received</b>	
Council	15 January 2015
Special Council	12 February 2015
Council	5 March 2015
Licensing & Appeals Committee	14 January 2015
Southern Area Planning Committee	20 January 2015
Community Committee	22 January 2015
Central & Northern Area Planning Committee	3 February 2015
Southern Area Planning Committee	10 February 2015
Special Southern Area Planning Committee	25 February 2015
Environment Committee	26 February 2015
Licensing & Appeals Sub-Committee – Taxi Appeal	3 March 2015
Central & Northern Area Planning Committee	5 March 2015
Corporate Committee	19 March 2015
Licensing & Appeals Committee	25 March 2015
Licensing & Appeals Sub-Committee – Taxi Appeal	30 March 2015
Community Committee	9 April 2015

## MINUTE BOOK PUBLISHED SEPARATELY

## 7. QUESTIONS (RULE OF PROCEDURE 15)

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

**Page Nos.**

## 8. LAND AND PROPERTY DISPOSALS – REQUEST FROM DERBYSHIRE WILDLIFE TRUST FOR NEW LEASE – LAND AT NORTHWOOD 5 - 8

To consider a request from Derbyshire Wildlife Trust for a new 25 year lease of a nature reserve comprising an area of woodland at Northwood as shown on the plan at Appendix 1 of the report.

## 9. TRANSFORMING DERBYSHIRE BUILDING CONTROL 9 - 11

To note the work undertaken on the countywide options appraisal for Building Control and the use of the District Council's Invest to Save Reserve to part fund the implementation of the joint Building Control Service. Also to consider granting support to the concept of a joint Building Control service based on a public sector company model.

- 10. PUBLIC PARTICIPATION** **12 - 17**
- To determine that amendment to Rule of Procedure 14.4 in relation to Public Participation be moved and seconded without debate to lie on the table to the Annual Meeting in May 2015.
- 11. DISCHARGE OF FUNCTIONS DURING THE ELECTION PERIOD** **18 - 20**
- To consider the discharge of functions to the Chief Executive, relevant Officers, Policy & Planning Committee Chairmen, Vice Chairman and Ward Members to deal with essential urgent decisions during the interregnum caused by the election on 7 May 2015 and that any matters dealt with be reported for information to the first meeting of the appropriate committee or via email as appropriate.
- 12. COMMUNITY RIGHT TO CHALLENGE** **21 - 23**
- To consider a recommendation to amend the Council's approach to the Community Right to Challenge provisions and remove the need to publicise a commissioning timetable for the District Council's services.
- 13. VISITOR ECONOMY PLAN 2015-2019** **24 - 41**
- To consider the adoption of a new Visitor Economy Plan for the Derbyshire Dales and to note the progress with tourism initiatives.
- 14. MARKET IMPROVEMENT OFFICER** **42 - 46**
- To note a report on the current situation relating to the District Council's markets and to consider the use of the "Invest to Save" Reserve to finance the post of the Markets Improvement Officer for a period of 18 months to enable effective improvements to take place.
- 15. SERVICE REVIEW PROGRAMME 2015/16** **47 - 52**
- To consider approval of the 2015/16 Service Review Programme and note the findings of the 2014/15 Service Reviews and progress of the ongoing reviews and joint projects.
- 16. SEALING OF DOCUMENTS**
- To authorise that the Common Seal of the Council be affixed to those documents, if any, required to complete transactions undertaken by Committees or by way of delegated authority to others, since the last meeting of the Council.
- 17. EXCLUSION OF PUBLIC AND PRESS**
- At this point the Committee will consider excluding the public and press from the meeting for the remaining items of business for the reasons shown in italics. The Chairman will adjourn the meeting briefly to enable members of the public to speak to Councillors.

## **18. EXEMPT MINUTES TO BE RECEIVED**

### **Environment Committee – Minute No. 270/14 – 26 February 2015.**

*(This minute is excluded from the meeting because it contains information which is commercially sensitive and legally privileged and which may disadvantage the District Council in contractual negotiations, if released to the public.)*

### **Licensing & Appeals Committee – Minute No. 319/14 – 30 March 2015.**

*(This minute is excluded from the meeting because it results in exempt information being disclosed.)*

## **NOTE**

For further information about this Agenda or on “Public Participation” call 01629 761300 or e-mail [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk)

COUNCIL  
23<sup>rd</sup> April 2015

Report of the Head of Resources

---

## **LAND AND PROPERTY DISPOSALS – REQUEST FROM DERBYSHIRE WILDLIFE TRUST FOR NEW LEASE –LAND AT NORTHWOOD**

### **SUMMARY**

This report considers a request from Derbyshire Wildlife Trust for a new 25 year lease of a nature reserve comprising an area of woodland at Northwood as shown on the plan at Appendix 1.

### **RECOMMENDATION**

1. That Derbyshire Wildlife Trust are granted a 25 year lease of the area of woodland at Northwood as shown on the plan attached at Appendix 1 for use as a nature reserve on the terms outlined in paragraphs 3.1 to 3.3 of this report.
2. That Members note that the disposal outlined in recommendation 1 above constitutes an undervalue transaction permitted under the General Disposal Consent (England) 2003.

### **WARDS AFFECTED**

Stanton

### **STRATEGIC LINK**

The disposal of the site by way of a new lease accords with the aim to 'Protect and Enhance the Environment' as expressed in the Corporate Plan 2014/15.

---

#### **1.0 Background**

- 1.1 The site is shown on the plan attached at Appendix 1 of this report. The site which comprises woodland of approximately 1 Ha (2.47 acres) in area has been managed by Derbyshire Wildlife Trust (DWT) since 1989 by way of a 25 year lease from the District Council, the contractual term of which expired in March 2014.
- 1.2 The land has been managed on a low intervention basis by DWT using volunteer work parties and Reserve staff to undertake any practical conservation tasks and the seasonal management and monitoring requirements to maintain the reserve's habitats of carr woodland, grassland glades and marsh areas.

## **2.0 Current Situation**

- 2.1 DWT have requested a new 25 year lease of the site so that they can continue with the same level of site management as on the previous lease giving the wildlife diversity of this small nature reserve the chance be managed and improved.
- 2.2 DWT have advised that as a result of changes in the hydrology of the site over the past few years, which has resulted in a large area of the reserve now permanently flooded. a waterlogged carr woodland habitat and a small grassland glade at the northern end of the site which is flooded seasonally have been created, which may lead to changes in the flora, invertebrate and habitat composition.
- 2.3 As a result, DWT plan to update their current management plan later this year to include these changes in the site's hydrology and habitats as well as influences from the adjacent land uses including the White Peak Cycle Loop.
- 2.4 The area of land to be included in the proposed lease does not conflict with the route of the White Peak Cycle Loop or the protected line for the future expansion of the Peak Rail lease and trackbed to Rowsley.

## **3.0 Proposed Lease**

- 3.1 It is proposed that DWT are granted a 25 year lease of the area of woodland at Northwood as shown on the plan attached at Appendix 1 for use as a nature reserve with a rental of £1 per annum(if demanded) to apply.
- 3.2 Under the terms of the proposed lease, DWT would be responsible for managing and maintaining the land in the interest of nature conservation. There are limitations on the felling of trees and the erection of structures and a requirement top allow access by education groups.
- 3.3 It is recommended that each party are responsible for their own legal costs incurred in the preparation of the lease agreement.

## **4.0 Valuation**

- 4.1 The proposed terms constitute an undervalue transaction as permitted under the General Disposal Consent (England) 2003.
- 4.2 It is considered by the Council's Valuer that the value of the above transaction equates to approximately £2500.
- 4.3 The Council has a duty under S123 of the Local Government Act 1972 to dispose of assets for the best price reasonably obtainable. However, if it is considered that the disposal will contribute to the promotion or improvement of the economic, social or environmental well-being of the area the Council can dispose at an undervalue under the terms of the General Disposal Consent (England) 2003.
- 4.4 It is considered that the provision of a 25 year lease of the nature reserve to Derbyshire Wildlife Trust with a rental of £1 per annum (if demanded) to apply to allow the continued use and management of the nature reserve would comply with this legislation

## **5.0 Consultation**

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

## **6.0 Other expressions of interest**

6.1 Other than various general expressions of interest in development sites/opportunities across the District, no specific expressions of interest have been received in relation to the site included in this report.

## **7.0 RISK ASSESSMENT**

### **7.1 Legal**

The Local Authority has statutory powers to dispose of land at an undervalue where the Local Authority considers that the purpose for which the land is to be disposed is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of the area. As such, the legal risk of the disposal by way of a 25 year lease is considered to be low.

### **7.2 Financial**

The report recommends that each party is responsible for its own legal costs; the Council's legal costs can be contained within existing budgets. While this is an undervalue transaction, the Council's Valuer has estimated the value at only £2,500. However, this should be balanced against the transfer of maintenance liabilities for this area of land to Derwent Wildlife Trust for a period of 25 years. The financial risk is, therefore, assessed as 'low'.

## **8.0 OTHER CONSIDERATIONS**

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

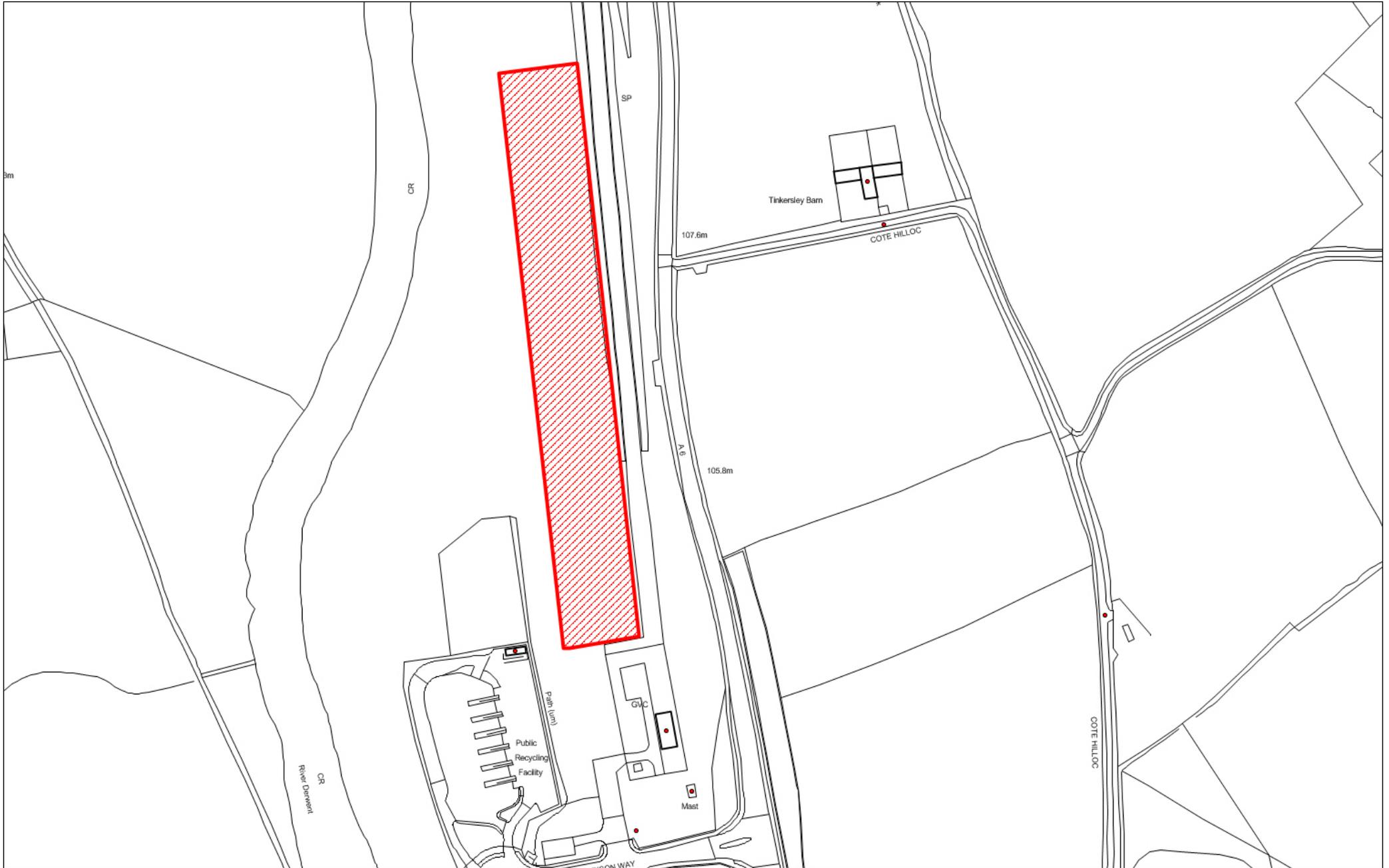
## **9.0 CONTACT INFORMATION**

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

## **10.0 BACKGROUND PAPERS**

<b>Description</b>	<b>Date</b>	<b>File</b>
Letter from Derbyshire Wildlife Trust	28/11/2013	OPG40

# APPENDIX 1



COUNCIL  
23 April 2015

Report of the Head of Regulatory Services

## **TRANSFORMING DERBYSHIRE BUILDING CONTROL**

### **SUMMARY**

This report informs Members of the progress of a countywide study into the future options for the delivery of Building Control services. The recommendations of the study are summarised and a preferred option is recommended.

### **RECOMMENDATION**

1. That the work undertaken on the countywide options appraisal for Building Control be noted.
2. That support is given to the concept of a joint Building Control service based on a public sector company model.
3. That the use of the District Council's Invest to Save Reserve to part fund the implementation of the joint Building Control service is noted.

### **WARDS AFFECTED**

All wards.

### **STRATEGIC LINK**

An effective Building Control service helps to support the provision of housing, including affordable housing. It also helps to ensure that the communities of the Derbyshire Dales are safe. The countywide study intends to help ensure that Building Control can continue to offer excellent services.

## **1 REPORT**

- 1.1 In April 2014 Derbyshire Dales District Council received an invitation to attend a meeting with all the other Derbyshire district and borough councils, plus Derby City Council, to consider the potential for a Derbyshire wide Building Control service. This invitation followed a meeting of the Derbyshire Chief Executives' Group where the idea had been briefly discussed.
- 1.2 The first liaison meeting was held in May 2014 and was facilitated by officers from Chesterfield Borough Council. Chesterfield, along with North-East Derbyshire District Council and Bolsover District Council already operated a shared Building Control service (called BCN) and had experience of the benefits and difficulties that such a service presented. The idea to expand this model across the county had originally been brought forward by Chesterfield Borough Council.
- 1.3 This initial meeting concluded that there was both the potential and the appetite for some form of shared service potentially across the whole county. It was agreed that

in order to kick-start this project it would be necessary to engage consultants to undertake a full options appraisal. This approach was endorsed by all the authorities involved with the exception of Erewash Borough Council. Tenders were sought to undertake this work, again with Chesterfield Borough Council acting as the lead authority. Two tenders were received and evaluated with the end result being that Blue Marble Partners Ltd were appointed to undertake the options appraisal. The total tender value was £42,000, with Derbyshire Dales District Council's contribution being £4,667. This amount was approved from the District Council's Invest to Save Reserve.

- 1.4 Blue Marble's approach, as set out in their tender submission, was very inclusive. Their first action was to set up two groups: a Solutions Centre consisting of the senior Building Control Officers from each participating authority; and a Governance Group consisting of Heads of Service. Derbyshire Dales District Council has been represented by the Senior Building Control Surveyor on the Solutions Centre and the Head of Regulatory Services on the Governance Group.
- 1.5 The Solutions Centre met weekly from November 2014 to January 2015 with Blue Marble facilitating. These meetings have looked at the issues currently facing Building Control services in the various authorities across the county. It has been found that most services are very small, with an ageing workforce. Consequently reliance is poor in most cases and there was insufficient capacity to undertake important work, such as marketing. Some authorities were struggling to attract business in what is a competitive market and this had resulted in low market share and hence income. Support costs were often considered to be high, often just reflecting the ways in which local authority overheads are apportioned. Taking all these factors into consideration the Solutions Centre looked at a number of future options and made the recommendation that a joint service would provide the best answer and that the new service should be delivered through a public sector company model.
- 1.6 These recommendations were reported to a meeting of the Derbyshire Chief Executives' Group on 23 January 2015. Varying levels of commitment were expressed by authorities and it was agreed that Blue Marble would meet with each authority, prior to bringing a final report to the Chief Executives' Group on 27 February 2015. The conclusion of the meeting was that most partners wished to progress the recommendation of a joint service delivered through a public sector company. The only known dissenters from this position were Erewash Borough Council, with South Derbyshire District Council still being undecided.
- 1.7 Officers consider that the recommendation is a good option for Derbyshire Dales District Council. We have a small service (3 FTE plus a shared apprentice), which whilst very effective is also very vulnerable to natural fluctuations in the market and to competition from the private sector. The service is also subject to high support services costs. In order for the service to thrive and grow on its own it would be necessary to invest before any return could be generated and it would be extremely difficult to do in the current climate for local government finance. It is considered that the economies of scale and the greater resource that would be available for a shared service would enable the statutory, non-fee earning services that the District Council requires of the Building Control service to be delivered in a much more economical way than is currently the case. The initial business model developed through the Solutions Centre suggests an operating profit by the end of the second year of operation as compared with a current deficit in the region of just over £100,000 across the county.

- 1.8 In order to move to the next stage of the project it is considered necessary to obtain political support for the concept and to approve funding for the implementation. The level of funding required per authority depends on the number of authorities who proceed with the project. The total cost is considered to be £126,000, so if 9 authorities join the contribution will be £14,000 each. If only 7 authorities join the contribution would rise to £18,000 each. The District Council's Chief Executive and Head of Resources have delegated authority to authorise the use of the Invest to Save Reserve for this type of work.
- 1.9 If approved, the next steps at officer level would be to establish an Implementation Group to begin to plan for the new service. A parallel Executive Oversight Group would also be formed. These groups would be likely to follow on from the previous Solutions Centre and Governance Group. The preferred method of working would be for these groups to continue to work with Blue Marble facilitating progress. Initial timescales for the implementation are for a soft launch of the new service in October 2015 and for the new business to be fully established and trading by April 2016.

## **2 RISK ASSESSMENT**

### **Legal**

The legal risk in progressing to the next stage of the project is assessed as low.

### **Financial**

The funding for the implementation can be accommodated from the Invest to Save Reserve, subject to the joint approval of the Chief Executive and Head of Resources.

As part of the implementation, agreements will be required to determine the extent that Derbyshire Dales District Council will be responsible for any future losses or will share in any future operating profits.

The financial risk is, therefore, assessed as medium.

## **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**

Tim Braund, Head of Regulatory Services, Tel: 01629 761118, Email: [tim.braund@derbyshiredales.gov.uk](mailto:tim.braund@derbyshiredales.gov.uk)

COUNCIL  
23 APRIL 2015

Joint report of the Heads of Regulatory and Corporate Services

---

## **PUBLIC PARTICIPATION**

### **SUMMARY**

This report recommends an amendment to the Public Participation Scheme as an outcome of the Development Management Service Review. As Public Participation forms part of the Rules of Procedure section of the Constitution, any amendments must lie on the table without discussion once moved and seconded until the Annual Meeting.

### **RECOMMENDATION**

That amendment to Rule of Procedure 14.4 in relation to Public Participation be moved and seconded without debate to lie on the table to the Annual Meeting in May 2015

### **WARDS AFFECTED**

Not relevant

### **STRATEGIC LINK**

An effective scheme of Public Participation enables community engagement and therefore links with the District Council's corporate plan.

---

## **1. BACKGROUND**

1.1 At its meeting on 20 November, 2014, Council considered the findings of the Planning Officers Society Enterprises' (POSE) report which evaluated the existing 'Development Management Service.

1.2 POSE's recommendations were grouped into 5 main themes –

- Integrated Planning Service – mainly dealing with the relationship between Planning Policy and Development Management
- Development Control to Development Management – dealing with pre application systems
- Officer/Member Relationship – dealing with Committee arrangements, the scheme of delegation and the role of Members at the pre-application stage
- Processes and procedures – dealing with the use of ICT, other new technology, document management and officer delegation

- Resources, Structures and Resilience, - dealing with the hierarchy of the Development Management Team.

1.3 Detailed reports on the larger issues outlined above will be presented to the Council in due course. One item however requires an amendment to a rule of procedure which is required for incorporation into the Constitution at the Annual Meeting. That item is Public Participation.

## **2. PUBLIC PARTICIPATION**

2.1 One of the main recommendations by POSE was to consider amending public speaking arrangements in accordance with best practice to incorporate an appropriate balance of time afforded to those wishing to speak for or against an application.

2.3 Desk top research on the top performing Planning authorities was undertaken to seek out best practice. Meetings with the Member Panel were also held on 16 January and 13 February 2015 to discuss findings and draft recommendations.

2.4 The working groups considered a number of different options to improve Public Participation at Planning Committees. Comparisons were made with other high performing Planning Authorities which offered a mixed approach. Some authorities capped the overall time limit for Public Participation, whilst others limited the slots to individual speakers. Only a few of the 30 authorities canvassed attempted to equalise the time available for those speaking for and against an application.

2.5 Whilst discussing the merit of our current Scheme, the Member group felt that the District Council was right in being particularly proud of its public engagement record and did not want to be seen to discourage participation. Equalizing the time available to balance the views for and against may in practice, do just that, and was therefore dismissed.

2.6 One emerging theme, which the workings groups favoured, was to identify contributors by category and to order their input. The three suggested groupings and running order are:

- Town and Parish Councils
- Objectors
- Supports, Agents and Applicants

2.7 Other recommendations for consideration, which are now included in a revised Rule of Procedure for Public Participation are summarised below and set out in Appendix 1:

- Public Participation would be limited to one hour per meeting with the discretion to extend exercised by the Chairman (in consultation). On-line information points to make that clear in advance of registration.
- Three minute time limit for town/parish council representatives and objectors

- Five minute time limit for agent or applicant (not both).
- Five minute time limit for Ward Members and for their contributions to be made during the period set aside for public participation.
- The Committee Chairman to exercise discretion during the meeting to rule out immediately any comments by participants that were not directed to genuine planning considerations. Promotion of Public Participation to include relevant guidance and examples.
- Public Participation scheme in its revised form to be extended to meetings of the Local Plan Advisory Committee and revised for its suitability to extend to all Committees and Council
- Case officers to introduce any new information received following publication of the agenda in advance of public participation on that item.

### **3. RISK ASSESSMENT**

#### **3.1 Legal**

The Public Participation scheme is a discretionary yet highly effective method of engaging the public in the decision making framework. The procedure to amend accords with the Council's Constitution and therefore the legal risk is low.

#### **3.2 Financial**

There are no financial considerations arising from this 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**

Tim Braund, Head of Regulatory Services, Tel. 01629 761118, email [tim.braund@derbyshiredals.gov.uk](mailto:tim.braund@derbyshiredals.gov.uk) or Sandra Lamb, Head of Corporate Services, Tel. 01629 761281 or email [sandra.lamb@derbyshirdales.gov.uk](mailto:sandra.lamb@derbyshirdales.gov.uk)

### **6. LIST OF BACKGROUND PAPERS**

None

### **7 ATTACHMENTS**

Appendix 1 – Public Participation Scheme

### 14. PUBLIC PARTICIPATION

Public Participation is an initiative which gives members of the public the opportunity to express their views, ask questions or submit petitions at meetings of the Council and its Committees.

For a petition to be presented to a Council or Committee Meeting, it must:

- Bear the signatures and addresses of at least 10 petitioners, resident in the Derbyshire Dales.
- Relate to a topic that is relevant to the Derbyshire Dales.
- Comply with the detailed rules set out in Article 3 of the Constitution

#### 14.1 At meetings of the Council

Members of the public may make a statement, petition or ask questions of the Leader or Chairmen of Committees (except planning) on any of the Council's services or issues affecting the District of Derbyshire Dales. Each presentation will be limited to three minutes.

#### 14.2 At Committee Meetings Except Planning and the Local Plan Advisory

Members of the public may make a statement, petition or ask questions of the Committee Chairman on any matter within that Committee's remit of responsibility.

#### 14.3 At Planning Committees and meetings of the Local Plan Advisory

Members of the public may make a statement, petition or ask questions relating to planning applications or other agenda items in the non-exempt section of an agenda at meetings where those matters are to be considered, and where the Council is the Local Planning Authority.

#### 14.4 Procedure

##### **At meetings of the Council and its Committees**

A member of the public may participate and ask a question or make a statement if notice has been given by electronic means, telephone or in writing to the Head of Democratic Services, no later than Midday on the day prior to the meeting date. Each question or statement must give the name and address of the questioner, the subject matter to which it relates and the identity of the Councillor to whom it is to be put.

At any one meeting no person may submit more than 3 questions and no more than 1 such question may be asked on behalf of one organisation.

Petitions may be considered by an appropriate Committee in accordance with the Council's Scheme set out in Article 3 of the Constitution.

## APPENDIX A

### At Planning Committees and meetings of the Local Plan Advisory Group

- a) Where it has been decided by the Council that a planning application will be dealt with by the Planning Committee, the applicant (or agent) and anyone who has made representations will be notified of the time and date of the Committee meeting.
- b) An agenda listing the items to be discussed at meetings of the Planning Committee and the Local Plan Advisory Group will be posted on the District Council's web site and at the offices of the Town hall, Matlock, 5 clear days before the meeting.
- c) Public Participation will be limited to one hour per meeting, with the discretion to extend exercised by the Committee Chairman (in consultation) in advance of the meeting. On line information points will make that clear in advance of registration to speak.
- d) Anyone wishing to make representations at a meeting must notify the Committee Section before Midday on the day prior to the relevant meeting. At this time they will be asked to indicate which item of business their representation relates, whether they are supporting or opposing the proposal and whether they are representing a town or parish council, a local resident or interested party.
- e) Those who indicate that they wish to make representations will be advised of the time that they need to arrive at the meeting venue so that the Committee Clerk can organise the representations and explain the procedure.
- f) Where more than 2 people are making similar representations, the Committee Administrator will seek to minimise duplication, for instance, by establishing if those present are willing to nominate a single spokesperson or otherwise co-operate in the presentation of their representations.
- g) Representations will only be allowed in respect of applications or items which are scheduled for debate at the relevant Committee meeting,
- h) Those making representations will be invited to do so in the following order, after the case officer has introduced any new information received following publication of the agenda and immediately before the relevant item of business is discussed. The following time limits will apply:

Town and Parish Councils	3 minutes
Objectors	3 minutes
Ward Members	5 minutes
Supporters	3 minutes
Agent or Applicant	5 minutes
- i) After the presentation it will be for the Chairman to decide whether any points need further elaboration or whether any questions which have been raised need to be dealt with by Officers

## **APPENDIX A**

- j) The relevant Committee Chairman shall exercise discretion during the meeting to rule out immediately any comments by participants that are not directed to genuine planning considerations.

COUNCIL  
23 APRIL 2015

Report of the Head of Corporate Services

---

## **DISCHARGE OF FUNCTIONS DURING THE ELECTION PERIOD**

### **SUMMARY**

As the date of the District Council elections draws nearer, the Council must make appropriate provision to enable it to continue to exercise its functions during the interregnum caused by the election. For the most part, sufficient authority is vested in the Corporate Leadership Team, to enable routine business to continue without reference elsewhere. It would be prudent however to ensure that there is the facility available if needed, to adequately deal with emergencies and to take essential urgent decisions. This report recommends that extended and temporary officer delegations are put in place.

### **RECOMMENDATION**

1. That the Chief Executive, acting in consultation with the appropriate Policy Committee Chairman, Vice-Chairman and the relevant Ward Members, be delegated authority to deal with urgent matters within the purview of the three policy committees between 24 April and the date of retirement of Councillors (11 May 2015).
2. That the Head of Regulatory Services and the Development Manager be delegated authority in consultation with the Chairman of the relevant Planning Committee and relevant Ward Members between 24 April and the day of retirement of Councillors to issue decisions on applications submitted under the provisions of the Town and Country Planning Act 1990 and the Planning (Listed Buildings and Conservation Areas) Act 1990.
3. That after the day of retirement of Councillors the authority delegated to officers in 1 and 2 above be exercised in consultation with the Chairman of the Council and such relevant Ward Members who have signed their Declaration of Acceptance of Office, and until such time as Chairman of Committees have been appointed at the Annual Meeting.
4. That any matters dealt with by officers, wholly as a result of the authority conferred by these resolutions, be reported for information to the first meeting of the appropriate committee or via email as appropriate.

### **WARDS AFFECTED**

All

## **STRATEGIC LINK**

This report recommends steps which will enable the Council to continue to do business during the election period. It therefore relates to all Corporate Aims and Objectives and could be used in furtherance of any of them, according to the circumstances.

---

### **1 REPORT**

- 1.1** The election timetable for the District and Parish Elections in May 2015 means that all Councillors (with the exception of the Chairman of the Council) will officially retire on 11 May 2011. The Chairman of the Council continues to hold office until the Annual Meeting, which is scheduled to take place on 21 May 2015.
- 1.2** Part 4 of the Council's Constitution details quite extensive delegation arrangements but it is considered prudent to make particular arrangements to deal with planning applications which would normally be determined by the three Planning Committees. If no specific arrangements were made to deal with planning applications then those submitted during April and May would remain undetermined for longer than the statutory 8-week period and for no reason other than the fact that the Council had not made alternative arrangements.
- 1.3** Similarly it is suggested that the Council makes arrangements to make urgent decisions using extended and temporary officer delegation arrangements for all other items of the Council's business.
- 1.4** Regulatory business in terms of decisions affecting the rights of individuals cannot be delegated to officers and meetings must be held to accord with legal timescales. It will be necessary therefore for the Licensing and Appeals Committee to be available for business up to 10 May – the last working day before the retirement of Councillors.
- 1.5** Any matters dealt with by officers will be reported for information to the first meeting of the appropriate committee or circulated purely for information via email as appropriate, and as soon as practicable.

### **2 RISK ASSESSMENT**

#### **2.1 Legal**

The provisions in this report are standard procedure adopted at each election period. They are empowered by Section 101 of the Local Government Act 1972. The risk is therefore low.

#### **2.2 Financial**

There are no financial risks arising from this report.

### **3 CONTACT DETAILS**

Sandra Lamb, Head of Corporate Services, telephone: (01629) 761281 or email: [sandra.lamb@derbyshiredales.gov.uk](mailto:sandra.lamb@derbyshiredales.gov.uk)

### **BACKGROUND PAPERS**

None

COUNCIL

23 APRIL 2015

Report of the Head of Corporate Services

---

## **COMMUNITY RIGHT TO CHALLENGE**

### **SUMMARY**

This report recommends that Council amends its approach to the Community Right to Challenge provisions and removes the need to publicise a commissioning timetable for the District Council's services

### **RECOMMENDATION**

That the District Council's policy framework regarding the community Right to Challenge be amended to -

- remove the need to publicise a commissioning timetable for the District Council's services
- enable expressions of interest in running a service provided by the District Council, to be received at any time
- require initial assessment of an expression of interest by the relevant Head of Service prior to formal determination by the relevant policy committee.

### **WARDS AFFECTED**

All

### **STRATEGIC LINK**

The Community Right to Challenge is directly linked to the Council's new power of general competence and as such has a potential impact on the social and economic well being of the District and its inhabitants. The strategic link is therefore universal to the Council's Corporate Plan.

---

## **1. BACKGROUND**

- 1.1 The Community Right to Challenge Regulations set down in the Localism Act 2011, enables voluntary groups, community bodies, employees of a local authority that wish to form a mutual organisation, and town and parish councils to express an interest in running any local authority service.
- 1.2 The relevant authority (the District Council) must consider expressions of interest, and, where it accepts them, run a procurement exercise for the service. The Regulations set down the way in which local authorities are required to implement the Community Right to Challenge element of the Act. As with the Government's thinking

on Localism, a degree of flexibility is given to how the Regulations are to be implemented.

- 1.3 The Regulations enable authorities to decide whether or not to specify periods during which expressions of interest can be submitted in relation to a particular relevant service. Specifying periods may help to manage the flow of expressions of interest to allow these interests to be synchronised with any existing commissioning cycles for service. The downside may be that the commissioning cycle acts as a barrier, perceived or otherwise, to community engagement.
- 1.4 Where authorities' choose not to set commissioning cycles, expressions of interest can be submitted at any time.
- 1.5 At its meeting on 13 September 2012, the Corporate Committee agreed to base its policy on a commissioning cycle and to allow expressions of interest in a narrow 'window of opportunity'. Since adopting the provisions, the District Council has advertised on its web site, a list of services provided by the Council. The window of opportunity during which expressions of interest may be received is between April and June each year.
- 1.6 So far, whilst a great deal of work to enable the community to take on ownership of projects and services, (for example Wirksworth Leaner Pool Trust, transfer of ownership of the Pavilion, Matlock Bath and bowling greens at Ashbourne and Matlock) no expressions of interest have been received.
- 1.7 This report recommends an amendment to the existing policy to remove that barrier.

## **2. POLICY AMENDMENT**

The following amendments to the current policy are proposed.

### **2.1 Submitting Expressions of Interest**

- 2.2 Expressions of interest need to be made in writing and meet the statutory requirements in terms of demonstrating how the expression of interest will promote or improve the social, economic or environmental well-being of the relevant authority's area and how it will meet the needs of the users of the relevant service. An expression of interest may be submitted at any time.

### **2.3 Consideration**

Consideration of expressions of interest must be made within 30 days of receipt. The final decision on whether or not to accept an expression of interest lies with the Committee. In practical terms however it is recommended that the Head of Service initially consider expressions of interest and that their recommendations form the basis of a report to the relevant policy committee as may be required to satisfy the 30 day limit.

## **3 RISK ASSESSMENT**

### **3.1 Legal**

The proposals set out in the report aim to meet the Council's statutory obligations to introduce a Community Right to Challenge. The legal risk in that regard is considered to be low. In terms of an ultimate procurement exercise the inherent risk is high, but

the likelihood can be mitigated by proper management and control.

### 3.2 Financial

There are no financial risks arising from this report.

## 4. OTHER CONSIDERATIONS

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

### 4.1 Equalities

When considering Expressions of Interest, the Council will be required to have regard to its duties under the Equality Act 2010. Should a procurement exercise be triggered, then full consideration of equalities issues, including an Equalities Impact Assessment, would take place as part of the development of the service specification and the procurement exercise itself.

The Council's commitment to equal opportunities as regards service users and potential service users, contractor staffing and relationships with our own staff, will be built into procurement considerations.

We will include a summary of our equality and diversity policy with our tender documentation. We will also include an assessment of the tenderer's approaches to equalities and diversity as part of our evaluation criteria.

### 4.2 Personnel

There may be staffing issues if services are subject to a successful challenge under the Right to Challenge and are no longer delivered by the Council. The Council will need to work closely with staff and new providers on any TUPE implications.

### 4.3 Assets

There may be implications for the Council's property and assets if a Council service is subject to a successful Community Challenge, as the asset the service is delivered from may need to be leased to a new organisation, or may no longer be required. This will be assessed on a case by case basis.

## 5. CONTACT INFORMATION

Sandra Lamb, Head of Corporate Services and Monitoring Officer, Tel. 01629 761281 or email [sandra.lamb@derbyshiredales.gov.uk](mailto:sandra.lamb@derbyshiredales.gov.uk)

## 6. LIST OF BACKGROUND PAPERS

None

COUNCIL  
23 APRIL 2015

Report of the Head of Regeneration and Policy

---

## VISITOR ECONOMY PLAN 2015-2019

### SUMMARY

The report proposes a new Visitor Economy Plan for the Derbyshire Dales to take forward tourism elements of the District Council's Economic Development plan. Adopting a Visitor Economy Plan would fulfil a recommendation of the Tourism Service Review 2014.

### RECOMMENDATIONS

1. The Visitor Economy Plan 2015-2019 is adopted
2. Progress with tourism initiatives is noted.

### WARDS AFFECTED

All

### STRATEGIC LINK

Economic development is highlighted in the District Council's Corporate Plan in which one of the two improvement priorities is to *Increase business growth and job creation*. The three specific target areas for 2015/16 are to *help new businesses to start*, to *help existing businesses to grow* and to *promote key development sites*. The Peak District Partnership (PDP) envisages in its Statement of Priorities that the Peak District will have high-wage, high-skill jobs. The District Council adopted its Economic Plan in September 2014 and endorsed the PDP Statement of Priorities in December 2014.

---

## 1 BACKGROUND

- 1.1 Members have established economic development as one of two improvement priorities for the District Council (Council, November 2014). At the Corporate Committee meeting on 18 September 2014, Members adopted a Derbyshire Dales Economic Plan which noted that tourism accounts for 7% of employment, but pays wages typically half the average of all sectors. The Peak District brand and our high quality environment were recognised as economic strengths.
- 1.2 The Economic Plan includes support for the tourism industry, particularly where jobs growth can be demonstrated, and identifies the visitor economy as a key sector.

1.3 The Tourism Service Review, approved by the Environment Committee on 17 July 2014, agreed that:

- the District Council develops a long term Visitor Strategy for the Derbyshire Dales in accordance with the visitor dispersal objectives of Visit Peak District and Derbyshire DMO and the Council's own Economic Development priorities
- the District Council's role in product development initiatives be focussed upon, and undertaken in accordance with, a coherent Visitor Strategy for the Derbyshire Dales which reflects the objectives of VPD&D and also links to the Council's wider Economic Development objectives.

1.4 A Visitor Economy plan has therefore been drafted which takes forward these objectives.

## 2 DRAFT VISITOR ECONOMY PLAN

2.1 A strong visitor economy is important to the economic health of the Derbyshire Dales. Generating an estimated £315m in visitor spend, the sector makes a significant contribution to the Dales economy. However, there is room for growth.

2.2 To grow the value of the sector, visitors need to be encouraged to spend more when they come to the Dales. Promoting the special qualities of the area, improving the visitor 'welcome', providing a higher quality visitor experience and focusing on growth opportunities such as cycle tourism will help achieve this.

2.3 The draft plan takes its lead from the Council's Economic Plan. Its aim is:

*To develop a higher value visitor economy in the Derbyshire Dales.*

2.4 The plan recognises the District Council cannot do this by itself. It therefore focuses on three specific priorities to help grow the value of the sector, complementing and adding to the activities and investments of others:

1. *Support businesses within the visitor economy to exploit key markets and supply chain opportunities*
2. *Promote the Derbyshire Dales and Peak District as an inspiring place to live, work and visit*
3. *Improve the quality of the visitor experience offered in the Derbyshire Dales.*

2.5 The plan supports Visit England objectives for rural tourism and the DMO's Growth Strategy for the Visitor Economy. It also aligns with LEP plans and funding priorities. Some of the actions planned will be delivered directly by the District Council and others working with Peak District partners. Key actions are highlighted in **bold**.

- 2.6 Key partners including the DMO, Derbyshire Economic Partnership, Peak District National Park Authority, Derbyshire County Council, High Peak and Staffordshire Moorlands Councils, Business Peak District, University of Derby and the LEPs have been asked for their views to help finalise the plan. Those received so far have been incorporated. Any further comments received will be reported at the Council meeting.

### **3 PROGRESS WITH OTHER INITIATIVES IN THE TOURISM REVIEW**

- 3.1 Alongside the development of the Visitor Economy Plan, progress has been made with other initiatives in accordance with the recommendations of the Tourism Service Review:

- Review of 'Visit Peak District and Derbyshire' – the District Council participated in the review during 2014. A new, slimmer organisational structure has been implemented and its role going forward will focus on marketing the destination. Two brands will be promoted: the Peak District remains the 'attract' brand, and 'Experience Derbyshire' will be used to encourage visitor dispersal and to promote wider Derbyshire experiences
- Streamlining support to Visitor Information Point (VIP) providers – as well as renewing Service Level Agreements (where required) measures are being taken to slim down the level of support required from the District Council and help VIPs become more independent e.g. encouraging VIPs to order some of their own stock of promotional material and identifying and addressing training needs where necessary
- Review of Council tourism publications – existing publications have been prioritised, opportunities for joint working are being progressed and more publications are to be made available in digital format (for download) including the Derbyshire Dales Mini-guide, Delicious Dales and an up to date list of Dales camping and caravan sites
- Review of Bakewell Visitor Centre arrangements – discussions have commenced with the Peak District National Park Authority to ensure the Visitor Centre operates on a cost neutral basis from April 2016
- Inspired by the Peak District brand – A promotional campaign supported by District Council officers is well underway and 160 Peak District businesses have now signed up. The brand has been promoted at the Council's recent business forums and at the Visit Peak District & Derbyshire conference.

- 3.2 Members will be updated on progress in future reports.

## **4 RISK ASSESSMENT**

### **4.1 Legal.**

The report proposes the adoption of a new Visitor Economy Plan for the District Council aligned with and taking its lead from the Council's adopted Economic Plan. An Equalities Impact Assessment has been undertaken (summary attached) and key partners asked for their views to inform the plan. Ongoing wider engagement is planned to update and develop the plan's actions. The legal risk is assessed as low.

### **4.2 Financial.**

The draft plan sets out a series of proposed actions. Contributions to partnership initiatives including the Pedal Peak Business Initiative, skills and supply chain development activities will be met from the Economic Development reserve previously approved by Members to support the Enterprise Peak District package. External funding, including from LEP run European programmes will be sought (with Peak District partners) to reduce the funding requirement from the District Council. The District Council's contribution to support the delivery of the 2015 Eroica event is subject to a separate report to Environment Committee on 16 April. Match funding will be sought as part of the Pedal Peak project to promote the Eroica route as a year round visitor attraction.

The cost of visitor information services and marketing activity is to be met from agreed tourism budgets. Advertising income will be sought to help meet the cost of some publications where appropriate.

District Council venues will be made available to host training activity in the Dales (with training funded externally). Officer time will be allocated to support these events, encourage more Dales businesses to sign up to the Inspired by the Peak District brand and to help pilot the proposed local ambassadors scheme. Proposals for improving the Matlock Bath Illuminations event and Markets Improvement initiative are subject to separate Committee reports (the later on this agenda). Other small scale project activity will be supported from the existing Economic Development budget.

Given the ability to tailor projects according to external funding availability, the financial risk is assessed as low.

### **4.3 Corporate.**

The draft plan has been developed to reflect the District Council's economic priorities and to align, where appropriate, with the priorities of key partners such as the DMO and LEPs. Overall, the corporate risk is assessed as 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.

## **CONTACT INFORMATION**

Steve Capes, Head of Regeneration and Policy  
01629 761371, email [steve.capes@derbyshiredales.gov.uk](mailto:steve.capes@derbyshiredales.gov.uk)

## **BACKGROUND PAPERS**

None

## **ATTACHMENTS**

Appendix 1 Draft Visitor Economy Plan 2015-2019  
Appendix 2 Summary of EIA findings April 2015

## **1. Introduction**

A strong visitor economy is important to the economic health of the Derbyshire Dales. Generating an estimated £315m in visitor spend it provides employment, offers business opportunities and helps sustain local services – but there is room for growth. To grow the value of the sector visitors need to be encouraged to spend more when they come. Promoting the special qualities of the Dales, improving the visitor ‘welcome’, providing better experiences and working towards a higher value visitor offer will help achieve this.

This plan takes its lead from the District Council’s Economic Plan. Drawing on the area’s distinctive rural offer, proximity to urban markets and already high visitor numbers (relative to other Derbyshire districts), the aim of the plan is:

**AIM:**

***To develop a higher value visitor economy in the Derbyshire Dales***

Doing everything needed to achieve this aim is a ‘big ask’ of the District Council and is not the purpose of this plan. Rather, within the context of available resources, effort will be focused on three priorities where District Council intervention can make a difference, complementing and adding to the activities and investments of our partners and other key stakeholders:

**PRIORITIES:**

- 1. Support businesses within the visitor economy to exploit key markets and supply chain opportunities***
- 2. Promote the Derbyshire Dales and Peak District as an inspiring place to live, work and visit***
- 3. Improve the quality of the visitor experience offered in the Derbyshire Dales***

The actions that follow aim to help visitor economy businesses realise their growth potential, create new jobs and support an uplift in value within the sector, capitalising on the advantages of the Dales location.

Drawing on available evidence, the plan supports Visit England objectives for growing rural tourism, the Visitor Economy Growth Plan prepared by the Visit Peak District & Derbyshire DMO and earlier work on a (draft) Destination Management Plan for the Peak District. The plan also aligns with the Local Enterprise Partnerships’ strategic economic plans for growth and funding priorities which offer opportunities to grow the rural visitor economy. Continued close working with Peak District partners will be important here in order to secure limited external funds.

## **2. Value of the Visitor Economy**

The visitor economy includes those businesses which derive a significant proportion of their day to day business from visitors i.e. accommodation providers, food services, attractions, museums, sporting and leisure facilities, travel agencies and tour operators. Many retail and creative industry businesses also rely on the visitor pound.

The visitor economy can help sustain important services for rural communities such as village shops, post offices and pubs. It also provides opportunities for rural businesses to supplement their income e.g. through farm diversification and entry level employment opportunities, often for younger people.

#### National picture

Estimates suggest the visitor economy is worth £106bn in England with the sector supporting some 2.6m jobs. Its value is projected to increase to £216bn by 2025<sup>1</sup>.

Regarding visitors to the countryside, Visit England<sup>2</sup> research indicates 70% of staying visits are made by two groups: families and 'empty nesters' (adults whose children have left home). Over 40% of visitors in employment work in higher paid professional / managerial occupations (the most represented socio-economic group).

Shorter breaks continue to make up the majority of domestic trips. Some 60% of trips to the countryside are short breaks (1-3 nights). Visit England estimate the average British adult took two domestic tourism trips of one night or more in 2013, stayed away from home for approximately three nights per trip and spent in the order of £190. Trips to the countryside have also increased since 2006 (2.7%) compared to a slight fall in trips to the seaside.

#### Peak District

The Peak District and Derbyshire receive an estimated 39m visits p.a. worth over £1.7bn<sup>3</sup>. The majority of visits are during the six months between May and September and repeat visits are high. Due to the Peak District's central location, most are day visits (approx. 90%) - some 16m people live within an hour's drive of the National Park boundary. Of those staying, estimates suggest around 170,000 are overseas visitors contributing in the order of £64m<sup>4</sup> to the local economy, significantly more per head than any other visitor.

Approx. 12,500 people are employed within the Peak District visitor economy (Derbyshire Dales, High Peak and Staffordshire Moorlands) comprising 14% of total employment. Although the visitor economy has recently seen employment growth, the sector is generally characterised by part-time working and low wages, contributing to the low wage economy in the Dales - at £340 p.w. average workplace earnings are nearly 20% below the national average of £412 p.w.<sup>5</sup>

#### Derbyshire Dales

The Dales receive around 5m visits a year worth an estimated £315m p.a.<sup>6</sup> to the local economy. Part of the Peak District destination Dales villages, market towns, cultural attractions and stunning landscapes draw large numbers from the surrounding cities. Again, most are day visits (although a higher proportion - 15% - stay in the Dales) with visitors coming for the scenery, to sightsee or pursue outdoor activities. The visitor economy (including the 7% directly employed in tourism businesses) accounts for 16% of total employment, providing work for an estimated 5,000<sup>7</sup> people.

Derbyshire Dales has the largest volume of visitor accommodation in Derbyshire with over 1,230 accommodation establishments, approximately half the number in Derbyshire. Serviced accommodation makes up 30% and non-serviced the remainder.

---

<sup>1</sup> Deloitte 2013

<sup>2</sup> Great Britain Tourism Survey 2013

<sup>3</sup> STEAM 2011

<sup>4</sup> International Passenger Survey 2012

<sup>5</sup> ASHE 2012

<sup>6</sup> STEAM 2013

<sup>7</sup> BRES 2013

Recent estimates of the economic impact of tourism suggest that despite a slight fall in visitor numbers since 2011 and lingering uncertainty within the economy, visitor expenditure has steadily grown. It also shows that despite the high proportion of day visitors, staying visitors contribute most to the Dales economy, both in terms of spend per head and overall spending:

STEAM 2013	Staying Visitors			Day Visitors			All Visitors		
	2013	2012	2011	2013	2012	2011	2013	2012	2011
No. Visitor Days	2.76m	2.74m	2.81m	4.20m	4.25m	4.33m	6.96m	6.99m	7.14m
Visitor No's	0.71m	0.70m	0.71m	4.20m	4.25m	4.33m	4.91m	4.95m	5.04m
Economic Impact	£173m	£163m	£160m	£142m	£139m	£136m	£315m	£302m	£296m

### 3. Visitor Perceptions and Behaviours

Although visitor satisfaction is above the English average and the Peak District remains on the list of top performing English destinations (14<sup>th</sup> out of 14), surveys<sup>8</sup> suggest the area is being out-performed by other rural areas / National Parks. The destination has also lost ground to other destinations since the previous survey. Drilling down into available data (2011-12), the destination performs above average in areas such as:

- ↑ access to unspoilt countryside
- ↑ a clean and tidy environment
- ↑ a place where visitors feel safe and secure
- ↑ interesting towns and villages to visit
- ↑ welcoming and friendly people

...the first three being the high level strengths identified as essential to maintaining overall satisfaction levels. However, other aspects of the Peak District visitor experience are considered average or below average:

- = high levels of customer service
- = good range of outdoor activities
- ↓ easy to get around by public transport
- ↓ clear signposting that helps you find your way around the destination
- ↓ opportunities to eat and drink local food and produce
- ↓ availability of festivals, music, sporting and cultural events

In terms of changes in visitor behaviour, the internet is now the starting point for a visitor when researching their trip and planning things to do during their stay. Review sites and social media have changed the way visitors make decisions. Visitors want access to information 'on the go' and visitor economy businesses need to keep pace.

70% of trips where a firm booking is made are now completed on-line and the volume of trips booked this way has more than doubled since 2006. Nearly a quarter of domestic trips (24%) booked in advance are booked the week before. Visitors are looking for last minute deals, particularly for short breaks when the weather is good.

Driven in part by the ability to instantly compare destinations online, visitor expectations continue to increase. According to Visit England, visitors prioritise '*authentic experiences, quality and value for money*'. Businesses in the Derbyshire Dales therefore need to continuously improve their offer to attract new and repeat business.

<sup>8</sup> VE Brand & Satisfaction Tracker 2013-14

#### 4. Strategic Fit

The central aim of the **District Council's Economic Plan 2014-2019** is to help develop a higher value economy in the Derbyshire Dales. The approach is to encourage growth in existing higher value sectors and raise productivity in sectors of lower value, including the visitor economy. The plan identifies the visitor economy as a key sector, with opportunities to stimulate enterprise and supply chain development, and a need for better paid jobs generally within the rural economy. The Council's Visitor Economy Plan has been developed within this context.

**Visit England's** ten year tourism strategy<sup>9</sup> targets 5% growth year on year in the value of tourism with its Rural Tourism Action Plan identifying three priorities to stimulate growth:

- *diversifying and modernising rural tourism products to generate business opportunities suited to local environments and communities;*
- *increasing consumer awareness, understanding and enjoyment of rural products and experiences; and*
- *encouraging rural communities and economies to benefit from the value of rural tourism.*

The concept of 'wise growth' continues to be promoted, encouraging a responsible and sustainable approach to growing tourism.

**Local Enterprise Partnerships (LEPs)** also recognise the sector's growth potential. **D2N2** has identified the visitor economy as a key sector for targeted investment to help meet its ten year targets for job creation and GVA. To guide its investment programme, Colliers International prepared a visitor economy review and capital investment study for the LEP, prioritising potential activity on the basis of deliverability and impact. As a result, D2N2 has published its own Visitor Economy Action Plan. Investment priorities of particular relevance to the Dales and Peak District include:

- *attracting more hotel chains to the area*
- *supporting the development of more anchor attractions*
- *SME support programmes aimed at clusters of attractions and visitor economy businesses, guided by local destination development plans*
- *promoting and improving markets as assets to the visitor economy*
- *identifying and addressing broadband and mobile phone connectivity 'black spots'.*

The **Sheffield City Region (SCR)** LEP recognises the growth potential of sport, leisure and tourism, particularly in destinations like the Peak District. Opportunities for business start-ups and supply chain development within the sector are also well understood.

Both LEPs have allocated part of their European funds to encourage growth from rural tourism. The locally delivered LEADER approach also offers opportunities to develop the sector through its rural tourism, micro-enterprise and farm diversification strands.

The **Visit Peak District & Derbyshire DMO** has adopted Visit England's target of 5% growth p.a. Its Growth Plan<sup>10</sup> aims to help generate £1.36bn additional visitor spend and 8,500 new jobs within the sector (job creation target revised to 2.3% to reflect anticipated growth based on STEAM data) up to 2023. The plan will guide D2N2's spending to help grow the visitor economy in the Peak District and Derbyshire. Priorities include:

- *maximising the impact of the visitor economy in key destinations*
- *increasing capital investment to improve the visitor offer*
- *maximising the potential for growth through tactical marketing campaigns.*

---

<sup>9</sup> Strategic Framework for Tourism 2010-2020

<sup>10</sup> Peak District and Derbyshire Growth Strategy for the Visitor Economy 2014-2020

Earlier work led by the DMO and Peak District National Park Authority to prepare a draft Peak District Destination Management Plan has also been taken into account. Shaped through engagement with a range of stakeholders, including the District Council, the plan identifies six themed objectives:

- *marketing and establishing the Peak District brand*
- *developing the destination product*
- *improving the visitor experience*
- *improving visitor infrastructure*
- *improving quality of service and sector skills*
- *a need for better research and analysis.*

Although yet to be formally adopted, the work undertaken to prepare the draft established a consensus amongst partners on the main challenges and opportunities for the destination and potential areas for action, several of which have informed activity proposed within this plan.

With more than half the district within the National Park, the **Peak District National Park Management Plan** is also relevant. The management plan recognises the opportunity to grow the value of tourism by encouraging more people to explore the National Park and to spend more money locally. The strategic focus is on increasing visitor numbers at times of the year when there is capacity, encouraging staying visitors to stay longer and finding other ways of increasing spending whilst at the same time encouraging visitors to leave a smaller environmental footprint. Key delivery aims include:

- *promoting opportunities for tourism across the Peak District as one of England's most significant tourism brands*
- *enhancing the quality of the visitor experience, including by developing connections to neighbouring urban areas, encouraging sustainable travel and managing development at popular visitor 'hubs'*
- *championing the development of environmentally orientated products and services*
- *improving the quality of the tourism offer compatible with the special qualities of the National Park*
- *raising the brand profile and value of Peak District products and services.*

Led by **Business Peak District** (working with other local partnerships including the DMO, Nature Peak District and Peak District Partnership) the **Enterprise Peak District package** identifies a number of initiatives seeking LEP support to stimulate economic growth. Priorities include: *improving access to finance to help grow Peak District businesses, extending the reach of business support programmes, promoting the Inspired by the Peak District brand, supply chain and skills development activities and encouraging business development opportunities associated with the growth of cycling.* This plan aims to further develop these initiatives from a visitor economy perspective.

As well as promoting their own destinations a look at tourism plans in **neighbouring authorities** confirms recognition of the value of the Peak District as an 'attract' brand and opportunities for visitor dispersal once people are here. The Staffordshire Moorlands Tourism Strategy also highlights the key role of market towns as visitor hubs. The relationship with larger urban areas is also important with Derby City identifying its proximity to branded attractions such as the Peak District as an important strength. Mutual economic benefits have also been identified within key visitor markets such as cycle tourism, with opportunities to link investments in infrastructure within the Peak District to projects such as the city's new £28m velodrome development.

Within this wider context, the following section analyses the Derbyshire Dales tourism product as it is now and potential opportunities to enhance the value of the visitor economy in the future.

## 5. The Derbyshire Dales – current ‘offer’ and opportunities for growth

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Peak District National Park – internationally recognised visitor destination</li> <li>• Exceptional landscape quality and character market towns and villages, several acting as visitor hubs and destinations in their own right</li> <li>• Central location</li> <li>• Peak District identified as a Visit England ‘attract’ brand</li> <li>• Significant heritage offer including Chatsworth, Haddon Hall and Derwent Valley Mills WHS</li> <li>• Independent retailers and specialist shops in market towns e.g. Ashbourne and Matlock antique clusters, mixed with national brands</li> <li>• Established programme of festivals and events e.g. Well dressings, farmers markets, Matlock Bath illuminations and Peak District Summer of Cycling inc. Eroica</li> <li>• Good range of self-catering accommodation and camping and caravan sites</li> <li>• Excellent, accessible walking and cycling routes, growing reputation for leisure cycling and continuing Government investment in the cycle network</li> <li>• Range of other attractions including Carsington Water, Heights of Abraham and Gullivers Kingdom plus host of open gardens</li> <li>• Access to visitor information within the market towns and other visitor hubs</li> <li>• Enterprising rural communities and active voluntary and community sector</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Visitor economy jobs often low skilled, part time and low paid</li> <li>• Dominance of the day visitor market</li> <li>• Lower visitor spending when compared to other National Parks / rural areas</li> <li>• Public transport links within the area and high number of car based trips</li> <li>• Access to fast broadband and inconsistent mobile phone coverage</li> <li>• Lack of hotel and serviced accommodation</li> <li>• Variable quality in levels of customer service, including within food services and retail and in the quality of the retail offer</li> <li>• Variable quality of some attractions and lack of indoor attractions</li> <li>• Inconsistent signage</li> <li>• Shops closed on Sundays in some market towns</li> <li>• Limited business tourism (14% of trips to Derbyshire) and evening economy</li> <li>• Limited up to date intelligence on the local visitor market including visitor profiles and habits and on occupancy rates of local accommodation</li> <li>• Limited budgets to support tourism development and promotion</li> <li>• Limited visitor accommodation for people with disabilities</li> <li>• Some traffic congestion in the summer months</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Proximity to urban markets and improving the local supply chain to the visitor economy to increase value from tourism spend</li> <li>• Enhancing the quality of the Dales offer to attract higher spending visitors</li> <li>• Further developing the short break market</li> <li>• Local food &amp; drink offer and demand for UK produced farm products</li> <li>• Wider take-up of the ‘Inspired by the Peak District’ brand</li> <li>• Growth opportunities in cycle tourism</li> <li>• Increasing take up of quality and environmental accreditation schemes</li> <li>• Increasing the direct business benefits of local festivals and events</li> <li>• Improving the visitor ‘welcome’, signage and interpretation</li> <li>• On-line marketing opportunities and better use of social media</li> <li>• Planned investments in and around the Peak District e.g. Buxton Crescent &amp; Peak Resort</li> <li>• Better integration with the health &amp; wellbeing agenda</li> <li>• Local people and businesses e.g. in retail and catering acting as ‘ambassadors’ for the area</li> <li>• LEP / EU funding opportunities, including LEADER, to support rural tourism development</li> <li>• Established cross border partnership working arrangements</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Squeeze on disposable income limiting the spending power of visitors</li> <li>• Austerity measures impacting on public spending and the future delivery of discretionary services</li> <li>• Impact on the high street / independent retailers of on-line shopping</li> <li>• Slow uplift in rural broadband speeds plus some remoter areas only able to access a basic service</li> <li>• Keeping up with increasing visitor demands and expectations</li> <li>• Other rural destinations raising their profile / ‘getting their act together’</li> <li>• Businesses unable or unwilling to invest in high quality facilities and services</li> <li>• Not keeping pace with technology / changing visitor behaviours</li> <li>• Poor image of the sector as a career path</li> <li>• Negative attitude towards tourism amongst some residents</li> <li>• Weather (mainly an outdoor destination)</li> </ul>

## 6. Growing the Value of the Visitor Economy

The key to growing the visitor economy is making it more productive. Currently the Dales and wider Peak District underperform compared with other rural / National Park destinations. For example, whilst GVA at £50k per employee (from the rural economy as a whole) is on a par with areas such as the Yorkshire Dales, at £122m p.a. compared to £129m p.a.<sup>11</sup> visitor spending is lower in the Peak District National Park despite the area attracting both a higher number of trips and bed nights.

Alongside earlier evidence this highlights both a need and opportunity to look at where the destination could reduce this gap in spending by capitalising on the advantages offered by its location and, working with local partners, enhancing the experiences it has to offer. Considering its special qualities and proximity to urban centres it could be argued the Dales and wider Peak District destination is still 'punching below its weight' - this needs to change.

To help generate greater value from the sector and to complement the work of partners, attention needs to focus in the following areas:

- **A more concerted effort to develop the short break market** – The Dales central location and distinctive rural offer provides further potential to grow the short break market. The area offers the opportunity to 'get away from it all' to enjoy superb landscapes and the great outdoors without travelling hours to get here (or get home).

Emphasis needs to be placed on promoting the unique experiences visitors can expect whilst they are here and the range of things they can do to make the most of their time away. **Walking, cycling and local food & drink** all offer opportunities to exploit with marketing campaigns tailored towards different types of visitor, from the young professional to families and empty nesters. Encouraging accommodation providers to offer promotions linked to Dales events to persuade visitors to 'stay the extra day' and actively seeking investment in a range of hotel accommodation within the area would also help develop this market.

- **Greater emphasis on quality** – providing a high quality visitor experience from start to finish is essential if the visitor economy is to realise its growth potential. Part of this is about improving the skills of those working within and entering the sector. It's also about improving the quality of the local tourism 'product'.

As evidenced by recent surveys<sup>12</sup> as well as strengthening the visitor welcome and service customers receive, businesses within the wider visitor economy need to be encouraged to develop new skills, particularly to improve their web presence, more effectively utilise social media and respond to visitor feedback online. With micro-businesses dominating the sector, support needs to be tailored to meet their needs by providing training in rural venues, in 'bite sized' chunks and at times to suit the business. Help to improve supervisory and management skills and greater promotion of higher level apprenticeships and graduate recruitment opportunities will also help drive up skill levels within the sector. Opportunities for partnership working with the DMO, e-business club, University of Derby and other partners will be explored to help improve access to training and support for businesses across the visitor economy. Activity will support and align with D2N2's Skills Action Plan for the Visitor Economy.

Other activity to improve the quality of the visitor experience needs to be focused on established Dales visitor hubs and initiatives to maximise opportunities in key markets (see over).

---

<sup>11</sup> Great Britain Tourism Survey 2013 – domestic tourism only

<sup>12</sup> D2N2 Visitor Economy Skills Survey (2014)

- **Focusing product development activities on growth markets** – boosted by events such as London 2012 and the Tour de France ‘Grand Depart’ (Yorkshire), the popularity of cycling continues to increase. Over 2m<sup>13</sup> adults in England now cycle at least once a week.

The wider Peak District Cycling Strategy sets out the following ambition for the area: *‘to be one of the premier places to cycle... using the iconic landscapes of the Peak District as the inspiration for a diverse cycling experience for everyone, encouraging sustainable travel and delivering lasting health, economic and community benefits’*. The positioning of the National Park between large urban areas offers significant opportunity to grow the cycle tourism market. Increasing the number of recreational cycling visits from the surrounding area will help increase spending within the visitor economy, leading to an increase in jobs and GVA (circa £50k of visitor spend is estimated to deliver 1 FTE and every £1 of visitor spend generates 39p of GVA<sup>14</sup>).

The cycle network continues to benefit from significant levels of investment. Following the successful re-opening of the four disused rail tunnels along the Monsal Trail, a further £5m is being invested via the second phase of the Pedal Peak project, including connecting the Trail at Bakewell into Matlock. Completion of the overall programme will help increase connectivity with urban populations and put some 3.5m people in reach of the cycle network in the National Park.

The Dales is also the location for the Eroica Britannia Vintage Cycle Race which, in 2014 saw over 1,500 cyclists compete from 45 countries worldwide (including Thailand, Australia, Canada, Brazil, China, USA and parts of Europe), many bringing relatives and friends to spectate. The estimated economic impact of the event in Bakewell alone was over £1m and coverage of the race also featured on the BBC, ITV and SKY, showcasing the Dales to millions. The number of competitors is set to double in 2015.

Providing a better ‘welcome’ for cyclists generally will complement existing activity. Initiatives such as the National Park’s Cycle Places Friendly Grant have begun to address this but further work is needed to develop a critical mass of cycle friendly businesses in the Dales to help grow the contribution of cycling to the visitor economy.

There is also scope to further grow the walking market. Trail walking i.e. from place to place, often as part of a challenge or event is becoming increasingly popular and can generate significant economic benefits as walks are usually completed in groups and the longer distances involved require overnight stays. Opportunities exist to develop themed experiences for walkers along popular routes e.g. around local food and drink, to help increase spending.

- **Raising the profile of locally produced products and services** – encouraging more visitors to buy local products and use local services during their visit will help retain more of the visitor pound within the Dales economy.

The ‘Inspired by the Peak District’ brand is helping local businesses develop a marketing edge from their association with the high quality Peak District environment. Over 160 businesses from across the area are now signed up to the brand. However, there is significant scope to encourage more food & drink, creative, retail and other visitor economy businesses in the Derbyshire Dales to adopt the brand and raise its profile.

Creating opportunities for local businesses to showcase their products and services and supply new customers will also help stimulate growth within the sector. As well as encouraging more

---

<sup>13</sup> Sport England Active People Survey 2014

<sup>14</sup> Colliers Stage 2 Report: D2N2 Tourism Impact Study 2014

local businesses to supply to each other, support is needed to better prepare Dales business to access wider procurement opportunities, including those associated with proposed tourism investments within the surrounding area.

- **Providing information the visitor wants, the way they want it** – in partnership with local businesses the District Council has established a network of Visitor Information Points (VIPs) at strategic locations across the district. As part of the current work programme, measures are being taken to slim down the level of support required from the Council and help VIPs become more sustainable in their own right.

From a Peak District perspective, the recent DMO review has reinforced the organisation's primary role i.e. to market the area to visitors. A slimmer organisational structure has also emerged with greater emphasis on a partnership approach to delivery, working with both the public and private sectors. Going forward the DMO will promote two brands: the 'Peak District', retained as the attract brand with 'Experience Derbyshire' used to promote the wider county offer. Providing information on what visitors can do whilst they are here is therefore down to the industry, District Council and other local partners. To maintain a co-ordinated approach (whilst keeping costs down), more emphasis needs to be placed on partnering with other Peak District organisations on visitor information and shifting the focus from print to digital, prioritising material which showcases the best of what the Dales has to offer. Historic houses, floral gardens, character market towns and villages, and local festivals and events remain priorities to feature, with emphasis on the authentic experiences on offer. Plugging gaps in visitor information should also form part of the approach, particularly where this will help generate further spend locally.

- **Maintaining vibrant visitor hubs** – the D2N2 Visitor Economy Action Plan identifies Ashbourne, Bakewell, Matlock and Matlock Bath as important visitor 'hubs' and destinations in their own right. As focal points for visitors offering a range of services and facilities it is important these centres remain vibrant, attractive places to visit and spend time.

By keeping these centres clean and tidy, providing facilities such as public toilets and markets and supporting local events, the District Council already plays its part. Several also have active business partnerships and/or town teams working at the local level to improve them. New activity needs to focus on supporting local partnerships to improve tourism infrastructure within visitor hubs and initiatives to enhance their individual appeal to visitors.

- **Ensuring the plan delivers for local people as well as visitors** – it's important that local people and the wider business community are involved in initiatives to encourage tourism and in helping promote the attributes of the area to visitors.

Community led rural development programmes like LEADER offer the opportunity for local people to deliver rural tourism initiatives including those involving the promotion of local heritage assets. These projects help to broaden the local tourism offer and spread economic benefits wider. There are also opportunities to encourage retailers, food and drink businesses and other service providers to be more 'on message' and play a role in promoting local things to see and do. A warm welcome and a little local knowledge can encourage visitors to extend their visit and contribute more to the local economy. It also encourages them to come back.

Sometimes negative perceptions of the visitor can cloud the wider benefits tourism investments can bring for residents. New visitor infrastructure, such as walking and cycle trails, offer significant opportunities to improve the health and wellbeing of local people and these benefits need to be promoted too.

## 7. Priorities & Actions

The plan provides a framework for the District Council's activities and contribution to partnership working over the next five years. The actions proposed under the three priorities are set out below (key actions in **bold**).

The views of key partners have been sought to inform the plan. However, the Council recognises the need to involve other stakeholders as it develops. Ongoing wider engagement will therefore take place to update and develop the plan's actions. An inclusive approach to implementing the plan will be adopted, with the aim of delivering a first class experience to all visitors to the Dales.

### ***PRIORITY 1: Support businesses within the visitor economy to exploit key markets and supply chain opportunities***

#### Actions:

- a) **Implement the Pedal Peak Business Initiative within the Derbyshire Dales – creating a cycle friendly destination for all, supporting the development of cycle-friendly business clusters and encouraging cyclists to stay one or more nights**
- b) **Support the delivery of the annual Eroica Britannia Vintage Cycle Race and promote the 100 mile long route as a year round visitor attraction for the Dales, including:**
  - mapping the route in both print and digital formats
  - signing the route throughout its length
  - supporting accommodation businesses along the route to provide a first class welcome and facilities for cyclists
  - making information available on local food and drink stops, public transport options and places to visit
  - marketing to promote cycling the route as a short break holiday or challenge
- c) **Encourage more food & drink, creative and retail businesses in the Derbyshire Dales to sign up to the Inspired by the Peak District brand**
- d) Work with partners to deliver 'learn to pitch' workshops and secure funding for a further trade fair event for the sector to help small and micro-businesses, including Inspired by the Peak District businesses, develop market and supply chain opportunities
- e) Work in partnership with the Peak District National Park Authority and Derbyshire County Council to promote use of the Monsal Trail extension (Bakewell to Matlock) as part of the White Peak Loop
- f) Develop pilot walking experiences linked to public transport, encouraging visitors to sample local food and drink, made available as digital downloads
- g) Organise business briefings ahead of key festivals and events to consider ways to increase the duration of visits and maximise local economic benefits

### ***PRIORITY 2: Promote the Derbyshire Dales and Peak District as an inspiring place to live, work and visit***

#### Actions:

- a) **Focus marketing campaigns on the year round short break market, promoting distinctive experiences linked to local products and events** e.g. themed multi-day routes (two day 'Dales Weekend Walks') with accommodation and local business information available on-line

- b) **Work in partnership with Visit Peak District to promote the Derbyshire Dales as part of the Peak District brand and ensure these marketing opportunities are maximised by Dales businesses**
- c) **Partner, where appropriate, with local agencies to produce joint visitor information showcasing the distinctive experiences on offer in the Derbyshire Dales, focusing increasingly on producing information in mobile friendly, digital formats**
- d) **Pilot a 'local ambassadors' scheme within a visitor hub with traders, attraction owners and others, providing training and support to better equip businesses to welcome visitors and promote the area's offer**
- e) Co-ordinate and maintain the existing network of Visitor Information Points in the Dales, working with providers to help them become more independent in the longer term
- f) Work with the Peak District National Park Authority to develop a long term solution to providing visitor information services in Bakewell
- g) Fill key gaps in visitor information, including the production of a Caravan and Camping guide for the Derbyshire Dales

***PRIORITY 3: Improve the quality of the visitor experience offered in the Derbyshire Dales***

Actions:

- a) **Improve directional signage and interpretation at key locations to improve visitor orientation including Matlock Bath to Cromford and off the Monsal Trail to Bakewell, Rowsley and Matlock and assist local partnerships access external funding to help improve tourism infrastructure within recognised visitor hubs**
- b) **Implement a markets improvement initiative to help revitalise traditional stall markets in Dales towns**
- c) **Work with partners to increase opportunities for businesses within the wider visitor economy to access customer service, supervisory, website and social media training within the Dales**
- d) Deliver an improved Matlock Bath Illuminations event from 2015, including additional entertainment, themed family events and the opportunity to purchase discounted tickets on-line in advanced, and encourage more local businesses to support the event
- e) Help promote and facilitate hotel development opportunities at appropriate locations in the Dales and engage with providers to raise awareness of key visitor initiatives
- f) Continue to pursue external funding for the 'Dales Destinations' programme in partnership with Derbyshire County Council to improve town centre public realm
- g) Work with Business Peak District to promote the value of apprenticeships within the visitor economy, including raising awareness of higher level apprenticeships e.g. in Hospitality Management and Social Media & Digital Marketing, and grant incentives available to employers
- h) Work with the University of Derby (Buxton Campus) to encourage more Dales businesses to consider student internships e.g. to help develop a businesses' on-line activities or complete market research, to support the future development of the business
- i) Encourage and assist the development of funding applications to LEADER and other programmes, including applications from tourism businesses to develop their accommodation to provide for people with disabilities
- j) Maintain up to date data showing the size and value of the Derbyshire Dales Visitor Economy and undertake research with Peak District partners to improve understanding of visitor motivations and demands and local business performance to help inform future actions

## 8. Measures of Success

The plan aims to contribute to key outcomes identified within the Council's Economic Plan. Other key indicators will also be used to monitor its impact:

- **Growth in the value of tourism** – 5% increase year on year (direct and indirect visitor expenditure) from baseline estimate of £315m in 2013 (Source: STEAM)
- **Growth in the number of staying visitors** – increase year on year from baseline estimate of 0.715m in 2013 (Source: STEAM)
- **Growth in GVA** – from £1,421m in 2010 to £1,600m by 2020 (Source: BRES)
- **Growth in workplace earnings** – reduce differential between Dales and Derbyshire median weekly pay from £6 in 2013 to zero in 2020 (Source: ASHE)

Targets for individual actions will be agreed in discussion with partners.

**ANNEX 1 - EIA SUMMARY**

<b><i>Title of policy, practice, service or function being assessed:</i></b>		<b>Draft Visitor Economy Plan 2015-19</b>		
<b><i>Purpose of policy, practice, service or function under impact assessment (brief summary):</i></b>		<b>The draft plan aims to develop a higher value visitor economy in the Derbyshire Dales and will guide the District Council's tourism activities and contribution to partnership working over the next five years</b>		
<b><i>Summary of the key issues from the EIA and measures identified to mitigate any adverse impact and promote equality of opportunity:</i></b>				
<b><u>Protected Group:</u></b>	<b><u>Potential impacts / effects:</u></b>	<b><u>Mitigating actions:</u></b>	<b><u>By whom:</u></b>	<b><u>By when:</u></b>
Age	a) Draft plan will encourage visitor economy businesses to consider apprenticeships and student internships which could impact positively on younger people	a) N/A	N/A	N/A
Disability	b) Draft plan recognises the limited provision of visitor accommodation for people with disabilities but no actions proposed  VIPs required to comply with latest equalities legislation via updated SLAs and visitor information carries corporate commitment to provide information in different formats on request  Positive impacts identified from actions in terms of the potential to improve health and wellbeing, including mental health	b) Action added to draft plan to support businesses with applications to the LEADER programme to develop their accommodation to provide for people with limited mobility and other disabilities	N/A	N/A
Race, Gender, Pregnancy & Maternity, Marriage & Civil Partnership, Sexual orientation, Religion or Belief, Gender reassignment	c) No differential impact anticipated	c) N/A	N/A	N/A
Other Groups e.g. people in rural areas / experiencing deprivation	d) Tourism development activities will provide positive impacts by helping to grow the economy (creating local jobs), and encouraging local people to utilise visitor infrastructure e.g. cycle trails	d) N/A	N/A	N/A
<b><i>From the information gathered within the equality impact assessment, does the policy, practice, service or function discriminate (either directly or indirectly) against any protected groups? Please explain your answer</i></b>				
Not at plan level. Further consideration will be given to potential equalities issues regarding specific actions (as appropriate) during implementation.				

**COUNCIL**

23 April 2015

Report of the Head of Community Development

---

**MARKET IMPROVEMENT OFFICER**

**SUMMARY**

This report informs Members of the current situation relating to the District Council's markets, the ongoing work and requirement for further resources to enable effective improvements to take place.

**RECOMMENDATION**

1. That the report be noted.
2. That Members approve the use of the 'Invest to Save' Reserve to finance the post of the Markets Improvement Officer for a period of 18 months.

**WARDS AFFECTED**

Ashbourne, Bakewell, Matlock and Wirksworth

**STRATEGIC LINK**

This report links with the Council's aim to '*improve the quality of life*' within the Derbyshire Dales.

**1 BACKGROUND**

- 1.1 At present, the District Council operates markets in Ashbourne, Bakewell, Matlock and Wirksworth. Over the last 12 months there has been considerable unrest amongst Traders and, although work is ongoing to improve this, resources to support any improvements are limited.
- 1.2 In 2012, the Overview & Scrutiny Committee finalised its review of the District Council's markets and presented an Action Plan to be implemented after its approval on the 22<sup>nd</sup> March of that year. However, the APSE review and the introduction of the Serco waste and recycling contract put an additional strain on resources and the capacity of Officers to deal with the Action Plan as well, resulting in a delay in its implementation.
- 1.3 As part of the restructure of services in 2014, the responsibility for markets transferred from the Environmental Services team to the Community Development team. The management responsibility for markets sits with the Community Events Officer, who is also responsible for Arts and Events (including the Matlock Bath Illuminations), with only 25% of role/time being attributed to the markets.

- 1.4 When the Matlock Bath Illuminations event finished in October last year, work started on the implementation of the Action Plan. Since October, it has become apparent that work is needed to review the actions identified by the Overview & Scrutiny Committee, to ensure they are still necessary and appropriate to current operations. It is also fair to say, given the length of time since the Overview and Scrutiny Committee took place, that further consultation with Traders is needed
- 1.5 Several points have already been contested by market Traders in Bakewell and, in early January, the National Market Traders Federation (NMTF) intervened at the request of those affected. Since that time, a considerable amount of work has gone into trying to improve relations with market Traders in Bakewell and, although there has been progress, much work is still required.
- 1.6 Market Traders were invited to an open meeting with the Head of Community Development and the Community Events Officer on the 9<sup>th</sup> March 2015. Over 20 people attended the meeting, which was chaired by Councillor Geoff Stevens, including local Ward Members, market Traders and representatives from the Town Council and the NMTF.
- 1.7 Market Traders raised a number of issues about the market and questioned the validity of the Action Plan after 3 years. Some of the concerns discussed included the introduction of cashless payments (and, more specifically, Direct Debits); trading along Market Street; consistency in the application of fees and the allocation of stalls
- 1.8 At the meeting, the Head of Community Development agreed, along with local Ward Members, to revisit the Action Plan and work towards presenting and implementing a new one with the Traders and the NMTF.

## **2 CURRENT SITUATION**

- 2.1 Since the meeting held on the 9<sup>th</sup> March, regular correspondence has taken place between the District Council and the market Traders, and a further meeting was held on the 23<sup>rd</sup> March to discuss implementing a fair and consistent fees and charges policy.
- 2.2 The NMTF continue to support the work and approach the District Council is taking, but the implementation of the work required is initially time consuming. With only 25% of the Community Event Officer's role being allocated to this area, the work required to modernise the markets (as well as the implementation of the markets Action Plan) is impractical within the current arrangements. In addition, between August and November, the Officer's time is almost solely devoted to the Matlock Bath Illuminations event.
- 2.3 The appointment of a full time Markets Improvement Officer on an 18 month, fixed term contract, would support the Community Events Officer and Head of Community Development in the much needed modernisation and improvement of the District Council's markets. The role would be specifically focused on the development needs of the markets and market areas. This will include actions highlighted in Appendix 1. The role would look at improvements across all four market towns and it is clear from approaches that have been made to the Council that there is commercial interest locally in creating the right environment and conditions to ensure the success and sustainability of markets for the future.

- 2.4 As the District Council has recently gained the support of the National Market Traders Federation (NMTF) and the National Association of British Markets Authorities (NABMA), as well as positive interest from market Traders and local Members, it is proposed that Members consider a change in direction with regards to its markets; from considering community operated markets to adopting a more effective and commercial management approach to return the markets back into the iconic events they once were.
- 2.5 Improvement to markets to be delivered by the proposed temporary post, would support the economic development and tourism objectives of the District Council. One of the four priorities of the Derbyshire Dales Economic Plan (adopted September 2014) is vibrant market towns, and thriving markets contribute to this. The draft Visitor Economy Plan (elsewhere on this agenda) also highlights the importance of market towns. Ashbourne, Bakewell, Matlock and Matlock Bath are visitor destinations in their own right. By providing thriving markets, the District Council is contributing to the economic sustainability of Dales towns for visitors as well as for local people. In addition, modern markets provide opportunities to sell locally-produced products, which contributes to the wider local economy.
- 2.6 Despite the current downturn in the business of markets across the UK, the District Council could, with some short-term support, turn their market provision into a very profitable service – as seen from the table below:-

<b>Market</b>	<b>Current Occupation / Capacity</b>	<b>Subsidy 2014 / 2015</b>
Ashbourne	2 / 31 (Thursday) 4 / 31 (Saturday)	£24,434
Bakewell	195 / 214	-£126,738
Matlock	3 / 4 Cabins 1 / 20 Stalls (Saturday)	£817
Wirksworth	2 / 22	£2,144

- 2.7 The post of Markets Improvement Officer is currently being evaluated and the pay grade is not yet known. Accurate costs will be given to members at the Council meeting but at the time of writing this report it is estimated that the cost for 18 months will be approximately £35,000.

### **3 RISK ASSESSMENT**

#### **3.1 Legal**

The proposals contained within the report aim to improve a discretionary service. The legal risk is assessed as low.

#### **3.2 Financial**

The cost of the Markets Improvement Officer can be funded from the Invest to Save Reserve, subject to Members' approval. It is expected that increased revenue from stall markets will offset the investment over time.

The report states that the estimated cost for 18 months is £35,000 – the financial risk is, therefore, 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**

Ashley Watts  
Head of Community Development  
Tel: 01629 761367  
Email: [ashley.watts@derbyshiredales.gov.uk](mailto:ashley.watts@derbyshiredales.gov.uk)

#### **6 ATTACHMENTS**

Appendix 1 : Market Improvement Programme - Actions

### Market Improvement Programme - Actions

Action	
1	To proactively advertise vacant stalls and work with relevant colleagues to fill them more effectively.
2	To present options for the use of new technology to support cashless payments and the online allocation of stalls.
3	To understand local need by working with Town Councils and interested Community Groups in the improvement and promotion of markets (i.e. Wirksworth NOW Group).
4	To support the Community Events Officer / Head of Community Development in the implementation of the Markets Action Plan.
5	To improve relations with Market Traders.
6	To create and promote a Derbyshire Dales market 'brand'.
7	To improving the customer experience by engaging with visitors.
8	To increase the revenue generated by the markets by developing a more commercial approach.

COUNCIL  
23 APRIL 2015

Report of the Head of Regeneration and Policy

---

## SERVICE REVIEW PROGRAMME 2015/16

### SUMMARY

The report sets out the findings of the 2014/15 Service Reviews and recommends a review programme for 2015/16.

### RECOMMENDATIONS

1. The 2015/16 Service Review programme is approved
2. The findings of the 2014/15 Service Reviews are noted
3. Progress with ongoing reviews and joint projects is noted

### WARDS AFFECTED

All

### STRATEGIC LINK

Service Reviews to generate substantial savings, whilst driving improvement, supports all the District Council's aims. In particular the reviews help to ensure that the District Council continues to provide excellent services and make savings necessary to achieve a sustainable budget.

---

## 1 SERVICE REVIEWS 2014/15

1.1 Council on 14 July 2014 approved the programme of Service Reviews for 2014/15. Service Reviews are carried out with the intention of achieving significant savings, to contribute towards the overall savings target identified in the Medium Term Financial Plan, and driving improvement. For each of the current service reviews, the update below indicates progress and any savings identified.

1.2 **Development Management** – Lead officer: *Jon Bradbury*

An update on the Development Management review was approved by Council on 20 November 2014, which considered a report on the service from the Planning Officers' Society Enterprises. The report highlighted five areas on which to concentrate:

- Integrated Planning Service
- Development Management from Development Control
- Officer/Member Relationship

- Processes and Procedures
- Structure.

Groups have been established to consider these areas and are now formulating action plans. Progress has already been made in respect of Integrated Planning Service and Officer/Member Relationship. A full report and implementation plan, including savings identified, will be prepared for CLT consideration prior to being brought to Council.

### 1.3 **Housing** – Lead officer: *Rob Cogings*

The scope and methodology for the Housing review were approved by the Community Committee on 16 October 2014, with an immediate aim of identifying cost savings and improvement opportunities. The review team has met three times. Running in parallel to the review the housing team has continued its work to channel shift services and this has been further assisted by the re-procurement of the Home-Options system which builds in further efficiencies to the housing register and homelessness system.

The review team has explored possible options for delivering housing services in a different way, although the pros and cons of different approaches need more detailed assessment. The next stage of the review will focus on how further efficiencies and savings can be achieved, the affordable housing development needs in future years and the likely numbers that can be achieved.

### 1.4 **Highways** (agency work) – Lead officer: *Heidi McDougall*

The scope of the Highways review was approved by the Environment Committee on 18 December 2014. It has been confirmed that Derbyshire County Council will not in 2015/16 cut the grant they pay the District Council for carrying out certain highways functions on an agency basis on their behalf. This review has therefore been rescheduled to complete by the end of December 2015, in order to prepare for a potential cut in payments in 2016/17. At present no savings have been identified.

### 1.5 **Reprographics** – Lead officer: *Jim Fearn*

The review team submitted a report to CLT on 26 March 2015. A reduction in lease and ink costs for reprographics equipment suggests that replacement of current provision would save nearly £4,000 per year. In addition, the amount of printing is reducing as a result of changes including the digital-first policy towards committee papers and the outsourcing of revenues and benefits. The review will recommend a reduction in the overall number of printer/copiers and further savings via a new requirement to print mono and double sided by default.

### 1.6 **Matlock Bath Illuminations** – Lead officer: *Ashley Watts*

A review of the Illuminations was considered by the Corporate Committee on 15 March 2015, where changes were agreed to the duration of the event, to the charging and sales structure, and to the nature of what is on offer. It was also agreed that a proportion of any surplus generated by the event be re-invested in improving it for future years. No savings were identified.

### 1.7 **Transformation** (Lead officer: *Steve Capes*)

On 20 November 2014, Council approved the procurement of new leisure management software including an online bookings and payments system. Installation of the system began on 20 January 2015, with the first phase going live at the end of February 2015, including online bookings for leisure centre members. Implementation of final elements, including electronic payments, is due in June 2015. Any increase in income at leisure centres as a result of the additional capabilities of the new system will be incorporated in leisure budgets.

Transformation updates were included in the Autumn and Spring core briefings to all employees, with the former being delivered by members of the Transformation Team.

The next transformation projects proposed are to

- (i) pilot mobile working in the Clean and Green Team between May and October 2015 (project lead – Phil Campbell)
- (ii) implement agile/mobile working in Regulatory Services via the Development Management review (project lead – Amanda Goodwill)
- (iii) implement a corporate electronic document management system, initially in Regulatory Services (project team to be identified)
- (iv) develop a self-service HR system that allows electronic leave booking and expense claims (project lead – Deborah Unwin)
- (v) identify channel shift ‘champions’ in each department tasked with proactively seeking and progressing opportunities to shift more transactions online.

### 1.8 **Tourism** (Lead officer: *Paul Wilson*)

The review’s recommendations were approved by the Environment Committee on 17 July 2014, and a £23,000 reduction in revenue expenditure from 1 April 2016 at Bakewell Visitor Centre has already been built into the Medium Term Financial Plan.

Implementation of other recommendations is underway, including integration of tourism and economic development activity including business support; preparation of a new Visitor Economy Plan (to be considered by Council along with a publications review and Visitor Information Point review); and promotion of the ‘Inspired by the Peak District’ brand.

### 1.9 **Leisure** (Lead officer: *Ashley Watts*)

An update on the Leisure review was approved by the Community Committee on 16 October 2014 identifying initial savings of £111,500. Since then, a consultant has been appointed to conduct the next stage of the review and a Members workshop held in February 2015. It is anticipated that a full report with options for further savings will be brought to Members in July 2015.

### 1.10 **Overtime** (Lead officer: *Karen Henriksen*)

Implementation of recommendations commenced in 2014, and any savings will be quantified when the final accounts for 2014/15 are produced.

1.11 **Administration** (Lead officer: *Sandra Lamb*)

The Administration Review was approved by Council in January 2014, and the Business Support Team went 'live' in June 2014. The ongoing savings identified were £200,000. So far savings of £129,000 have been made up to March 2016. A further £71,000 has been identified for future years.

1.12 **Discretionary grants** (Lead officer: *Tim Braund*)

The review's recommendations were approved by Community Committee on 2 April 2014, and the £20,000 reduction in capital expenditure has already been built into the capital budget. With regard to implementing the review, a draft service level agreement is now with Derbyshire Dales Council for Voluntary Service for their consideration. It is hoped that this will enable us to transfer the revenue and capital funds from in April 2015. An ongoing saving of £15,000 has been incorporated into the revenue budget.

## **2 OTHER EFFICIENCY PROJECTS**

2.1 In addition to Service Reviews, the District Council have taken part in a countywide study to look at the options for the future of Building Control. The study recommends moving to a single countywide service, based on a public sector company model. The study includes predicted figures that suggest that the new service would aim to generate a surplus within five years if all councils in Derbyshire signed up.

2.2 Although not carried out within the framework of a Service Review, the APSE review of the Clean and Green Team generated £120,000 ongoing efficiency savings by changing working practices. These have been incorporated into the 2015/16 revenue budget.

2.3 Derbyshire Chief Finance Officers have agreed to work together to develop a county-wide Internal Audit Shared Service / Partnership. It is hoped that this will include the internal audit functions from all eight district / borough councils, along with Derbyshire County Council and Derbyshire Fire and Rescue Service. While no significant savings are expected from the county-wide audit function, it is considered that there will be service improvements. Work is currently at an early stage with Chief Finance Officers and Heads of Internal Audit meeting shortly to discuss audit plans, working practices, standards etc.

## **3 SUMMARY OF SAVINGS TO DATE**

3.1 Taking into account savings from Service Reviews and the APSE review of the Clean and Green Team, the following significant ongoing savings have been generated:

Review	Ongoing revenue savings built into base budget 2015/16 or future years
Administration	£200,000
Tourism	£23,000
Leisure	£111,500
Discretionary Grants *	£15,000
APSE (Clean and Green)	£120,000
<b>TOTAL</b>	<b>£469,500</b>

\* This review also identified a further saving of £20,000 p.a. from the Capital Programme

#### **4 SERVICE REVIEWS 2015/16**

4.1 It is proposed to continue/complete the following Service Reviews during 2015/16:

- Development Management – implementation of new processes and structures to achieve planned savings
- Highways (agency work) – identify savings in preparation for a cut in payments from the County Council expected in 2016/17
- Transformation - (i) pilot mobile working in the Clean and Green Team; (ii) implement Agile working in Regulatory Services; (iii) implement a corporate electronic document management system; (iv) develop a self-service HR system; and (v) identify channel shift ‘champions’ in each department
- Leisure – implementation of review recommendations to achieve further savings

4.2 In addition, the following separate Service Reviews are proposed for 2015/16:

- Environmental Health
- Licensing

4.3 In order to carry out the 2015/16 review programme, the Invest to Save reserve of £150,000 (approved at Council on 5 March 2015) will be made available, subject to a suitable business case to the Corporate Leadership Team being approved by the Chief Executive and Head of Resources.

#### **5 RISK ASSESSMENT**

##### **5.1 Legal.**

There are no legal considerations with service reviews at this stage. The risk is therefore low.

##### **5.2 Financial.**

As stated in the body of the report, Service Reviews aim to generate significant savings for the District Council, whilst recognising that there may be a need for short-term ‘invest to save’ funding where this is justified by a sound business case. Service reviews and other measures have so far

identified £469,500 in savings of which £372,100 have been achieved to date. The Corporate Plan target is for service reviews to generate £1m in savings within three years. The financial risk is therefore considered to be Medium.

### **5.3 Corporate.**

As identified in the report, the key risks result from changing some current practices and procedures. These will be mitigated by project management, communication and training. If current practices and procedures do not change, there is a risk that the savings and efficiencies required could not be realised. This latter risk is considered to be Medium.

## **6 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.

---

Service Reviews Council apr15.doc

### **CONTACT INFORMATION**

Steve Capes, Head of Regeneration and Policy  
01629 761371, email [steve.capes@derbyshiredales.gov.uk](mailto:steve.capes@derbyshiredales.gov.uk)

### **BACKGROUND PAPERS**

None

### **ATTACHMENTS**

None