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14 June 2017

To: All Councillors

As a Member of the **Council**, please treat this as your summons to attend the meeting on **Thursday 22 June 2017 at 6.00pm in the COUNCIL CHAMBER, TOWN HALL, MATLOCK.**

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**

### **PRESENTATION**

Data Protection Awareness by Jane Foley, DDDC Data Protection Consultant

#### **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 MEETINGS**

18 May 2017

#### **4. INTERESTS**

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

## 5. LEADER'S ANNOUNCEMENTS

Announcements of the Leader of the Council.

## 6. CHAIRMAN'S ANNOUNCEMENTS

Announcements of the Chairman of the District of Derbyshire Dales.

## 7. 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	06 April 2017
Annual Council	18 May 2017
Licensing & Appeals Sub Committee	03 April 2017
Planning Committee	11 April 2017
Licensing & Appeals Sub Committee	24 April 2017
Licensing & Appeals Sub Committee	24 April 2017
Planning Committee	09 May 2017
Licensing & Appeals Sub Committee	15 May 2017
Planning Committee	13 June 2017
Community & Environment Committee	15 June 2017

## **MINUTE BOOK TO FOLLOW**

## 8. QUESTIONS (RULE OF PROCEDURE 15)

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

**Page Nos.**

## 9. LEISURE REVIEW

To receive a report on the progress of the Leisure Review that outlines the specification for the future management of the Leisure Centres and consider approval of the heads of terms as set out in the report.

**88 – 98**

## 10. GENERAL FUND OUT-TURN

To note the updated Medium Term Financial Plan and approve the Efficiency Plan and consider and approve the recommended under spending of £586,363 be transferred to the Capital Programme Reserve and £600,000 to the Business Rates Fluctuations Reserve as detailed in the net revenue expenditure for 2016/17.

**5 – 13**

## 11. CAPITAL PROGRAMME 2016/17 TO 2020/21

To consider and approve a report to determine the Capital Out-turn and financing arrangements for 2016/17 and the revised Capital Programme for 2017/18 to 2021/22 and to note the potential future liabilities as listed in Appendix 2 of the report.

**14 - 26**

- 12. PLANNING APPEALS – RESIDENTIAL DEVELOPMENT AT BABBS LANE, DOVERIDGE** **27 – 30**
- To consider a report on the progress made in relation to an appeal against the non-determination of planning permission for 165 dwellings, up to 47 units of Class C2 extra care and doctors' surgery at Babbs Lane, Doveridge (Application 16/00095/OUT) and the addition to the appeal process of a further refusal of a reduced scheme at the same location (Application 16/00879/OUT) Also, to consider approval of a recommended approach for the Council in defending its decision at a Public Enquiry in June 2017, and additional expenditure of £20,000 to be funded from the General Reserve and taken into consideration in calculating the revised budget estimate for 2017/18.
- 13. ANNUAL REVIEW OF PLANNING DECISIONS** **31 - 36**
- To note a report on the performance of the Development Management Section and the Planning Committee in respect of the number of applications considered and the consistency of decision making during the period 16 April 2016 to 11 April 2017, which have been analysed and compared with the same periods in 2014/15 and 2015/16.
- 14. RESPONSES TO BUSINESS RATES CONSULTATIONS AND PROPOSALS TO REVIEW DISCRETIONARY RATE RELIEFS** **37 – 48**
- To note a report informing Members of a Government consultation on a Locally Administered Business Rates Relief Scheme, further Government consultation on Business Rates Retention and plans to develop a policy on discretionary rate reliefs that will be carried out during 2017/18.
- 15. CAPACITY AND SKILLS FOR ECONOMIC REGENERATION** **49 – 63**
- To note a report on the delivery of economic growth sites utilising the Economic Development Reserve, due to be exhausted in 2020, which focuses on the District Council's involvement in the direct delivery of business workspace and associated infrastructure. To also note the availability and facilitation of industrial land in the Derbyshire Dales as resolved at the Community & Environment Committee held on 12/01/2017 and progress made on the Ashbourne Airfield Industrial Estate Link Road; and to consider approval of the cost to be met by releasing funds the Economic Development Reserve and the updated Economic Development Reserve expenditure programme.
- 16. APPOINTMENT TO INDEPENDENT REMUNERATION PANEL AND INDEPENDENT PERSON** **64 – 65**
- To consider approval of the appointment of independent persons to join the Independent Remuneration Panel and to support the Monitoring Officer in the assessment of complaints about elected Members for a four year term expiring in May 2021.

- 17. ANNUAL REPORT OF MEMBER REPRESENTATIVES** **66 - 78**  
 To receive and consider the annual reports of Member Representatives.
- 18. PERFORMANCE MANGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUT-TURN 2016/17** **79 – 87**  
 To note a report on the outturn performance against Corporate Plan targets and outturn performance against the Key Performance Indicators for 2016/17 and consider a recommendation that bi-annual reports be brought to Council to highlight progress, demonstrate good performance and address any areas for improvement.
- 19. APPOINTMENT OF VICE-CHAIRMAN TO AREA COMMUNITY FORUM** **99**  
 To confirm the appointment of Councillor John Tibenham as Vice-Chairman of the Northern Area Community Forum until the next Annual Meeting of the Council.
- 20. SEALING OF DOCUMENTS**  
 To authorise that the Common Seal of the Council be affixed to those documents, if any, required completing transactions undertaken by Committees or by way of delegated authority to others, since the last meeting of the Council.
- 21. 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.
- 22. COMMITTEES**  
**To receive the exempt minutes of the Committees shown below:**  
*(The following minutes are excluded from the meeting because they result in exempt information being disclosed)*  
 Licensing & Appeals Sub Committee – 03 April 2017  
 Licensing & Appeals Sub Committee – 24 April 2017  
 Licensing & Appeals Sub Committee – 24 April 2017  
 Licensing & Appeals Sub Committee - 15 May 2017

**NOTE**

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

COUNCIL

22 JUNE 2017

Report of the Head of Resources

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## GENERAL FUND REVENUE OUT-TURN 2016/17

### PURPOSE OF REPORT

This report provides details of the actual net revenue expenditure for 2016/17 and recommends that the under-spending be transferred to reserves. The report also advises Members of the updated Medium Term Financial Plan and Efficiency Plan.

### RECOMMENDATIONS

1. That Members note the General Fund under-spending of £586,363 in 2016/17.
2. That Members approve the following transfers to reserves:
  - (a) £586,363 to the Capital Programme Reserve
  - (b) £600,000 to the Business Rates Fluctuations Reserve
3. That the updated Medium Term Financial Plan be noted;
4. That Members approve the updated Efficiency Plan.

### WARDS AFFECTED

Not applicable

### STRATEGIC LINK

The Council's financial position is taken into account in determining all the priorities in the Corporate Plan.

The financial position as at 31<sup>st</sup> March 2017 has been reflected in the updated Medium-Term Financial Plan and will be reflected in the Revenue Spending Proposals for 2018/19 that will be presented in early 2018.

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### 1. REPORT

- 1.1 The final accounts for 2016/17 show an under-spending on the General Fund of £586,363 when comparing the final expenditure with the revised budget.
- 1.2 The main variations are summarised in Appendix 1 for Members' information. The most significant variations are:-

	£000
Increased income from fees and charges	(402)
Increased income from business rates	(200)
Reduced expenditure on housing benefits (net of reduced grant)	(209)
Transfer to business rates fluctuations reserve to cover 2016/17	600

deficit, which will be taken into account in setting council tax for 2018/19.

- 1.3 The balance on the General Reserve, available for unforeseen events and emergencies, is £1,013,749 as at 31<sup>st</sup> March 2017. In addition, the Council has a further General Fund Working Balance of £1 million, which is set aside to provide working capital. This is considered to be sufficient. It is therefore suggested that the under-spending of £586,363 be transferred to reserves.
- 1.4 The Medium Term Financial Strategy, approved in November 2016, states that “Any under-spending on the revenue account will be transferred to strategic reserves used to finance the Capital Programme or “Invest To Save” Initiatives.” The balance on the Invest to Save Reserve is considered sufficient to meet needs over the medium term. Therefore it is recommended that the under-spending of £586,363 be transferred to the capital programme reserve. This will provide funding for future capital projects that have not yet been included in the capital programme (see the report on the capital programme elsewhere on the agenda for this meeting).
- 1.5 The position on reserves and balances following the recommendations set out above can be seen in Appendix 2.
- 1.6 The table in Appendix 1 shows that it is considered that approximately £270,000 of savings will continue in future years. This has been reflected in an updated medium-term financial plan (MTFP), which is shown at Appendix 3. The MTFP indicates that savings will be required from 2018/19 in order to set a balanced budget.

The savings gap that must be closed in each year is set out in the table below:

Financial Year	2018/19	2019/20	2020/21	2021/22
Savings required	£ 683,000	£ 1,049,000	£1,709,000	£1,513,000

- 1.7 The figures in the MTFP and in the table above reflect the funding that has been indicated in the Government’s Settlement Funding Assessment. The Government has indicated that 100% of business rates income will be passed to local authorities by 2020/21. It is expected that local authorities will take on additional responsibilities to makes this fiscally neutral. As the details are not known at the time of writing this report, the 100% localisation of business rates has not been reflected in the MTFP.
- 1.8 The figures in the medium term financial plan indicate that significant savings must be achieved in the medium term if the Council is to be able to set a balanced budget each year. The Council’s Efficiency Plan shows the Council’s approach to meeting the corporate savings target and closing the budget gap over the next five years. The Efficiency Plan is shown in Appendix 4. The proposed areas for savings include service reviews, service changes, transformation and generating additional income.
- 1.9 Officer comment:

If the assumptions in the medium term plan turn out to be accurate, and the proposed savings shown in the efficiency plan are realised, the Council should be able to set

balanced budgets in the medium term, while also making some revenue contribution to funding the capital programme.

- 1.10 The recommendations made in this report have been reflected in the draft [Statement of Accounts](#), which has been published on the Council's website. The Statement of Accounts is subject to an independent audit, carried out by the KPMG. The audited Statement of Accounts will be presented for approval at the Governance and Resources Committee meeting to be held on 14th September 2017.

## **2. RISK ASSESSMENT**

### **2.1 Legal**

There are no legal risks arising from this report.

### **2.2 Financial**

The recommended transfer to the capital programme reserve will help to provide funding for potential future liabilities that the Council may face in its capital programme.

For revenue spending, the updated Medium Term Financial Plan and Efficiency Plan illustrate that significant savings must be found in the medium term. There are risks associated with the approach used in the Medium Term Financial Plan and Efficiency Plan; these risks are explained in the Council's [Medium Term Financial Strategy](#). The financial risk in respect of the Council's long-term financial position is, therefore, assessed as "high".

## **3 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.

## **4 CONTACT INFORMATION**

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E-mail: [karen.henriksen@derbyshiredales.gov.uk](mailto:karen.henriksen@derbyshiredales.gov.uk)

## **5 BACKGROUND PAPERS**

None

## **6 ATTACHMENTS**

Appendix 1 – Analysis of General Fund Underspend 2016/17

Appendix 2 – Summary of Revenue Balances, Provisions and Earmarked Reserves as at 31<sup>st</sup> March, 2017

Appendix 3 – Medium Term Financial Plan

Appendix 4 Efficiency Plan

**ANALYSIS OF GENERAL FUND UNDERSPEND 2016/17**

	Revised Estimate	Actual Income / Expenditure	Variance		Ongoing*
	£000's	£000's	£000's	£000's	£000's
<b>Major Variances:</b>					
<b>Expenditure less than expected:</b>					
Employees (net of recruitment costs)	7,599	7,505	(94)		0
Housing benefit payments (offset partly by lower grant – see below)	13,663	13,326	(337)		0
Housing benefits provision for doubtful debts – fewer write offs than expected	50	14	(36)		0
Energy charges – new contract	544	493	(51)		0
Vehicle leases – some vehicles at end of lease & replaced by purchase	101	76	(25)		0
Car parking software – implementation delayed	20	0	(20)		0
Parks supplies and services	109	80	(29)		0
IT Equipment	62	45	(17)		0
Recycling containers	127	85	(42)	(651)	0
<b>Expenditure higher than expected:</b>					
Vehicle parts – fewer leased vehicles (offset in leasing costs above)	125	137	12		20
Composting gate fees	333	360	27		50
Transfer to Business Rates Reserve to account for deficit on business rates in 2016/17	0	600	<u>600</u>	639	0
<b>Income less than anticipated:</b>					
Government grants for housing benefits & Council Tax Support Administration and Subsidy for rent allowances	13,431	13,267	<u>164</u>	164	(60)
<b>Income higher than anticipated:</b>					
Leisure centre fees and charges	1,901	1,991	(90)		(50)
Car parking	2,132	2,279	(147)		(80)





**SUMMARY OF REVENUE BALANCES, PROVISIONS AND EARMARKED RESERVES**

	Balance at 31 <sup>st</sup> March 2016  £000s	Balance at 31 <sup>st</sup> March 2017 After Report Recommendations £000s
<b><u>Revenue Balances</u></b>		
General Fund Working Balance*	1,000	1,000
General Reserve	1,013	1,013
Building Control	(105)	(98)
	<b>1,908</b>	<b>1,915</b>
<b><u>Provisions</u></b>		
Insurances	70	50
	<b>70</b>	<b>50</b>
<b><u>Earmarked Reserves</u></b>		
Business Rates Fluctuations	189	789
Capital Programme Reserve	3,242	2,985
Carsington Improvements	36	33
Committed Expenditure	352	247
Economic Development	376	306
Elections	49	68
Information Technology	597	471
Insurances	498	507
Job Evaluation	150	150
Invest to Save	159	117
Local Plan	140	108
Member / Officer Indemnity	25	25
Revenue Grants Unapplied	2,454	3,141
Vehicle Renewals	1,368	1,091
Ward Member Budgets	137	104
Wheeled Bins	202	202
	<b>9,974</b>	<b>10,344</b>
<b>TOTAL</b>	<b>11,952</b>	<b>12,309</b>

\* The General Fund Working Balance is specified as a “controlled reserve” for the purposes of Section 26 of the Local Government Act 2003.

In the main, the above balances are earmarked for specific projects.

**MEDIUM TERM FINANCIAL PLAN**

	Note	Estimate	Revised	Forecast	Forecast	Forecast	Forecast
		2017/18	2017/18	2018/19	2019/20	2020/21	2021/22
		£000s	£000s	£000s	£000s	£000s	£000s
<b>Existing Funding Requirement</b>		9,488	9,488	9,488	9,488	9,488	9,488
<b>Ongoing variances identified in 2016/17 outturn</b>							
Increased spend on vehicle parts			20	21	22	23	24
Increased spend on composting gate fees			50	51	52	53	54
Grants for housing benefit & council tax support administration not included in budget			(60)	(62)	(64)	(66)	(68)
Increased income – leisure centres			(50)				
Increased income – car parking			(80)	(82)	(84)	(86)	(88)
<b>Future Commitments / savings</b>							
Inflation – pay awards	1			77	156	159	162
Inflation - general	2			44	45	46	47
Transfer to Vehicle Renewals Reserve		150					
Transfer to Capital Programme Reserve (annual contributions)		30	150	150	150	150	150
Transfer to Capital Programme Reserve (one-off relating to under-spend)			300				
Transfer to Local Plan Reserve				50	50	50	50
Transfer from Wheeled Bin Reserve (one-off)		(202)	(202)				
Cost pressures of outsourced services					150	300	300
Grant reductions				(10)	(20)	(27)	(27)
Potential increase in pension contributions following revaluation						150	150
Reduction in Benefits Administration Subsidy				25	50	75	100
One-off consultancy costs for planning policy & development control		50	50				
Cost of implementing National Living Wage					50	51	52
<b>Total Net Spending Requirements</b>		9,516	9,666	9,752	10,045	10,366	10,394
<b>Funded by:</b>							
Revenue Support Grant	3	(252)	(252)				
Business Rates Baseline Funding	4	(1,564)	(1,564)	(1,615)	(1,672)	(1,714)	(1,757)
Business Rates Tariff Adjustment	4				362	371	380
Settlement Funding Assessment		(1,816)	(1,816)	(1,615)	(1,310)	(1,343)	(1,377)
Financing from Council Tax	5	(5,659)	(5,659)	(5,829)	(6,002)	(6,178)	(6,358)
Council Tax Collection Fund (Surplus) / Deficit		(48)	(48)				
Ongoing additional Business Rates	6	(735)	(735)	(753)	(772)	(791)	(811)
Business rates from renewable energy schemes			(150)	(150)	(150)	(150)	(150)
NNDR levy, net of income from NNDR Pool	7	130	130	393	403	413	423
NNDR Collection Fund (surplus) / deficit		62	62				
New Homes Bonus – 2013/14 Allocation	8	(215)	(215)				
New Homes Bonus – 2014/15 Allocation		(160)	(160)				
New Homes Bonus – 2015/16 Allocation		(171)	(171)	(171)			
New Homes Bonus – 2016/17 Allocation		(140)	(140)	(140)	(140)		
New Homes Bonus – 2017/18 Allocation		(95)	(95)	(95)	(95)		
New Homes Bonus – 2018/19 Allocation				(191)	(191)	(191)	(191)
New Homes Bonus – 2019/20 Allocation					(147)	(147)	(147)
Rural Services Delivery Grant	9	(322)	(322)	(248)	(322)		
Disabled Facilities Grant		(270)	(270)	(270)	(270)	(270)	(270)
Transition Grant		(77)	(77)				
<b>Total Income</b>		<b>(9,516)</b>	<b>(9,666)</b>	<b>(9,069)</b>	<b>(8,996)</b>	<b>(8,657)</b>	<b>(8,881)</b>
<b>Corporate Savings Target</b>		<b>0</b>	<b>0</b>	<b>683</b>	<b>1,049</b>	<b>1,709</b>	<b>1,513</b>

Notes to MTFP:

1. Assumes annual pay awards of 1% in 2017/18 and 2018/19, then 2% from 2019/20.
2. General inflation assumed at 2.5% per annum.
3. SFA as four year deal announced 2016
4. Based on offer from DCLG to 2019/20 then an inflationary increase of 2.5%
5. Assumes that Council Tax will increase by 1.94% per annum and by an additional £60,000 p.a. in respect of new homes from 2018/19.
6. Assumes Business Rates Income (above baseline) will increase by 2.5% per annum.
7. Assumes no NNDR pooling after 2017/18
8. New Homes Bonus is awarded for 5 years from 2017/18 then 4 years from 2018/19. Assumed allocations as in four year settlement from DCLG.
9. Rural Services Delivery Grant awarded until 2019/20 as four year settlement.

**EFFICIENCY PLAN – JUNE 2017**

	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22
	£000s	£000s	£000s	£000s
<b>Existing Funding Requirement</b>	683	1,049	1,709	1,513
<b>Service Reviews</b>				
Leisure	(350)	(500)	(500)	(500)
Public conveniences - close some	(200)	(200)	(200)	(200)
Public conveniences - introduce charging	(75)	(75)	(75)	(75)
<b>Service changes</b>				
Markets review	(40)	(40)	(40)	(40)
Boundary review - fewer members	(25)	(25)	(25)	(25)
Pest control	(15)	(15)	(15)	(15)
Gulley emptying	20	20	20	20
Review of leases	(425)	(425)	(425)	(425)
<b>Transformation</b>				
Essential user review	(40)	(40)	(40)	(40)
BSU savings	(15)	(15)	(15)	(15)
Support service savings - leisure	(75)	(100)	(100)	(100)
Efficiency savings from STEP Reviews			(10)	(10)
<b>Additional income</b>				
Charge for car parks that are currently free	(60)	(60)	(60)	(60)
CT Empty Homes Premium	(10)	(10)	(10)	(10)
Planning fees, pre-application, waste bins	(80)	(80)	(80)	(80)
<b>Total Net Spending Requirements</b>	<b>(707)</b>	<b>(516)</b>	<b>134</b>	<b>(62)</b>

**BACK TO AGENDA**

COUNCIL  
22 JUNE 2017

Report of the Head of Resources

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## **CAPITAL PROGRAMME 2016/17 TO 2021/22**

### **PURPOSE OF REPORT**

This report:

- Determines the Capital Out-turn and financing arrangements for 2016/17;
- Determines a Revised Programme for 2017/18 to 2021/22;
- Outlines potential future liabilities not included in the Capital Programme.

### **RECOMMENDATIONS**

- 1 That the Capital Out-turn and financing arrangements for 2016/17, as detailed in Appendix 1, in the sum £2,866,828 be approved;
- 2 That the revised Capital Programme and financing arrangements for 2017/18, as detailed in Appendix 1, in the sum of £4,589,092 be approved.
- 3 That the Capital Programmes for 2018/19 to 2021/22, as detailed in Appendix 1, for the sum of £4,870,374 be approved.
- 4 That the potential future liabilities outlined in Appendix 2 be noted.

### **WARDS AFFECTED**

All

### **STRATEGIC LINK**

The Council's Capital Programme takes into account all the priorities and targets within the Corporate Plan and these are identified in the Capital Strategy.

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## **1 REPORT**

### **1.1 BACKGROUND AND INTRODUCTION**

The Council approved the initial Capital Programme for 2016/17 at the Council meeting on the 3<sup>rd</sup> March 2016; the programme has subsequently been updated in June, September and November

The out-turn for 2016/17, together with changes for financial years 2017/18 to 2020/21 is now presented for Members' consideration and approval.

The revised programme set out in this report includes changes to the current capital programme. The changes are explained in the report.

## 1.2 NEW BIDS

1.2.1 The revised capital programme includes new schemes shown below (and shaded yellow in Appendix 1):

<b>Scheme</b>	<b>Recommended Capital Programme</b>	<b>CLT Score</b>	<b>Financed from</b>
	<b>£</b>		
Affordable Housing – Ashbourne – Dove Garage, Mayfield Road	157,500	Not Scored	Section 106
Affordable Housing – Brailsford, Luke Lane/Mercaston Lane	135,000	Not Scored	Section 106
Affordable Housing – Luke Lane Phase 2	135,000	Not Scored	Section 106
Affordable Housing – Bentley Bridge	225,000	Not Scored	Section 106
Affordable Housing – Matlock, Moorcroft	400,000	Not Scored	Capital Receipts
Affordable Housing – Matlock, Asker Lane	250,000	Not Scored	Section 106
Car Park Improvements – Fishpond meadow	25,000	56	Capital Receipts
Car Park Improvements – Bakewell ABC	10,000	39	Capital Receipts
Car Park Improvements – Monsall Head	10,500	44	Capital Receipts
Burials Review	44,000	64	Capital Receipts
Wirksworth Leisure Centre – Sports Hall Flooring	45,000	48	Grant/Capital Receipts
<b>Total New Schemes</b>	<b>1,437,000</b>		

## 1.3 CAPITAL OUT-TURN FOR 2016/17

### 1.3.1 Capital Expenditure 2016/17

The capital expenditure for 2016/17 is summarised below:

<b>Priority</b>	<b>Revised Budget 16/17</b>	<b>Out-turn 2016/17</b>
	<b>£</b>	
Business Growth and Job Creation	25,000	25,338
Affordable Housing	817,215	749,020
Market Towns	546,252	236,309
A Clean and Safe District	1,034,104	839,931
Continue to Seek Efficiencies and Innovative Working Practices	116,740	49,250
Miscellaneous/Other Schemes	1,642,025	996,980
	<b>4,181,336</b>	<b>2,866,828</b>

The spending shown in the table above is the aggregate of the scheme costs. All grants and contributions have been dealt with as part of the financing arrangements (shown below). The major items where expenditure in 2016/17 was £250,000 or more are:

	<b>£000</b>
Disabled Facility Grants	379
Condition Survey Works, Matlock Town Hall	329
Repairs to Public Conveniences, Memorial Gardens, Matlock Bath	252
Vehicle Replacements	428

### 1.3.2 Financing Arrangements 2016/17

The overall financing package for Actual Expenditure in 2016/17 is as follows:

	<b>£</b>	<b>£</b>
Capital Receipts		93,190
Grants and Contributions:		
Housing – Disabled Facilities Grants		381,340
Use of Reserves:		
Capital Programme Reserve	1,453,381	
Grants Unapplied Reserve (section 106 contributions)	375,480	
Information Technology Reserve	125,969	
Vehicle Renewal Reserve	427,606	
Carsington Reserve	2,361	
Committed Expenditure Reserve	7500	
Total Reserves		2,392,298
		<b>2,866,828</b>

### 1.3.3 Under-spend for 2016/17

The Capital Programme reported to Council in March 2017 showed a budget of £4,181,336. Actual expenditure for 2016/17 arrived at £2,866,828 showing an under-spend of £1,314,508. The reasons for the under-spend are shown in the table below.

Scheme	(Under)/Over	Reason
Blenheim Road	338	Expenditure slightly more than budget
Disabled Facility Grants	(37,460)	Slippage into 2017/18
Affordable Housing - Wirksworth	(30,735)	Costings incorrect – Budget for 2017/18 - £20,000
Ashbourne Shawcroft Car Park	(61,854)	Costings incorrect – scheme will complete in 2017/18 with an extra £960 to be paid
Bakewell ABC Car park – strips to side of Agricultural Way	(120,321)	Specification now drawn up – slippage into 2017/18
Bakewell ABC Drainage	(54,585)	Scheme now complete – revised costing in 2017/18 of £60,500
Matlock M & S Car Park	3,156	Slight increase in costs



Pay & Display Ticket Machines	(82,414)	Slippage into 2017/18 – Revised costings £41,000
Ashbourne Civic Square	6,075	
Waste Compacting Bins	(9,054)	Installation complete – costs less than budget
New Depot	13,730	Costs arrived within contract – extra spend is due to officer time – which has been allocated from elsewhere in programme
Flood Alleviation – Matlock bath	(3,460)	Slippage into 2017/18
Flood Alleviation – Coombs dale	(1,500)	Slippage into 2017/18
Condition Surveys – Parks & Pavilion's	(97,880)	Slippage into 2017/18
Matlock Town Council Store relocation	(15,500)	Transferred to revenue – fully funded by grant
Darley Dale Cemetery Sores and Paths	(11,421)	Completed
Commercial Vehicles	(69,088)	Slippage into 2017/18
HR Self Service	(1,446)	Scheme completed under budget
Electronic Document Management System	(66,044)	Slippage into 2017/18
Planning Conservation Grants	(6,040)	Grants not awarded – slippage into 2017/18 £5,500
Carsington Fund Grants	(33,451)	Grants not awarded – slippage into 2017/18
Bakewell ABC – Condition Survey Works	(8,500)	Slippage into 2017/18
Matlock Town Hall Condition Survey Works	(71,161)	Slippage into 2017/18
Replacement of Fitness Equipment at Leisure Centres	(9,052)	Scheme completed under budget
Arc Leisure Centre – Boiler Room Ventilation	(9,787)	Scheme completed under budget
Wirksworth Leisure Centre – Condition Survey Works	(50,000)	Slippage into 2017/18
Ashbourne Leisure Centre Changing Rooms	(21,848)	Scheme completed under budget
Ashbourne Leisure Centre – Condition Survey Works	(312,717)	Slippage into 2017/18
Matlock Bath Memorial Gardens Toilet	(15,171)	Slippage into 2017/18
Public Conveniences – Condition Survey Works	(86,806)	Slippage into 2017/18
Rural Conveniences	(288)	Slippage into 2017/18 – revised costings - £41,000
Data Storage Capacity	(5,225)	Scheme completed under budget
Town Hall Re-cabling	(20,000)	Deferred to 2017/18 and dependant on further survey – revised costings £90,000

Capital Salaries	(25,000)	Re-allocated over schemes
<b>Total Underspend</b>	<b>(1,314,508)</b>	

## 1.4 REVISED CAPITAL PROGRAMME FOR 2017/18

### 1.4.1 Revised Capital Expenditure 2017/18

The revised capital programme for 2017/18 has been updated to reflect slippage and new bids and is summarised below:

Priority	2017/18 Recommended Capital Programme
	£
Business Growth and Job Creation	265,000
Affordable Housing	1,780,567
Market Towns	327,244
A Clean and Safe District	1,147,371
Continue to Seek Efficiencies and Innovative Working Practices	107,720
Miscellaneous/Other Schemes	961,190
	<b>4,589,092</b>

The spending proposals shown in the table above are the aggregate of the estimated scheme costs. All estimated grants and contributions have been dealt with as part of the financing arrangements (shown below). The major items in the spending proposals where expenditure in 2017/18 is estimated at £250,000 or more are:

	£000
Blenheim Road	265
Disabled Facility Grants	491
Affordable Housing Scheme at Moorcroft, Matlock	400
Vehicle Replacements	688
Condition Survey Works at Ashbourne Leisure Centre	313

### 1.4.2 Financing Arrangements 2017/18

The overall financing package that is proposed for the revised 2017/18 Capital Programme is as follows:

	£	£
Capital Receipts		1,080,665
Grants and Contributions:		
Housing – Disabled Facilities Grants		525,083
Use of Reserves:		
Vehicle Renewal Reserve	688,403	
Information Technology Reserve	209,720	
Grants Unapplied Reserve (section 106 contributions)	608,234	
Capital Programme Reserve	1,378,536	
Carsington Reserve	33,451	
Economic Development Reserve	65,000	
Total Reserves		2,983,344
		<b>4,589,092</b>

## 1.5 REVISED CAPITAL PROGRAMME PROPOSALS FOR 2018/19 TO 2020/21

### 1.5.1 Proposed Capital Expenditure 2018/19 to 2021/22

The Capital Programme Proposals for 2018/19 to 2021/22 have been revised to reflect New scheme.

Priority	2018/19 to 2021/22 Recommended Capital Programme
	£
Affordable Housing	4,013,992
A Clean and Safe District	394,052
Miscellaneous/Other Schemes	462,330
	<b>4,870,374</b>

### 1.5.2 Proposed Financing Arrangements 2018/19 to 2021/22

The overall financing package that is proposed for the revised capital programme proposals for 2018/19 to 2021/22 is as follows:

	£	£
Capital Receipts		1,633,500
Grants and Contributions: Disabled Facilities Grants		1,815,492
Use of Reserves:		
Capital Grants Unapplied (Section 106)	665,000	
Information Technology Reserve	80,000	
Capital Programme Reserve	340,382	
Vehicle Reserve	336,000	
Total Reserves		1,421,382
		<b>4,870,374</b>

## 1.6 SOURCES OF FUNDING FOR CAPITAL PROGRAMME

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

Reserve/Balance	B/fwd 01/04/2016 £	New Receipts £	Used £	C/fwd £	Comments
Strategic Reserves (earmarked for capital schemes) See below	5,397,080	5,246,495	7,870,225	2,773,350	Mostly earmarked for specific projects
Section 106 Income	1,517,641	638,968	1,648,714	507,895	Relies on new receipts being attained
Capital Receipts	2,395,810	1,325,354	2,807,355	913,809	Relies on new receipts being attained
<b>Total</b>	<b>9,310,531</b>	<b>7,210,817</b>	<b>12,326,294</b>	<b>4,195,054</b>	

## Breakdown of Strategic reserves

Reserve (earmarked for capital)	B/fwd 01/04/2016 £	New Receipts £	Used £	C/fwd £	Comments
Carsington Improvements	35,812	0	35,812	0	
Vehicle Renewals	1,368,501	900,000	1,452,009	816,492	Assumed 150K added each year
ICT Reserve	596,688	0	415,689	180,999	
Capital Programme Reserve	3,242,362	1,625,987	3,172,299	1,696,050	£1,195,749 added 16/17 Assumed 30,238 added 17/18 then 100k each year
Economic Development Reserve (earmarked for capital)	65,000	0	65,000	0	
Committed Exp (earmarked for capital)	7,500	0	7,500	0	
Capital Grants Unapplied	81,217	2,720,508	2,721,915	79,810	
<b>Total</b>	<b>5,397,080</b>	<b>5,246,495</b>	<b>7,870,225</b>	<b>2,773,351</b>	

### 1.6.2 Officer comments:

The table above demonstrates that, if the capital programme proposals set out in this report are accepted, sources of capital funding are forecast to reduce to £4.2m by 31 March 2022. However, Section 106 contributions and the amounts in other strategic reserves are set aside for specific purposes; if these are excluded the amount available for new capital schemes reduces to £2.6m

The Corporate Leadership Team has identified a number of future capital liabilities and potential new projects that will be required in the next 1-2 years that have not been included in this revised capital programme. These projects are set out in Appendix 2. They total £597,500 but do not include the estimated costs of a traveller site or works required at Lovers Walk to the rock faces. The projects included in Appendix 2, the traveller site and works to rock faces are *potential* liabilities at this time and have not yet been approved by members; they will be the subject of reports to policy committees and / or Council at the appropriate time. If the £587,500 is deducted from the £2.6m, it leaves the Council with a balance of £2m to address:

- the traveller site (subject to members' approval and if external funding or a section 106 contribution is not obtained);
- further works that may be required to the rock faces in Matlock Bath;
- cases where actual tendered costs exceed the budget; and
- capital expenditure that might be required to deal with unforeseen events, (such as encountered recently at Matlock Bath Memorial Gardens Toilets).

This report should be read in conjunction with the [Medium Term Financial Strategy](#) and the Capital Strategy, which were approved by Council in November 2016. The Capital Strategy sets out the strategic approach to the management of the Council's capital programme and provides a framework with which decisions can be made regarding capital investment and financing. It includes a description of the sources of funding available to the Council.

For a small district council, in the current economic climate, a fully-funded capital programme of £9.5m can be seen as fairly healthy. Members should note, however, that much of the capital programme is spent on enhancing/replacing existing assets. There will always be a need for some asset replacements and hence the need for annual contributions from revenue to capital reserves, as identified in the Medium Term Financial Strategy.

## **2 RISK ASSESSMENT**

### **2.1 Legal**

There are no legal considerations arising from this report.

### **2.2 Financial**

There is adequate funding for the proposed capital programme for 2016/17 to 2020/21. The risk, however, remains high.

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

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

### **2.3 Corporate**

The proposed Capital Programme clearly shows the funding allocated to each of the priorities set out in the adopted Corporate Plan. The Capital Programme endeavours to allocate funding to the corporate priorities of business growth and job creation (£265,000), affordable housing (£5,794,559) and market towns (£327,244). However, the ongoing necessity to maintain a clean and safe district and to maintain Council's assets is also reflected in the Capital Programme.

## **3 OTHER CONSIDERATIONS**

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

## **4 CONTACT INFORMATION**

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**5 BACKGROUND PAPERS**

None

**6 ATTACHMENTS**

Appendix 1 Capital Programme 2016/17 to 2021/22

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

Appendix 1: Capital Programme 2016/17 Out-turn & Proposed Programme for 2017/18 to 2021/22

SCHEMES	PRIORITY RATING %	STATUS	Year 16/17 (updated March 2017)	Out-turn - Year 2016/17	1st April 2017-31st March 2022						
					ORIGINAL ESTIMATE (updated March 2017) 2017/18	UPDATED ESTIMATE 2017/18 JUNE 2017	ESTIMATE 2018/19	ESTIMATE 2019/20	ESTIMATE 2020/21	ESTIMATE 2021/22	TOTAL 2017/22
					£	£	£	£	£	£	£
<b>Business Growth and Job Creation</b>											
Industrial Development Blenheim Road	66	Change in Costings - Expected to spend in 2017/18	25,000	25,338	215,000	265,000	0	0	0	0	265,000
<b>Sub Total - Business Growth and Job Creation</b>			<b>25,000</b>	<b>25,338</b>	<b>215,000</b>	<b>265,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>265,000</b>
<b>Affordable Housing</b>											
Improvement Grants Disabled Facilities Grants	84	On going - Includes £37,460 underspent from 16/17	416,000	378,540	270,000	491,333	453,873	453,873	453,873	453,873	2,306,825 0
Social Housing Grants Taddington	Not Scored	Planning Submitted - Work to commence 2017/18	0	0	80,000	80,000	0	0	0	0	80,000
Winstler	Not Scored	Delayed by land issue, still estimate 2017/18	0	0	80,000	80,000	0	0	0	0	80,000
Bakewell Lady Manners School	Not Scored	Planning application still awaited, payment still estimated for 201	0	0	242,000	121,000	121,000	0	0	0	242,000
Wirksworth - Stafford House , Derby Road	Not Scored	Scheme on site.	226,215	195,480	0	30,734	0	0	0	0	30,734
Cromford / Matlock Bath	Not Scored	0	0	0	100,000	0	100,000	0	0	0	100,000
Matlock - Dimple Site	Not Scored	Planning application submitted, payment slipped to 2017/18	65,000	65,000	65,000	100,000	0	0	0	0	100,000
Eyam	Not Scored	No longer proceeding	0	0	0	0	0	0	0	0	0
Dales Housing Garage Sites	Not Scored	Schemes on site	110,000	110,000	0	20,000	0	0	0	0	20,000
Tideswell	Not Scored	Planning application due in 2017/18	0	0	395,000	0	412,500	0	0	0	412,500
Rural village - affordable housing for rent programme	50	Scheme agreed with PDRHA for 27 homes	0	0	0	0	250,000	750,000	0	0	1,000,000
Temporary Accommodation - Matlock & Ashbourne	Not Scored	3 properties identified in Matlock, 2017/18	0	0	120,000	120,000	0	0	0	0	120,000
Ashbourne - Dove Garage, Mayfield Road	Not Scored	Business Case to June Committee	0	0	0	78,500	79,000	0	0	0	157,500
Brailsford - Luke Lane / Mercaston Lane	Not Scored	Business Case to June Committee	0	0	0	67,000	68,000	0	0	0	135,000
Brailsford - Luke Lane Phase 2	Not Scored	Business Case to June Committee	0	0	0	67,000	68,000	0	0	0	135,000
Matlock - Bentley Bridge	Not Scored	Business Case to June Committee	0	0	0	125,000	100,000	0	0	0	225,000
Matlock - Moorcraft	Not Scored	Business Case to June Committee	0	0	0	400,000	0	0	0	0	400,000
Matlock - Asker Lane	Not Scored	Business Case to June Committee	0	0	0	0	250,000	0	0	0	250,000
<b>Sub Total - Affordable Housing</b>			<b>817,215</b>	<b>749,020</b>	<b>1,352,000</b>	<b>1,780,567</b>	<b>1,902,373</b>	<b>1,203,873</b>	<b>453,873</b>	<b>453,873</b>	<b>5,794,559</b>

SCHEMES	PRIORITY RATING %	STATUS	Year 16/17 (updated March 2017)	Out-turn - Year 2016/17	ORIGINAL ESTIMATE (updated March 2017)	UPDATED ESTIMATE 2017/18 JUNE 2017	ESTIMATE 2018/19	ESTIMATE 2019/20	ESTIMATE 2020/21	ESTIMATE 2021/22	TOTAL 2017/22
					£	£	£	£			£
<b>Market Towns</b>											
<b>Car Parks</b>											
Ashbourne Shawcroft Car Park Redesign	69	Completed	120,221	58,367	0	960	0	0	0	0	960
Bakewell ABC strips to sides of Agricultural Way	83	Specification drawn up - to be completed in 2017/18	120,321	0	0	120,321	0	0	0	0	120,321
Bakewell ABC drainage	74	Works completed - awaiting invoice	54,585	0	0	60,500	0	0	0	0	60,500
Matlock - Repair / Resurface Roof Co-op Car Park	Not Scored	Completed	64,215	67,371	0	0	0	0	0	0	0
Replacement of Pay and Display Ticket Machines	Not Scored	in progress - to be completed in 17/18	136,910	54,496	0	41,000	0	0	0	0	41,000
Bank Road Car Park - retaining wall repairs	45	2017/18	0	0	10,000	10,000	0	0	0	0	10,000
Fishpond Meadow, Ashbourne: Car Park Improvements	56	Business case approved C & E 16/03/17; funding to be considered at council meeting in June	0	0	0	25,000	0	0	0	0	25,000
Bakewell ABC Car Park Improvements	39	Business case approved C & E 16/03/17; funding to be considered at council meeting in June	0	0	0	10,000	0	0	0	0	10,000
Monsall Head Car Park Improvements	44	Business case approved C & E 16/03/17; funding to be considered at council meeting in June	0	0	0	10,500	0	0	0	0	10,500
											0
											0
<b>Public realm Improvements</b>											
Ashbourne Civic Square	75	Completed	50,000	56,075	0	0	0	0	0	0	0
Wirksworth St Mary's Churchyard Railings	31	tendering spec - work in summer 2017	0	0	48,963	48,963	0	0	0	0	48,963
<b>Sub Total - Market Towns</b>			<b>546,252</b>	<b>236,309</b>	<b>58,963</b>	<b>327,244</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>327,244</b>
<b>A Clean and Safe District</b>											
CCTV	64	Due to Commence in 2017/18	0	0	100,000	100,000	0	0	0	0	100,000
Waste Compacting Bins	50	Installation Complete	199,186	190,132	0	0	0	0	0	0	0
New depot to replace The Dimple/Tinti's yard	Not Scored	Completed	45000	58730	0	0	0	0	0	0	0
<b>Flood Alleviation</b>											
Matlock Bath	64	Initial phase completed - awaiting final account	20662	17202	0	3460	0	0	0	0	3,460
Stoney Middleton - Coombs Dale	Not Scored	To be completed 31st March 2017	1500	0	0	1500	0	0	0	0	1,500
<b>Parks &amp; Open Spaces</b>											
Condition Surveys - Parks & Pavillions	Not Scored	0	162,106	64,226	21,950	119,950	28,052	5,000	0	0	153,002
Main Paths at Bakewell Recreation Ground	62	MG reviewing works with DCC, Revised quote awaited. Works p	0	0	30,000	60,000	0	0	0	0	60,000
Wooden Fencing to protect cliff face at High Tor	55	due to commence 2018/19	0	0	0	0	25,000	0	0	0	25,000
Hurst Farm play area	Not Scored	completed	35,000	35,000	0	0	0	0	0	0	0
Re-instatement of river bank - Bakewell Riverside Path	37	Spec required	0	0	10,000	10,000	0	0	0	0	10,000
Sparrow Park - Henry Avenue	42	Decision on legal liability to be made - If aborted charge to reven	2,715	2,715	17,285	2,285	0	0	0	0	2,285
Matlock Town Council Store Relocation	Not Scored	In Progress	15,500	0	0	0	0	0	0	0	0
Capital contribution to White Peak Cycle Loop	59	Awaiting Confirmation to proceed	0	0	20,000	20,000	0	0	0	0	20,000
M.U.G.A. at Hall Leys Park	58	In Progress	0	0	0	18,000	0	0	0	0	18,000
<b>Burials</b>											
Darley Dale Cemetery Store and Paths	69	Completed. Awaiting costs from DCC	55,741	44,320	0	0	0	0	0	0	0
Wirksworth Steeple Arch Cemetery Land Purchase etc.	Not Scored	Wall repairs being sought, design needs specification and tendering	0	0	59,773	59,773	0	0	0	0	59,773
Paths at Bakewell Cemetery	65	Quote being reviewed with DCC	0	0	50,000	20,000	0	0	0	0	20,000
Burials Review	64	6	0	0	0	44,000	0	0	0	0	44,000
<b>Commercial Vehicles</b>	86	Ongoing	496,694	427,606	619,315	688,403	204,000	132,000	0	0	1,024,403
<b>Sub Total - A Clean and Safe District</b>			<b>1,034,104</b>	<b>839,931</b>	<b>928,323</b>	<b>1,147,371</b>	<b>257,052</b>	<b>137,000</b>	<b>0</b>	<b>0</b>	<b>1,541,423</b>



SCHEMES	PRIORITY RATING %	STATUS	Year 16/17 (updated March 2017)	Out-turn - Year 2016/17	ORIGINAL ESTIMATE (updated March 2017)	UPDATED ESTIMATE 2017/18 JUNE 2017	ESTIMATE 2018/19	ESTIMATE 2019/20	ESTIMATE 2020/21	ESTIMATE 2021/22	TOTAL 2017/22
					£	£	£	£	£	£	£
<b>Continue to Seek Efficiencies and Innovative Working Practices</b>											
<b>Transformational Projects</b>											
HR self service	Not Scored	Complete	12,000	10,554	0	0	0	0	0	0	0
Electronic Document Management System	Not Scored	Licence purchased, consultancy support being sought	103,708	37,664	41,676	107,720	0	0	0	0	107,720
Leisure Management and Booking System	Not Scored	Completed	1,032	1,032	0	0	0	0	0	0	0
<b>Sub Total - Efficiencies and Innovating Working Practices</b>			<b>116,740</b>	<b>49,250</b>	<b>41,676</b>	<b>107,720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>107,720</b>
<b>Miscellaneous/Other Schemes</b>											
Miscellaneous Grants	Not Scored	Grants awarded 2016/17	35,000	35,000	30,000	30,000	30,000	30,000	0	0	90,000
Planning Conservation/Enhancement Grants	37	In Progress	5,500	-540	5,500	5,500	0	0	0	0	5,500
Carsington Fund Grants	not scored	Balance of CRF to finance future grant applications	35,812	2,361		33,451	0	0	0	0	33,451
Bakewell Agricultural Business Centre: Condition Survey Works	Not Scored	Ongoing	8,500	0	0	8,500	0	0	0	0	8,500
Matlock Town Hall: Condition Survey Works	21	Awaiting final account	400,578	329,417	109,884	181,045	62,000	0	0	0	243,045
<b>Leisure Centres</b>											
Replacement of Fitness Equipment at Leisure Centres	78	To be installed February/March 2017	250,000	240,948	0	0	0	0	0	0	0
Arc Leisure Centre - Boiler Room Ventilation Project	85	Works on site completion due February 2017	30,000	20,213	0	0	0	0	0	0	0
Wirksworth Leisure Centre - Condition Survey Works	Not Scored	Ongoing	50,000	0	0	50,000	0	20,000	0	0	70,000
Wirksworth Leisure Centre Sports Hall Flooring	48	Business case reported C & E 15/06/17; if approved, funding to be considered at council meeting in June	0	0	0	45,000	0	0	0	0	45,000
<b>Ashbourne Leisure Centre</b>											
Changing Rooms	Not Scored	Completed	32,986	11,138	0	0	0	0	0	0	0
Conversion of the Community Room into a Group Exercise Studio	Not Scored	To commence 2017/18	0	0	15,000	15,000	0	0	0	0	15,000
Condition Survey Works	Not Scored	Ongoing	312,717	0	0	312,717	24,530	100,000	0	0	437,247
<b>Public Conveniences</b>											
Matlock Bath Memorial Gardens Toilets	Not Scored	Completion due February 2017	266,894	251,723	0	15,171	0	0	0	0	15,171
Condition Survey Works	Not Scored	Some 2016/17 work may slip to 2017/18 due to Memorial Gardens works	86,806	0	0	86,806	15,800	0	0	0	102,606
Drainage at Matlock Bus Station toilets	38	Pending Service Review - Slip to 2017/18	0	0	20,000	0	0	0	0	0	0
Rural Conveniences	Not Scored	Pending Service Review slip to 2017/18	288	0	20,712	41,000	0	0	0	0	41,000
Travellers' Site			0	0	10,000	10,000	0	0	0	0	10,000
<b>Information Technology</b>											
Data Storage Capacity	Not Scored	Complete	39,000	33,775	0	0	0	0	0	0	0
Server Replacements	Not Scored	Complete	12,486	12,486	0	0	0	0	0	0	0
Disaster Recovery Storage	Not Scored	Revised as per outcome of tender	0	0	20,000	12,000	0	0	0	0	12,000
Town Hall Recabling	58	deferred to 17/18 and dependant on further survey	20,000	0	0	90,000	0	0	0	0	90,000
SQL 2008 Replacement	Not Scored	Complete	30,458	30,458	0	0	0	0	0	0	0
Microsoft Enterprise Agreement	63	Due 2020/21	0	0	0	0	0	0	80,000	0	80,000
Capital Salaries	Not Scored	Ongoing	25,000	0	25,000	25,000	25,000	25,000	25,000	25,000	125,000
<b>Sub Total - Miscellaneous/ Other</b>			<b>1,642,025</b>	<b>966,980</b>	<b>256,096</b>	<b>961,190</b>	<b>157,330</b>	<b>175,000</b>	<b>105,000</b>	<b>25,000</b>	<b>1,423,520</b>
<b>Total - Capital Programme June 2017</b>			<b>4,181,336</b>	<b>2,866,828</b>	<b>2,852,058</b>	<b>4,589,092</b>	<b>2,316,755</b>	<b>1,515,873</b>	<b>558,873</b>	<b>478,873</b>	<b>9,459,466</b>

Appendix 2

<b>CAPITAL PROGRAMME UPDATE JUNE 2017</b>			
<b>POTENTIAL FUTURE LIABILITIES (UP TO 2019) NOT IN DRAFT PROGRAMME</b>			
<b>PROPERTY</b>	<b>COMMENTS</b>	<b>COST</b>	
<b>CAR PARKS:</b>			
Henmore Centre, Ashbourne	Sainsbury's scheme delayed. Cost of demolition & car park provision.	90,000	
Various Car Parks	Surface repairs & full re-lining	20,500	
			110,500
<b>PARKS:</b>			
Bowls Pavilion, Ashbourne	Significant repairs required-may need to demolish ourselves.	20,000	
Broadwalk Park	Paths	10,000	
Ashbourne Park Buildings	Bandstand and other buildings	12,000	
			42,000
<b>CEMETERIES &amp; CHURCHYARDS:</b>			
Bakewell Cemetery Chapels	Repairs identified in 2009 survey	15,000	
			15,000
<b>OTHER PROPERTY:</b>			
Bakewell ABC Various	Flat roof gutters, ventilation/decoration, cctv	60,000	
Arc Leisure, Matlock	Footpath improvements	10,000	
Traveller Site	New site(s) to meet housing need	To be determined	
Lovers Walks	Detailed inspection of cliff faces, design of scheme & cost of remedial works	To be determined	
Station House, Matlock	Significant repairs identified in 2009 survey	20,000	
Ashbourne Leisure Centre	Full external redecoration required	20,000	
Matlock Town Hall	Replace metal windows (identified in 2014 condition survey)	210,000	
			320,000
<b>OFFICE TECHNOLOGY:</b>			
Replacement switchboard	Post 2017 & subject to business plan & maintenance of current equipment	100,000	
			100,000
	<b>Total</b>		<b>£587,500</b>
	<b>Plus Lovers Walks and Traveller Site</b>		

COUNCIL  
22 JUNE 2017

Report of the Head of Regulatory Services

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## **PLANNING APPEALS – RESIDENTIAL DEVELOPMENT AT BABBS LANE, DOVERIDGE**

### **PURPOSE OF THE REPORT**

The report advises Members on the progress made in relation to an appeal against the non-determination of planning permission for 165 dwellings, up to 47 units of Class C2 extra care and doctors' surgery at Babbs Lane, Doveridge (Application 16/00095/OUT) and the addition of a further refusal of a reduced scheme at the same location (Application 16/00879/OUT) into the appeal process. The appeal is now due to be determined by Public Inquiry in June 2017. The report outlines the options available to the District Council in defending the appeal and recommends preferred options.

The District Council does not make any budgetary provision for appeal costs arising from its planning decisions and therefore authority is sought to fund the additional expenditure incurred as a result of changes in the Inquiry from the General Reserve

### **RECOMMENDATION**

1. That the approach outlined in Section 4 of the report is approved.
2. That additional expenditure of up to £20,000 be approved and financed from the General Reserve and that this expenditure into consideration in calculating the revised budget estimates for 2017/18.

### **WARDS AFFECTED**

Doveridge and Sudbury

### **STRATEGIC LINK**

An effective Planning service contributes towards a thriving, safe and green District. The proposed action reflects the District Council's corporate aims as stated in the 2016/2017 Corporate Plan.

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## **1 BACKGROUND**

- 1.1 In February 2016 an outline planning application was received for 165 dwellings, up to 47 units of C2 extra care and a doctors' surgery at Babbs Lane, Doveridge. The application was due to be determined by 13 May 2016 but by the time this date was reached negotiations on the development had not been concluded and consequently the applicant chose to appeal against non-determination of the application. The application was considered by the Planning Committee on 9 August 2016, when the

Committee determined that had they been asked to make a decision on the scheme they would have been minded to refuse it.

1.2 The reason for this decision was as follows:

*'The nature and extent of development would be a substantial and prominent encroachment into a part of the countryside where that land makes a positive and significant contribution to the rural setting of Doveridge. The proposals would have an adverse impact on landscape features, which contribute to the rural character of Babbs Lane and cause significant harm to the character and appearance of the local landscape and setting of Doveridge contrary to Policies SF5 and NBE8 of the Adopted Derbyshire Dales Local Plan (2005). Moreover, the environmentally unsustainable nature of the development would significantly and demonstrably outweigh the benefits that would be derived contrary to guidance contained within the National Planning Policy Framework (2012).'*

1.3 An appeal was lodged against the District Council's refusal of planning permission and was initially due to be heard at Public Inquiry in April 2017. The dates proposed by the Planning Inspectorate were changed on a number of occasions over time, initially to May 2017 and then to June 2017, meaning that the District Council's main landscape witness was ultimately unable to attend the final Inquiry dates and therefore additional expertise has had to be procured.

1.4 Subsequently the applicant submitted a further outline planning application for a reduced scheme of 100 dwellings, provision of land for a community facility and associated access on the site. This application was considered by the Planning Committee on 14 March 2017 when the Committee determined that permission should be refused for the same reasons set out in paragraph 1.2 above. The Planning Inspectorate has decided that appeals against both applications should be considered at the same Inquiry, meaning that additional work has had to be undertaken in support of both Committee decisions.

1.5 The combination of the changing dates, the unavailability of the original landscape witness and the need to provide evidence in relation to two related, but separate schemes has meant that the original budget provided for the Inquiry (£20,000) is now likely to be exceeded and additional resources are required.

## **2 NATIONAL PLANNING POLICY CONTEXT**

2.1 The National Planning Policy Framework (NPPF) outlines the policy position of Central Government which is to *'...boost significantly the supply of housing'*. There is therefore, a very clear expectation that there will be a significant increase in house building activity and the NPPF is seen as the policy mechanism to achieve this.

2.2 In order to achieve this objective the NPPF states that local planning authorities should provide 5 years' supply of housing against their housing requirements with an additional buffer of 5% (or 20% where there has been a record of persistent under delivery) and that they should meet their full objectively assessed needs for market and affordable housing.

2.3 Until recently it has been the case that the District Council could not demonstrate a rolling 5 year supply of housing land (plus 20% as required by the NPPF). However,

based on new analysis of development that will come forward in the next 5 years it is considered that the District Council can now identify this 5 year supply of housing land. It is also the case that allocations within the emerging Local Plan will provide enough housing land throughout the Plan period to meet the District Council's objectively assessed housing needs.

## **APPEAL CONTEXT**

- 3.1 The following points are relevant in considering this appeal against the current policy position:
- a) The impact of the development on medieval ridge and furrow earthworks, an undesignated heritage asset, below ground archaeology and the historic landscape
  - b) The sustainability of location, scale and the impact on existing services and facilities
  - c) The impact on local landscape character/the character and appearance of the locality
  - d) The impact on the local environment, including ancient hedgerows, trees and ecology
  - e) Whether there would be any highway safety implications
  - f) Residential amenity impacts for existing and proposed residents and impact of noise from the A50
  - g) Affordable housing and housing mix
  - h) The land to be set aside for a new doctors' surgery
  - i) Surface water drainage.
- 3.2 Taking all of these matters into account on balance officers believe that there is still a strong case to defend this appeal on the basis that the level of environmental harm to the character and appearance of the local landscape and setting of the village would significantly and demonstrably outweigh the benefits of the proposal.

## **4 APPROACH TO APPEAL DETERMINATION**

- 4.1 This appeal will be determined by Public Inquiry. In order to defend the District Council's case at this Inquiry it is necessary to appoint suitably experienced, independent landscape experts in addition to Counsel. A budget of up to £20,000 was approved by Council in November 2016 and due to circumstances beyond our control this has now proved to be less than required. A budget of up to a further £20,000 is therefore now requested, to be funded from the General Reserve.

## **5 RISK ASSESSMENT**

### **5.1 Legal**

The District Council has a legal duty to defend itself. The level of resources required is based on a risk assessment of the likely chance of success. Whilst success can never be assured, the legal risk in this matter is assessed to be low to medium.

### **5.2 Financial**

There is no budgetary provision for appeal costs arising from the District Council's planning decisions. It will, therefore, be necessary to fund the Council's expenditure from the General Reserve and take into consideration this expenditure in calculating the revised budget estimates for 2017/18. The financial risk is assessed as low.

## **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.

## **7 CONTACT INFORMATION**

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

## **8 BACKGROUND PAPERS**

Planning Application 16/00095/OUT  
Planning Application 16/00879/OUT

**BACK TO AGENDA**

Report of the Head of Regulatory Services

## **ANNUAL REVIEW OF PLANNING DECISIONS**

### **PURPOSE OF THE REPORT**

This report provides information on the performance of the Development Management Section and the Planning Committee in respect of the number of applications considered and the consistency of decision making.

### **RECOMMENDATION**

That the report be noted.

### **WARDS AFFECTED**

All Wards outside the Peak District National Park.

### **STRATEGIC LINK**

An effective Planning regime will help to support the District Council's priority of a thriving district.

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## **1 BACKGROUND**

1.1 The District Council's current Code of Corporate Governance was adopted at Corporate Committee in September 2013. Amongst other issues the Code aims to reinforce public confidence in the Planning system through reviewing the quality and consistency of Planning decisions. This report follows the first such review that was considered by Council in May 2016 and concentrates on a statistical evaluation of planning decisions, both through the Planning Committee and those determined through delegated powers.

## **2 REPORT**

2.1 Performance statistics for all planning applications determined between 16 April 2016 and 11 April 2017 have been analysed and compared with the same periods in 2014/15 and 2015/16. The same exercise has been repeated for those applications determined by Committee.

2.2 Throughout this report the term 'major application' includes developments of 10 or more dwellings, developments with floor space of 1,000m<sup>2</sup> or more and sites of 1 ha or more; 'minor applications' includes developments of less than 10 dwellings, developments with less than 1,000m<sup>2</sup> floor space and sites of less than 1 ha; and 'other applications' include change of use, householder applications and advertisements.

### **2014-2015**

2.3 During the year 2014/15 a total of 1026 planning applications were submitted,

comprising 22 major applications, 229 minor applications and 775 other applications. Of these 1026 applications a total of 984 required determination, as 42 applications were withdrawn. Of these 900 determinations were made by officers under delegated powers.

- 2.4 During this period the Planning Committees determined 84 applications, which comprised 9 major applications, 32 minor applications and 43 other applications. This meant that a total of 8.19% of all applications were required to be determined by Committee. Breaking these figures down shows that 40.91% of major applications were determined by Committee, as were 13.97% of minor applications and 5.55% of other applications. In total the Committee chose not to follow the officer recommendation in 25 cases, which represented 29.76% of Committee decisions.

### **2015-2016 – WHOLE YEAR**

- 2.5 During the period 1 May 2015 to 15 April 2016 a total of 997 planning applications were submitted. This figure comprised 39 major applications, 275 minor applications and 683 other applications. Of these 997 applications a total of 948 required determination, as 49 applications were withdrawn. Of these 868 determinations were made by officers under delegated powers.
- 2.6 The Planning Committees determined 80 applications, which comprised 29 major applications, 42 minor applications and 9 other applications. This meant that a total of 8.02% of all applications were required to be determined by Committee. Breaking down these figures still further shows that 76.32% of major applications were determined by Committee, as were 15.27% of minor applications and 0.90% of other applications. In total the Committee chose not to follow the officer recommendation in 7 cases, which represents 10.77% of Committee decisions.
- 2.7 It should be noted that the figures shown above cover the whole of the year, including the period before the formation of the single Planning Committee.
- 2.8 Comparing the 2 years it is possible to see that whilst the overall number of applications received has remained fairly stable the proportion of major applications has significantly increased in 2015/16 (from 22 to 39). It is also possible to see that the number and proportion of Committee decisions that did not follow the officer recommendation reduced significantly from 25 (29.76%) to 7 (10.77%). A greater proportion of major applications was required to be determined by Committee rather than under delegated powers.

### **2015-2016 – NEW COMMITTEE ARRANGEMENTS**

- 2.9 In July 2015 Planning Committee arrangements were changed so that instead of having two separate Planning Committees for the Central and Southern areas a single Planning Committee was introduced to consider applications from across the whole of the planning authority area. Whilst the Committee continued to alternate meeting venues between the Southern and Central areas this arrangement was for the convenience of applicants and the public, in that business relating to each area was scheduled to be heard in that area wherever possible.
- 2.10 All the applications considered by the single Planning Committee are included in the figures summarised in paragraphs 2.5 and 2.6 above. However, these figures also include those applications determined prior to the introduction of the new Committee arrangements. Therefore it is appropriate to consider those applications determined



since the introduction of the single Committee separately.

- 2.11 Since the introduction of the new arrangements in July 2015 a total of 812 planning applications have been submitted. This figure comprised 36 major applications, 217 minor applications and 559 other applications. Of these 812 applications a total of 771 required determination, as 41 applications were withdrawn. Of these 701 determinations were made by officers under delegated powers.
- 2.12 The Planning Committee determined 70 applications, which comprised 27 major applications, 34 minor applications and 9 other applications. This meant that a total of 8.62% of all applications were required to be determined by Committee. Breaking down these figures still further shows that 75% of major applications were determined by Committee, as were 15.67% of minor applications and 1.61% of other applications. In total the Committee chose not to follow the officer recommendation in 3 cases, which represents 4.29% of Committee decisions.

### **2016-2017**

- 2.13 During 2016-2017 a total of 828 planning applications were submitted. This figure comprised 35 major applications, 311 minor applications and 482 other applications. Of these 828 applications a total of 788 required determination, as 40 applications were withdrawn. Of these 714 determinations were made by officers under delegated powers
- 2.14 The Planning Committees determined 74 applications, which comprised 29 major applications, 34 minor applications and 11 other applications. This meant that a total of 8.92% of all applications were required to be determined by Committee. Breaking down these figures still further shows that 80.55% of major applications were determined by Committee, as were 10.93% of minor applications and 2.28% of other applications. In total the Committee chose not to follow the officer recommendation in 9 cases, which represents 12.16% of Committee decisions.

### **COMPARISON**

- 2.15 Comparing the 3 years it is possible to see that whilst the overall number of applications received has reduced slightly the proportion of major applications significantly increased in 2015/16 (from 22 to 39) and remained high in 2016/17 (35). It is also possible to see that the number and proportion of Committee decisions that did not follow the officer recommendation reduced significantly from 25 (29.76%) in 2014/15 to 7 (10.77%) in 2015/16 and 9 (12.16%) in 2016/17. The trend for a greater proportion of major applications required to be determined by Committee rather than under delegated powers has continued with 40.91% submitted to Committee in 2015/15, 76.32% in 2016/17 and 80.55% in 2016/17. These figures indicate that the Planning Committee is continuing, in the main, to concentrate on major applications.
- 2.16 The tables below show the total numbers of planning applications received during 2014/15, 2015/16 and 2016/17 and the numbers and proportions of applications considered by Committee over the same period.

<b>All Applications</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Major applications	22	39	35
Minor applications	229	275	311
Other applications	775	683	482
Total applications	1026	997	828

<b>Committee</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Major applications	9 (40.91%)	29 (76.32%)	29 (80.55%)
Minor applications	32 (13.97%)	42 (15.27%)	34 (10.93%)
Other applications	43 (5.55%)	9 (0.90%)	11 (2.28%)
Total applications	84 ((8.19%)	80 (8.02%)	74 (8.92%)
Overtuned	25 (29.76%)	7 (10.77%)	9 (12.16%)

## **GEOGRAPHICAL VARIATION**

- 2.13 Members have expressed an interest in the parishes within which Planning Applications have required consideration by Planning Committee. The table below lists the top 8 Parishes for applications dealt with by Committee during 2016/17 and although the numbers are small indicates those Parishes where more minor and other applications have been brought before the Committee:

<b>Parish</b>	<b>Number</b>	<b>Major</b>	<b>Minor</b>	<b>Other</b>
Matlock	11	3	3	5
Doveridge	8	6	2	0
Wirksworth	8	4	3	1
Brassington	7	4	3	0
Darley Dale	7	2	5	0
Ashbourne	6	4	1	1
Brailsford	5	4	1	0

- 2.14 The scheme of delegation adopted by Council in May 2015 anticipates that major applications will be considered by Committee and that the majority of minor and other applications will be dealt with under delegated powers. Whilst the breakdown above is not a detailed form of analysis it can be seen that the likelihood of minor and other applications being presented to Committee appears to be greater in some Parishes than others. Comparison with last year suggests that the Parishes within which it is consistently more likely that minor and other applications will be brought before Committee are Matlock and Darley Dale.

## **3 RISK ASSESSMENT**

### **Legal**

- 3.1 There are no legal risks arising from this report.

### **Financial**

- 3.2 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, 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@derbyshiredales.gov.uk](mailto:tim.braund@derbyshiredales.gov.uk)

#### **6 BACKGROUND PAPERS**

None

#### **7 ATTACHMENTS**

Appendix 1 – Detailed figures for 2016-17

**APPENDIX 1: 2016-2017**

<b>Period</b>	<b>Application Type</b>	<b>Decision Type</b>	<b>Number</b>	<b>Totals</b>
16/04/2016 11/04/2017	Major	Committee	29	
		Delegated	5	
		Withdrawn	1	
		<b>Sub Total</b>	<b>35 (4.34%)</b>	
	Minor	Committee	34	
		Delegated	257	
		Withdrawn	20	
		<b>Sub Total</b>	<b>311 (37.51%)</b>	
	Other	Committee	11	
		Delegated	452	
		Withdrawn	19	
		<b>Sub Total</b>	<b>482 (58.15%)</b>	
		<b>Grand Total</b>	<b>828</b>	

Delegated Decisions:	<b>714</b>
Committee Decisions:	<b>74</b>
Percentage of <b>all</b> applications sent to Committee:	<b>8.92%</b>
Percentage of <b>major</b> applications sent to Committee:	<b>80.55%</b>
Percentage of <b>minor</b> applications sent to Committee:	<b>10.93%</b>
Percentage of <b>other</b> applications sent to Committee:	<b>2.28%</b>
Number of Committee Decisions Not Following Officer Recommendation:	<b>9</b>
Percentage of Committee Decisions Not Following Officer Recommendation:	<b>12.16%</b>

**BACK TO  
AGENDA**

## COUNCIL

22<sup>nd</sup> June 2017

Report of the Head of Resources

## RESPONSES TO BUSINESS RATES CONSULTATIONS AND PROPOSALS TO REVIEW DISCRETIONARY RATE RELIEFS

### SUMMARY

This report informs Members of government consultation on a Locally Administered Business Rates Relief Scheme, further government consultation on Business Rates Retention and plans to develop a policy on discretionary rate reliefs.

### RECOMMENDATION

1. That the responses to the Consultation Papers, as given in Appendices 1 and 2, be noted.
2. That it be noted that a review of existing discretionary rate reliefs will be carried out during 2017/18.

### WARDS AFFECTED

All Wards

### STRATEGIC LINK

Providing a Locally Administered Business Rates Relief Scheme will assist local businesses and support the Council's priority of Business Growth and Job Creation.

The amount of business rates that is retained by the Council has serious implications for the Council's finances, and therefore potentially has a significant impact on the Council's ability to deliver its Corporate Aims and Objectives.

## 1 A LOCALLY ADMINISTERED BUSINESS RATES RELIEF SCHEME

- 1.1 In his budget on 8 March 2017, the Chancellor of the Exchequer announced £300m support to businesses affected by the 2017 rates revaluation.
- 1.2 The Department for Communities and Local Government subsequently issued a consultation paper. The consultation paper asked for views on the:
  - allocation of resources to local authorities
  - arrangements for local authorities compensation
  - operation and conditions of discretionary relief scheme.
- 1.3 The key points of the consultation paper were:
  - A fund of £300m has been made available to support those businesses who are most affected by increases in their business rates bills in 2017-18. This support will be additional to the transitional relief scheme, which operates separately from this discretionary fund.

- Allocations to local authorities are spread over the next four financial years. The proposed allocations for Derbyshire Dales District Council were:
  - ~ £375,000 in 2017/18
  - ~ £182,000 in 2018/19
  - ~ £75,000 in 2019/20
  - ~ £11,000 in 2020/21
- The allocations represent the maximum amount of discretionary relief that a billing authority can award. Under the current rates retention scheme, district councils bear 40% of the cost of discretionary reliefs. The consultation paper explains that district Councils will receive a grant equivalent to 40% of the cost of the reliefs, up to 40% of the allocation. Thus, if a district council awards £100,000 of relief, it would receive £40,000 in grant (i.e. 40% of the relief awarded), all other things being equal. This means that as long as the reliefs awarded do not exceed the allocation, the cost to the district council will be covered by grant.
- In making the allocations to authorities, the Government has assumed that local authorities will want to support:
  - (a) Ratepayers (or localities) that face the most significant increase in bills; and
  - (b) Ratepayers occupying lower value properties.
- Authorities can design their local scheme to meet local needs and requirements. In practice, local schemes are likely to conform to the basic parameters of the national grant allocations (i.e. 12.5% increase, under £200,000 rateable value). In designing a scheme it will be necessary to identify businesses most affected by the revaluation and to take into account transitional and other reliefs received by each business, which will need to be applied before the latest discretionary relief.
- Billing authorities are required to consult with major preceptors.

1.4 The estimated number of Dales' businesses affected by the 2017 revaluation is difficult to assess at the current time, without a very detailed examination of each case. Current figures show that **around:**

25 properties have increases over £10,000

33 properties have increases between £5,000 and £10,00

275 properties have increases between £1,000 and £5,00

570 properties have increases between £100 and £1,000

310 have increases below £100.

## 1.5 Officer Comment:

It is unlikely that simply applying the national parameters to local ratepayers will result in the cost of the scheme equalling the grant allocation. The effect of other reliefs will make a significant difference to the ultimate costs. It is therefore likely that an authority will have to carry out some complex modelling in order to generate accurate estimates. This will not be easy to achieve because of the volume of data and the complexity of the reliefs calculations. Depending on the scheme chosen, software updates might be required to implement the new relief.

Other factors that will need to be taken into account in designing a new scheme include: whether the relief is awarded automatically has to be applied for; notice periods for removal of reliefs; state aid; the cost of administering the scheme.

- 1.6 Responses to the consultation paper were required by 7 April 2017. Derbyshire Dales District Council's response, which was prepared in consultation with the Council Leader and Deputy Leader in time to meet the deadline, is given in Appendix 1.
- 1.7 The government has considered the responses to the consultation on the scheme and determined that final allocations to local authorities will be made according to the draft allocations published as part of the consultation. DCLG has also confirmed that new burdens funding would be paid to cover the additional cost of administering these relief schemes.
- 1.8 The government has recently issued further guidance on the scheme. Officers are developing a draft scheme based on the guidance. This draft scheme will be reported to a future Council meeting for Members' approval.

## 2 BUSINESS RATES RETENTION

- 2.1 The Department for Communities and Local Government issued a further consultation paper on the design of the reformed system for 100% business rate retention.
- 2.2 In essence, the design of the new 100% system is relatively simple: baselines will be scaled-up to reflect the increase in retention from 50% to 100%; new services and funding streams will be transferred-in; and top-ups and tariffs will be adjusted to reflect the changes in baselines. However, there are many interlinked issues that have to be considered in the design of the new system, and that is why developing a new system is so complex and will take time to conclude.
- 2.3 A key issue throughout the consultation paper is the balance between risk and reward. A key battleground within local government is likely to be tier splits, both in two-tier areas, and with combined authorities. These two features will be at the heart of the design of the new system. From the Government's perspective, an increasingly important aspect of rate-retention is the extent to which business rate retention can contribute to the funding crisis in adult social care. The "tier splits" i.e. the relative shares between district and county councils could have a significant impact on the council's financial position.
- 2.4 The Government was looking for feedback from local government and wanted to see how local government wants some important aspects of the system to be designed. It will use the 100% business rate pilots to work through some of these issues, with particular focus on the next round of pilots (for 2018-19) which will largely be in two-tier areas.

- 2.5 The Head of Resources and Chair of Governance & Resources Committee, Cllr Stevens, attended a consultation event, presented by DCLG and the Local Government association, on 5 April 2017. This helped to inform some of the responses to the consultation paper.
- 2.6 Responses to the consultation paper were required by 3 May 2017. Derbyshire Dales District Council's response, which was prepared in consultation with the Council Leader and Deputy Leader in time to meet the deadline, is given in Appendix 2. The Council is a member of SPARSE Rural and the Rural Services Network, who have issued draft responses to the consultation papers, and these have been reflected in some of the Council's responses.
- 2.7 Since the consultation response was submitted, a general election has been called. The fate of 100% business rate retention is tied up with the outcome of the general election, and the decisions of the Secretary of State and the new government. It is likely that there will be a delay in the implementation of 100% rate retention from 2019/20 to 2020/21. The Secretary of State has confirmed that the 2018/19 100% Business Rate Pilots will be delayed. However, this could just be a delay to the process for selecting and agreeing the pilots rather than delaying the next round of pilots to 2019/20.

### **3 OTHER DISCRETIONARY RATE RELIEFS**

3.1 The Council does not currently have a written formal policy on discretionary rate reliefs. Many existing reliefs have been given for many years; new applications are determined on a case-by-case basis by the Head of Resources under the Council's Scheme of Delegation. Under the current rates retention scheme, 40% of the cost of discretionary rate reliefs falls to the District Council.

3.2 Officer comment:

There is a risk that existing reliefs no longer reflect the Council's priorities. It is therefore recommended that officers undertake a review of existing discretionary rate reliefs and present a report to a future Council meeting, prior to carrying out a consultation exercise.

### **4 RISK ASSESSMENT**

#### **4.1 Legal**

There are no legal risks arising from this report.

#### **4.2 Financial**

With regard to the locally administered Business Rate Relief Scheme, it will be necessary to design a local scheme carefully to ensure that reliefs awarded do not exceed the threshold for reimbursement by government grant. New burdens funding will be paid to cover the additional cost of administering this scheme.

For 100% business rate retention, the amount of business rates that is retained by the Council has serious implications for the Council's finances. The financial risk is assessed as "high".



### 4.3 Corporate Risk

The financial risk as described above may have significant implications for the Council's ability to deliver its priorities, and to provide services at the current levels. The corporate risk is, therefore, high.

## 5 OTHER CONSIDERATIONS

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

## 6 CONTACT INFORMATION

Karen Henriksen, Head of Resources  
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Email:karen.henriksen@derbyshiredales.gov.uk

## 7 BACKGROUND PAPERS

DCLG consultation Papers:

<https://www.gov.uk/government/consultations/discretionary-business-rates-relief-scheme>

<https://www.gov.uk/government/consultations/100-business-rates-retention-further-consultation-on-the-design-of-the-reformed-system>

Email from SPARSE Rural and the Rural Services Network, dated 28 March 2017, "BUSINESS RATES RETENTION LATEST TECHNICAL CONSULTATION".

## 8 ATTACHMENTS

Appendix 1	Response to consultation paper on a Locally Administered Business Rates Relief Scheme
Appendix 2	Response to further consultation on the design of the reformed system for 100% Business Rates Retention

## APPENDIX 1

### Response to consultation paper on a Locally Administered Business Rates Relief Scheme



Shaun Morroll  
Department for Communities and  
Local Government  
2<sup>nd</sup> Floor, NE, Fry Building  
2 Marsham Street  
London  
SW1P 4DF

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**By email to:**  
**[ndr@communities.gsi.gov.uk](mailto:ndr@communities.gsi.gov.uk)**

7th April 2017

Dear Mr Morroll,

#### Locally Administered Business Rates Relief Scheme

I refer to the Consultation on proposals on the design and implementation of the locally administered Business Rates Relief Scheme.

This response represents the views of Derbyshire Dales District Council.

In respect of the questions raised in the Consultation Paper, the District Council wishes to comment as follows:

#### **Question 1: Do you agree that individual local authorities should be responsible for designing and implementing their own discretionary relief schemes, having regard to local circumstances and reflecting local economies?**

Yes. We agree that individual local authorities should be responsible for designing and implementing their own discretionary relief schemes, having regard to local circumstances and reflecting local economies because those individual local authorities are best placed to determine how this fund should be targeted and administered to help those businesses and communities that are in the greatest need.

However, designing and managing a local scheme will put additional pressure on the Council (staff time, postage, software changes etc.) and we request that DCLG should consider a New Burdens Grant to compensate local authorities.

#### **Question 2: Are the Government's assumptions about the design of local discretionary relief schemes reasonable?**

We agree with the proposals set out in paragraph 4.4 of the consultation paper i.e. that billing authorities will collaborate with other authorities within their area (we assume this means the major precepting authorities) to design a discretionary relief scheme, the criteria for eligibility and whether it should apply to specific locations or to the whole of the Derbyshire Dales.

We do not agree with the broad assumptions set out in paragraph 4.7 (i) because:

- We feel that any local scheme should include the impact of transitional reliefs and other reliefs and be based on the actual increase in the bill from 2016/17 to 2017/18;
- We feel that individual local authorities should be free to set the eligibility criteria that are suitable for their own areas, rather than applying the conditions set out in maximum rateable value and the percentage increase in bills (after reliefs) paragraph 4.7 (i).

The consultation paper does not indicate whether local authorities would be free to award discretionary relief in relation to their own properties, where they meet the eligibility criteria. It would be useful to have clarification on this point.

**Question 3: Is the allocation methodology reasonable?**

The methodology used for making the allocations of resources to local authorities is reasonable, given the limitations of the data held by DCLG and The VOA. However, the effect of reliefs has not been taken into account. This could mean that resources are not directed to the local authorities and businesses that have the most need.

**Question 4: Do you think that authorities should have some flexibility to switch resources between years to ensure relief provided meets local need and provides maximum value for money?**

Yes, we would welcome the flexibility to move funding between years as we consider that it will be difficult to design a scheme that would allocate exactly the right amount of relief in any one year. The flexibility would therefore be useful to manage potential under- or over-spends.

**Question 5: Do you agree with the proposal that s.31 grant should be paid to compensate authorities for their loss of income under the rates retention scheme up to the maximum of that year's "total pot"?**

Yes, subject to the response to question 4 above.

**Question 6: Do you agree with the proposals for administering payments, including in-year payments based on estimates, end-year reconciliations and payments quarterly in arrears?**

Yes.

**Question 7: Do you agree the grant conditions are appropriate?**

Yes, it is reasonable that a billing authority should consult with major precepting authorities and combined authorities, where appropriate.

Yours sincerely,

Karen Henriksen

Head of Resources

(Section 151 Officer)

## APPENDIX 2

### Response to further consultation on the design of the reformed system for 100% Business Rates Retention



Business Rates Retention  
Consultation  
Local Government Finance  
DCLG  
2<sup>nd</sup> Floor, Fry Building  
2 Marsham Street  
London  
SW1P 4DF

Please ask for:	Karen Henriksen
Direct Dial No	01629 761284
Fax No	
Your Ref.	
My Ref.	
E-mail	Karen.henriksen@derbyshiredales.gov.uk

By email to:  
**BRRconsultation@communities.gsi.gov.uk**

3 May 2017

Dear Sir/Madam,

100% Business Rates Retention: further consultation of the design of the reformed system

I refer to the Consultation Paper in respect of the design of the reformed system for 100% Business Rates Retention. This response represents the views of Derbyshire Dales District Council.

Derbyshire Dales District Council is a member of SPARSE Rural and the Rural Services Network and, without wishing to repeat all the points made by SPARSE/RSN, the District Council fully endorses their submission in response to the Consultation Paper.

We agree with the RSN's comments that the Fair Funding Review should run in parallel with the redesign of the business rates system. Growth in the business rates (or council tax) base will not necessarily match growth in service needs. We are concerned that without a review of need, the changes to the business rates system could have a disproportionate effect on rural authorities, such as Derbyshire Dales District Council.

The consultation paper does not provide any exemplifications that would allow us to evaluate the financial impact of the proposed system. These are necessary to properly evaluate the impact of the proposals.

In respect of the questions raised in the Consultation Paper, the District Council wishes to comment as follows:

## **Question 1: What are your views on the proposed approach to partial resets?**

We are pleased that the consultation paper recognises that how resets work is essential in finding the right balance between growth and need in the 100% Business Rates Retention Scheme. We agree that partial resets will provide a balance between the incentive to achieve growth and the requirement for sufficient resources to address changes in need. In our view, if the system is to incentivise growth, then an authority must be able to retain an element of growth beyond the reset.

This approach would require further modelling to establish the geographical effect and, presumably, the amount of growth that would be required to be taken to compensate the authorities that are below the baseline.

Local authorities do not all have the same capacity to achieve growth. Growth in business rates is less strong in rural areas than urban areas, particularly the larger city centres. Rateable values per head are much lower (50% on average) in rural areas, economies can often be less dynamic, and new business units or premises tend to be much smaller. Much economic growth in rural areas does not lead to an increase in Business Rates. New developments might reflect relocation from other hereditaments rather than the creation of new businesses. Furthermore, a large proportion of the business rates payable is reduced by a range of reliefs, most of which are determined by central government through legislation and only some of which is actually funded by central government. It is much more difficult for rural authorities to convert support for the business sector into actual growth in business rates. The growth in Derbyshire Dales from 2010-11 to 2015-16 was 0%, compared with an average of 1.6% for English Authorities.

As a result of these characteristics, the Council is wary about the Government's policy objectives of rewarding and incentivising growth unless there is some mechanism that will address disproportionate growth and retention.

Derbyshire Dales District Council has seen a very high value of appeals settled in 2016/17 (approximately 5% of net rates payable, with 40% being the responsibility of the district council under the current scheme), and high levels of write offs associated with bankruptcies and liquidations. We would welcome a system that protected us from these types of losses and system shocks.

We are pleased that the proposed scheme means that authorities who have seen a decline in business rates income will not be expected to continue to bear a proportion of any loss following a reset. However, we ask the question: if all losers are to be brought up to baseline, will there be anything left to reward those who have achieved growth?

We consider the five year partial reset period mentioned in the consultation paper to be an appropriate period. We support the introduction of transitional arrangements following a reset as we agree that resetting the needs formula could result in significant changes in income for some authorities.

A safety net will be necessary for those authorities that face a decline in business rates in the periods between resets e.g. from the loss of a major hereditament.

An important feature of the new system should be predictability; it is important that local authorities know in advance how the resets will work so that estimates of the impact can be built into medium term financial plans.

**Question 2: What are your views on how we should measure growth in business rates income over a reset period?**

We welcome the statements in the consultation that the system should be simple and transparent to understand and should avoid perverse incentives and “gaming” of the system.

Measuring growth is difficult as a simple approach such as the change in gross rates payable, may be distorted by the impact of settled appeals and other technical fluctuations. Further work is required to provide a process to identify real growth, not nominal growth, and addresses volatility around accounting adjustments.

We note that the consultation paper indicates in paragraph 2.11 that at a partial reset the amount of business rates available for redistribution will be as at year one plus inflation. This would reset the national pot so that its growth is flat in real terms over the medium term. In effect, this would mean that local authorities as a whole will not be able to retain above-baseline growth (in real terms) when baselines are reset. In our view, this goes against the aim of incentivising business rates growth and we request the government to explore the retention of some growth when resetting the quantum.

Predictability, stability and transparency should be key features of the new system. It is important that growth is measured in real terms; nominal growth would be more difficult to measure and forecast. Local authorities need to be able to produce reasonably accurate forecasts of growth, which can be built into medium term financial plans.

**Question 3: What are your views on the Government’s plans for pooling and local growth zones under the 100% Business Rates Retention system?**

Derbyshire Dales District Council supports the concept of business rates pooling and is currently part of a ‘Derbyshire’ business rates pool, with 2017/18 being the third year of operating such a scheme. Whilst the removal of the levy from the new 100% Business Rate Retention system means that the rewards for pooling are reduced, the Council is of the opinion that pooling helps to share the risks and rewards. It is in the interest of all members of the pool to work together to generate economic growth.

However, we are concerned that there appears to be an element of “compulsion” in the proposals as the Bill removes the requirement for local authority consent, but introduces a requirement for the Secretary of State to consult with affected local authorities. This goes against the spirit of ‘localism’. If local authorities are compelled to join a particular pool, where they might not feel a synergy with other members, there is a risk that the authorities will not work together in a cohesive manner and that the aim of economic growth might not be achieved.

The consultation paper states that a pool of authorities will be treated as one authority under this approach, for setting top-ups, tariffs and safety nets. We are concerned that this approach could have significant implications for the business rates income of individual local authorities, especially the smaller rural authorities. We would like the government to use the business rates pilots to explore how the suggested incentives could work in rural areas.

The consultation paper says that the government is introducing a new power through the Local Government Finance Bill, which will allow local authorities themselves to establish local growth zones. Our concern about local growth zones is that they give some local authorities the opportunity to keep potentially significant amounts of growth at the expense of the rest of the sector. There should be more research into how local growth zones might impact on the total growth in business rates at a partial reset. The

consultation paper indicates that the government expects to set parameters around the size and operation of local growth zones; this might help to address some of our concerns.

**Question 4: How can we best approach moving to a centrally managed appeals risk system?**

We are pleased that the Bill provides for the risk and income volatility associated with business rates appeals to be managed centrally. This should bring more stability to the system.

The use of a top slice to fund this is reasonable but we would like more information on how the top slice will be calculated.

However, we note that the loss payments that will compensate local authorities for loss of income from appeals is limited to loss of income resulting from changes to rating lists relating to 'valuation errors'. We request a definition of 'valuation errors'. We are concerned that this approach will still leave local authorities facing considerable risks as lots of settled appeals do not relate to 'valuation errors' but arise from changes in circumstances. We suggest that further work is necessary to evaluate the full impact of settled appeals and the level of appeals risk that local authorities will still retain.

We have experienced large backlogs of appeals waiting to be resolved by the VOA. This means that the provision is larger than it might have been and requires greater administrative effort in managing appeals. We still have appeals outstanding against the 2010 list and are concerned that the impact of the 2017 revaluation will exacerbate these effects. It would be helpful if additional, short term resources could be allocated to the VOA to address the backlog of appeals before the 100% rate retention scheme is introduced.

**Question 5: What should our approach be to tier splits?**

We agree with the principle that future tier splits should be driven by transfers of funding and responsibility. However, without us being aware of the potential new responsibilities for the respective tiers, and without a Fair Funding Review, it is impossible to suggest actual percentages.

Paragraph 3.16 of the consultation paper asks for views on an approach that would allow the relevant county council and district councils in the county area to work together to set their own tier splits; our view is that it would be almost impossible to achieve a consensus on this across a county area.

**Question 6: What are your views on proposals for a future safety net under the 100% Business Rates Retention system?**

We support the approach for an ongoing safety net to assist any local authority whose business rates income falls below a specified level, particularly between resets. This will assist in minimising the financial risks that could face an authority following the loss of a major ratepayer.

The suggestion that this should be funded by a top slice to the overall quantum is reasonable.

The consultation paper says that a trial will be held for a safety net based on 97% of the baseline funding level. We support this as it is an improvement on the current 92.5% safety net level in the 50% scheme and would therefore help to reduce the financial risks faced by local authorities.

Further work is required to explore the impact of safety nets based on pools. This could open up authorities to significant risks if there are large closures in the pool area.

**Question 7: What are your views on our proposals for the central list?**

We would welcome a clear policy for which properties and ratepayers should be assessed on the central list. We agree that this would provide more stability and certainty for local government.

We would be concerned about the impact on local authorities if a large number of high value hereditaments were to be removed from local lists. For example, if all NHS properties were to be moved to the central list this could have a significant impact on all local authorities. It would therefore be necessary to ensure that the system of baselines, resets and safety nets could protect local authorities.

Any review must be transparent and should be completed before the start of the 100% rate retention scheme when baselines are reset, or there should be a mechanism to reset baselines whenever a significant change takes place. We therefore welcome further consultation on the central list.

Yours faithfully,

Karen Henriksen

**Head of Resources**

(Section 151 Officer)



COUNCIL  
22 JUNE 2017

Report of the Head of Regeneration and Policy

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## CAPACITY AND SKILLS FOR ECONOMIC REGENERATION

### PURPOSE OF REPORT

To enhance skills and capacity to support a more proactive approach to enabling the delivery of economic growth sites utilising the Economic Development Reserve, focusing on District Council involvement in the direct delivery of business workspace and associated infrastructure.

### RECOMMENDATIONS

1. The resolutions of the Community and Environment Committee on 12 January 2017 with regard to the availability and facilitation of industrial land in the Derbyshire Dales be noted
2. Skills and capacity be enhanced within the Economic Development Team to support a more proactive approach to delivering economic growth sites, as set out in Option f within the report
3. The cost be met by releasing funds from the sites allocation identified within the Economic Development Reserve and the updated Economic Development Reserve expenditure programme be approved
4. The planned exhaustion of the Economic Development Reserve in 2020 be noted
5. Progress with respect to the Ashbourne Airfield Industrial Estate Link Road be noted

### WARDS AFFECTED

All

### STRATEGIC LINK

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

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## 1 BACKGROUND

- 1.1 Recent evidence compiled on behalf of the District Council indicates a pressing requirement to accelerate the provision of new employment land within the Derbyshire Dales:

- 43% of businesses surveyed have plans to expand, particularly those in industrial premises (*Derbyshire Dales Business Survey, October 2016*)
  - of those looking to expand, two thirds require new premises with half also requiring additional land (*Derbyshire Dales Business Survey, October 2016*)
  - only an estimated 1.5 years supply of industrial accommodation and 2.2 years supply of office accommodation is available at current take up rates (*Approach to the Delivery of New Employment Floorspace in Derbyshire Dales, November 2016*)
  - 'the bringing forward of the employment allocations within major mixed use development schemes within the Central area is of high importance to the economy of the Derbyshire Dales' (*Approach to the Delivery of New Employment Floorspace in Derbyshire Dales, November 2016*)
- 1.2 Evidence from the Derbyshire Dales Business Survey confirms the need and demand for more high-quality workspace in the district. Because the market is failing to deliver this employment space, District Council interventions are essential to speed up the delivery of employment land and workspace.
- 1.3 The Derbyshire Dales Economic Plan 2014-2019 aims to enhance the conditions for economic growth and job creation within the district, with a particular focus on the creation of higher value jobs (to replace lower-skilled, lower-paid roles). This reflects the fact that the Derbyshire Dales suffers from some of the lowest pay in England. Annual pay for Dales jobs averages £16,946: the lowest paid district in Derbyshire and amongst the lowest 3% of districts in England (*Office for National Statistics: Annual Survey of Hours and Earnings 2015 provisional tables*).
- 1.4 The Economic Plan identifies the requirement to bring forward sites to support the objective of economic growth and job creation, providing quality employment accommodation suited to such uses. The following priority sites are identified:
- Ashbourne Airfield Industrial Estate extension (Ashbourne Business Park)
  - Cawdor Quarry, Matlock
  - Riverside Business Park, Bakewell
  - Halldale Quarry, Matlock
  - Middleton Road quarry, Wirksworth
- 1.5 Each of the sites is within private ownership and are subject to mixed use proposals to overcome viability issues. In each case, significant costs must be met 'upfront', which imposes a financing burden on early phases of development. These costs include dealing with contamination, topography and access issues. On this basis, landowners are prioritising the early delivery of (more profitable) residential/commercial development rather than employment development. ***If appropriate interventions are not taken to accelerate delivery of employment sites, there is a significant risk that new business accommodation will not materialise for many years, resulting in constrained growth and firms choosing to re-locate (an issue already).*** A more pro-active approach to securing employment delivery is therefore required.

## 2 DEVELOPING A NEW APPROACH TO EMPLOYMENT GROWTH SITES

- 2.1 Business growth and job creation, including promoting the development of key employment sites in and around our market towns, is the top priority for the District Council. This was established by Members when adopting the Corporate Plan 2015-2019, and reflects residents' priorities as well as need.
- 2.2 A Members Workshop held on 4 October 2016 heard that local businesses are seriously constrained by a lack of small, modern, high quality industrial units. As a result, some businesses are already moving out of the district, and others that could potentially grow here (or relocate to the Dales from surrounding cities) are unable to do so at present. As well as losing job opportunities, the district might fail to benefit from growth in Business Rates income arising from growing employment floorspace.
- 2.3 Community and Environment Committee on 27 October 2016 agreed that a new approach to regeneration should be developed, with a focus on District Council involvement in the direct delivery of workspace and associated infrastructure. Interventions to facilitate the provision of new workspace were to be brought to Members at a future meeting of the Committee.
- 2.4 The 12 January 2017 Community and Environment Committee meeting considered the results of a detailed report on delivering new employment floorspace in the Derbyshire Dales, alongside findings from a Derbyshire Dales Business Survey carried out in Autumn 2016. Whereas the district has more than five year's supply of housing land, there is a mere 1.5 years supply of industrial land. Members heard that **availability of industrial accommodation is seriously constrained such that historic levels of take up are unable to be met**, and resolved that interventions to facilitate the provision of new workspace be brought to Council.
- 2.5 Such interventions could take a variety of forms. Options might include (i) provision of loan funding to developers to make land ready for development and accelerate the provision of business units (recoverable once they start getting rental income from business lets); (ii) up-front (forward) purchase of business units (to be let and or sold on once tenants move in); (iii) pre-letting part of an employment development; or (iv) purchasing sites and building/letting units ourselves (or in partnership with a developer partner) which may generate a revenue stream from rentals. A fifth approach – working with landowners to secure Local Enterprise Partnership support – is already being taken but, on its own, has been shown to be limited in impact.
- 2.6 The remainder of this report looks at the options for supporting this area of work and developing the approach described. It makes recommendations on the preferred option to build required skills and capacity within the District Council to help accelerate the provision new workspace in the Derbyshire Dales.

### 3 SKILLS, EXPERIENCE AND CAPACITY REQUIREMENTS

- 3.1 Over recent years the District Council has lost 'development' skills and experience in several areas (principally through experienced officers leaving and posts not being filled, all contributing to cost savings). An audit of current teams / posts has revealed that whilst some valuable skills and experience are present internally, they are stretched across different roles and there are significant gaps. The gaps relate both to skills and experience, and particularly to capacity given the very small team sizes within regeneration and policy. Details are provided in Appendix 1. ***Skills and capacity in relation to scoping, preparing, negotiating, managing and leading the delivery of complex development proposals are considered to be particularly lacking.***
- 3.2 Whilst a refocusing of priorities might free up some very limited capacity, longer term commitments and the lack of previous experience in delivering sites point to the need for dedicated resources to support this area of work if the Council is serious about responding to Members' wish for more direct, proactive involvement.
- 3.3 Future requirements to some extent depend upon the level of ambition of the Council and any 'stake' taken within projects. Potential options include loan provision, forward purchase of accommodation, securing a development partner or direct delivery by the Council. Sites are also at different stages of planning and negotiation and the level of District Council involvement in each will vary. However, without pre-empting outcomes, a more pro-active enabling, facilitating, co-ordinating, brokering approach to accelerating employment development on priority sites is clearly needed.
- 3.4 To achieve this, the following skills and experience are considered essential. As identified, some exist in house - although capacity and depth are issues - but in several other areas **gaps exist or capacity is constrained as highlighted below** (note inclusion of property management experience considered premature at this stage):
- knowledge of the planning system
  - knowledge of the development process / legislative framework
  - experience of assembling, co-ordinating and leading multi-disciplinary teams and commissioning external services as required to complete specific tasks **(limited capacity)**
  - knowledge of the commercial property market within the Derbyshire Dales, an understanding of local need and demand and the issues associated with delivering employment provision within a rural context
  - experience of building and leading successful partnerships with landowners, developers, public sector funding bodies and other key stakeholders to deliver development **(limited capacity / gap)**
  - experience of site master planning, feasibility work and preparing development briefs, business cases and gap funding bids **(limited capacity)**
  - experience of negotiating with landowners and developers and preparing 'heads of terms' agreements **(limited capacity / gap)**

- experience of completing options assessments, cost / benefit analysis, viability appraisals and assessing commercial risk **(gap)**
- detailed business planning to support development proposals i.e. schedule of unit types, sizes and specifications, delivery schedules, cashflow projections, lease terms and other commercial considerations **(gap)**
- knowledge and experience of designing financial mechanisms / commercial delivery vehicles to secure site delivery **(gap)**
- detailed knowledge of State Aid and experience of procuring major public works contracts **(limited capacity)**
- experience of successfully leading / project managing the implementation of major capital projects **(gap)**

#### 4 OPTIONS ASSESSMENT

4.1 The following seven options (a to g) have been assessed as alternatives to fill the skills and capacity void identified.

##### a) Procure external resource:

- Pros:**
- Expertise / specialisms brought in as needed
  - Good short term option and appropriate for bespoke tasks / individual projects
- Cons:**
- Costly
  - Normally project specific
  - Unsustainable longer term

##### b) Retrain / develop an existing member of staff:

- Pros:**
- Development opportunity / investing in existing staff resource
  - Cost neutral longer term
- Cons:**
- Lack of suitable / available candidates at senior level with background in sites and development
  - Limited available capacity

As identified earlier, some limited potential may exist within the Planning Policy service post Local Plan adoption, although other work also needs to be progressed e.g. Community Infrastructure Levy, Self Build, Brownfield Register, Permission in Principle, Neighbourhood Planning, Supplementary Planning Documents, and in particular monitoring and review of the Local Plan every five years. Taking an objective view, capacity is likely to remain unavailable in the longer term.

##### c) Partnering / Joint service arrangement:

- Pros:**
- Experience within other councils delivering own projects
  - Potentially a cost effective approach

- Potential to share costs of a post

- Cons:**
- Available capacity would need to be established
  - Would adequate time be allocated to Dales sites?

A variation of this could be a shared resource drawn upon by two or more councils. The potential for such an arrangement has been tested with the Economic Development Managers at other Derbyshire councils.

None of the district councils consulted have a single role dedicated to working with developers to bring forward sites. At two councils this work has been picked up by economic development team members (both have larger teams than at Derbyshire Dales and have their own sites). Other councils procure external support on a case by case / project by project basis. This has enabled them to draw in additional capacity and external expertise as required.

In principle, other districts could be interested in exploring options for a partnering approach / shared role to boost capacity in this area of work. However, the ad hoc nature of the work and revenue budget deficits are likely to make funding new initiatives like this difficult for some.

Regarding larger authorities, the County Council clearly have capacity issues impacting on their ability to support sites work in the Dales. Although a formal approach has not been made to Derby City Council, it is understood that the Council has a team focused on developing and delivering key physical development projects in and around the city. However, the recent D2N2 announcement of LGF Round 3 projects is likely to focus the City Council's attention in this regard.

#### d) Development Team:

- Pros:**
- 'Whole team' approach, providing a dedicated Council resource to support site delivery (comprising development / project management / planning / funding expertise)

- Cons:**
- Expensive
  - Progress on sites subject to negotiations with private sector and site specific so resources likely to be required on call on / call off basis

An alternative to this option could be allocating time from existing posts to provide a 'virtual' development team at key stages of project development and delivery. However, the practicalities of ring-fencing officer time to support work on a site by site basis and ensuring dedicated resource when required is likely to prove extremely challenging alongside other workloads and is not considered viable.

#### e) Development Company:

- Pros:**
- Strategic approach demonstrating real intent

- 'Arms length' from the District Council
- Successful examples in other areas

- Cons:**
- Upfront costs and lead in time
  - Requires detailed work on governance / accountability arrangements
  - Scale and impact / adequate pipeline of (deliverable) sites
  - Also requires the additional cost of project officer(s)

Economic Development Companies have been established in other areas and by other councils including:

- Cornwall Development Company:
- Blackpool Fylde & Wyre Economic Development Company:
- Torbay Development Agency
- Growth Lancashire Ltd.

Further background information on the governance, resourcing, management and level of Council support to each is being sought. A partnership arrangement over a larger geographical footprint would be required for any such an initiative to be successful in the Dales.

f) Recruit to new Principal Regeneration Officer Post – Sites Delivery Officer / Manager:

- Pros:**
- Provides a lead officer and resource dedicated to accelerating site delivery and new employment space
  - Provides additional capacity at the level required

- Cons:**
- Requires funding commitment from the Council (ED Reserve)
  - Requires co-operation from landowners / developers

Consideration would need to be given to the 'call on / call off' nature of the work, particularly as all the priority sites in the Dales are held in private ownership.

g) Draw on resources available from other District Council initiatives e.g. HCA funded Hurst Farm Housing Estate Regeneration Project

- Pros:**
- Project officer to be recruited with some similar skills sets
  - External funding secured for 3 years

- Cons:**
- Limited capacity available to support other work (at level required)
  - Social objectives rather than commercial focus

There may be potential to make external funding 'go further' should the budget extend to a fund for procuring specialist consultancy services (as required).

## 5 PROPOSALS

- 5.1 Members have already agreed that a more pro-active approach to securing the delivery of new business accommodation within the district is required. Delivering the land allocations within the Local Plan is also a key priority, enabling economic growth and increasing demand for local services.
- 5.2 The District Council has also recognised the need to grow income from Business Rates in anticipation of this revenue being retained by local councils in place of revenue grant. If the District Council is to become self-sufficient in the longer term it is necessary to invest resources to demonstrate our intent. The proposals below are a first step towards enabling these objectives.
- 5.3 The recommendation from the Place Shaping Hub (supported by the Corporate Leadership Team) is **to pursue Option (f), supported by a small annual budget to procure specialist support from external sources on a project by project basis.**
- 5.4 Without a dedicated resource providing the additional capacity needed and addressing the skills gaps identified, the District Council will struggle to move beyond its current, reactive role of trying to influence developers as proposals come forward. The Council needs to get more on the front foot, and help develop solutions with developers for accelerating earlier workspace provision on these challenging sites.
- 5.5 A first draft outline job description is attached (Appendix 2) setting out key responsibilities of the role. Key criteria for the Person Specification (to be developed further prior to Job Evaluation) are included.
- 5.6 Subject to more detailed discussions with other district partners regarding the potential to share the role, it is proposed that a part-time post (18.5 hours per week) based at the Town Hall is established for a minimum of 3 years to sit within the Regeneration & Policy services. Subject to the appointment grade (to be determined through the Job Evaluation process), a budget in the region of £80,000 over three years would need to be ring fenced plus an estimated £20,000 for consultancy (to be procured) to meet the cost of specialist work as required. Funding would be met from the sites allocation of £135,000 that was identified within the Economic Development Reserve agreed by Members in October 2016.
- 5.7 Whilst focusing effort on the priority sites identified (acknowledging the challenges, and prioritising those with the most potential to move forward) the post will also engage with landowners to establish opportunities to bring forward other potential employment sites particularly within the central area.
- 5.8 Measures of success have been considered and will be included as targets within the work programme for the post. By the end of 2020, the appointed officer would be required to work with private developers to help bring about the following:



- An agreed masterplan / phasing programme for each of the growth sites identified within the District Council's Economic Plan
- 6-8ha of serviced employment land available / in pipeline
- 10,000 sqm new floorspace available / in pipeline

Progress would be reviewed annually towards these targets.

- 5.9 In the longer term, the potential benefits of and partner appetite for an Economic Development Company, arms-length from the Council, could be explored. However, the primary and more urgent need is to enhance internal capacity to support this programme of work now.

## **6 ECONOMIC DEVELOPMENT RESERVE**

- 6.1 A programme for expenditure of the Economic Development Reserve was agreed at the Community and Environment Committee meeting on 29 October 2015 and updated on 27 October 2016. Initial expenditure was delayed by late Government decisions on EU funding applications, expenditure to match fund which has belatedly commenced.

- 6.2 As of 31 March 2017, there was £306,270 remaining in the Economic Development Reserve. Of this, however, more than half (£161,188) is already committed. At present, there is £145,082 uncommitted. The expenditure programme (Appendix 3) has therefore been updated to summarise committed and proposed expenditure from the Economic Development Reserve up to 31 March 2020, including that recommended in the previous section, and is submitted for Council approval.

- 6.3 It should be noted that in 2020 proposed expenditure is programmed to reduce the Economic Development Reserve to zero, should the recommendations in this report be approved.

## **7 ASHBOURNE AIRFIELD INDUSTRIAL ESTATE LINK ROAD**

- 7.1 The Community and Environment Committee on 27 October 2016 considered a detailed report on the Ashbourne Airfield Industrial Estate. An update on activity resulting from the decisions made was provided at the 12 January 2017 Community and Environment Committee meeting. Recent progress is as follows:

- The preparation of a detailed engineering design, cost estimate and tender pack for the construction of the proposed new link road and access is being undertaken by Waterman Infrastructure and Environment Ltd., and is nearing completion. The design contract is being funded by the landowner, District Council and County Council
- Investigation works to establish the condition of the District Council-owned final 300m stretch of Blenheim Road (funded by the District Council and carried out by Aecom) have been completed. An initial allocation has been made in the Capital Programme to fund the remediation works that will be necessary to secure adoption of the highway and associated service

infrastructure, but indications are that an additional sum allocation will be required.

- A consultancy team (funded by the District Council) is working with the District Council, County Council and landowner in support of the above as well as planning the phased development of the 8 ha employment allocation at the Airfield. The team comprises Genecon (business case preparation and LEP submission), David Lock Associates (site masterplan and phasing) and Thomas Lister Ltd. with Freeths (market assessment and viability, negotiation with landowners, State Aid).

7.2 Following the completion of design work, the next stages will include securing agreements as to land transfer, funding and economic outputs prior to the Stage 2 Local Enterprise Partnership submission. The County Council is to act as project sponsor for the link road scheme and will need to enter into a separate agreement with the landowner for the accelerated delivery of serviced land and floorspace on the site. Any works to the District Council's 300m stretch of Blenheim Road will need to be carried out in parallel with the new build so both road lengths are brought forward in similar adoption timescales.

## **8 MEMBER REPRESENTATIVES' COMMENTS**

### **8.1 Place Shaping – Councillor Tony Morley**

I have considered the costs and benefits all options a) to g), and I fully support the officer recommendation f). The reasons are as follows

1. Retraining is in itself time-consuming and expensive.
2. Collaboration with other local authorities can be affected by their own changing priorities.
3. Buying in consultancy expertise can be expensive and does not encourage relationship building and continuity
4. A crucial function of this post would be to build local knowledge and allow the post-holder to develop relationships with partners across the Derbyshire Dales.

My conclusion therefore, as noted above, is that recruiting the right person will help sites regeneration to move forward by contributing crucial areas of business expertise, negotiation skills and relationship building, and would allow the post holder to become part of the Team (with resultant benefits of commitment and accountability).

I believe that the benefits of recruiting such a person considerably outweigh the costs and that the post-holder will, during the period of engagement, be able to contribute significantly to the District Council's Regeneration priority.

## **9 RISK ASSESSMENT**

### **9.1 Legal.**

There are no legal risks arising from the report at this stage.

## 9.2 Financial.

Funding to develop the approaches identified in the report is available from the approved Economic Development Reserve; therefore the financial risk at this stage is assessed as low. However, the potential resource implications of any future infrastructure and workspace development will need to be considered and the financial risk may change at that time.

## 9.3 Corporate.

The risk of progressing the options identified will need to be managed. Overall, the corporate risk is assessed as Medium at present.

## 10 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.

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Council Regeneration Sites June 2017.docx

## CONTACT INFORMATION

Steve Capes, Head of Regeneration and Policy  
01629 761371, email [steve.capes@derbyshiredales.gov.uk](mailto:steve.capes@derbyshiredales.gov.uk)  
Giles Dann, Economic Development Manager  
01629 761211, email [giles.dann@derbyshiredales.gov.uk](mailto:giles.dann@derbyshiredales.gov.uk)

## BACKGROUND PAPERS

- Derbyshire Dales Economic Plan, September 2014
- Corporate Plan 2015-2019
- Community and Environment Committee, 27 October 2016: Derbyshire Dales Economy
- Community and Environment Committee, 27 October 2016: Ashbourne Airfield Link Road
- Community and Environment Committee, 12 January 2017: Derbyshire Dales Business Survey
- Community and Environment Committee, 12 January 2017: Employment Sites Regeneration

## ATTACHMENTS

Appendix 1	Existing skills and capacity audit summary
Appendix 2	Draft outline job description and person specification
Appendix 3	Proposed Economic Development Reserve expenditure programme

## APPENDIX 1      EXISTING SKILLS AND CAPACITY AUDIT SUMMARY

A review of current teams / posts has revealed the following skills and experience available internally with limits highlighted:

- considerable knowledge of the planning system
- considerable knowledge of local sites and their constraints
- knowledge of the development process
- past experience preparing supplementary planning documents and site development briefs (although limited in recent years)
- experience of commissioning masterplans and other specialist service contracts
- experience of developer negotiations through the planning process
- external funding expertise and knowledge of State Aid and Procurement issues
- project development experience (but to a lesser extent on sites)
- project appraisal experience
- business planning / cashflow (but to a lesser extent on sites)
- experience of partnership working with private and public sector partners and seeking cost effective solutions
- knowledge of local commercial property availability via Tractivity
- QS plus small Legal / Finance teams but extremely limited capacity to provide support
- communication and marketing skills

Although some relevant skills exist, these are stretched across different roles within the Council. Depth of experience and limited capacity are also issues. Skills and capacity in relation to scoping, preparing, negotiating, managing and leading the delivery of complex development proposals in particular are considered to be lacking.

Subject to Local Plan adoption post Examination, some capacity may be generated within the Planning Policy service. However, recent experience has revealed very limited resilience and capacity in the Planning Policy team. Development Management continues to experience a high volume of planning applications. Although (through recruitment in Development Management) capacity issues are being addressed, looking forward, no new resources are likely to be dedicated to employment site regeneration although it is anticipated that input from the Development Manager will continue via the Place Hub.

The scope for members of the Economic Development Team to 'step-up' has also been considered. Whilst a refocusing of priorities (dropping lower priority work) would free up some capacity, longer term commitments including the management of EU funded projects and the limited previous experience in delivering sites points to the need for dedicated resources to support this area of work if the Council is serious about responding to Members' wish for more direct, proactive involvement.

## **APPENDIX 2            DRAFT OUTLINE JOB DESCRIPTION**

**Purpose:** To take a lead role in accelerating employment development on priority growth sites within the Derbyshire Dales

**Responsible to:** Economic Development Manager

**Hours / Grade:** 18.5hrs pw / Grade (subject to JE) (pro-rata)

### **Main Duties / Tasks:**

- Be proactive in seeking out and securing investment to accelerate the delivery of business accommodation on priority sites which meets local need
- Take a lead role in facilitating, co-ordinating, brokering and initiating employment development provision which supports the Council's Economic Plan objectives
- Act as the Council's lead point of contact for priority sites and manage key external relationships with landowners, developers, funding bodies, statutory organisations and technical advisors
- Support the preparation and ongoing development of a pipeline of proposals to support economic growth
- Prepare options appraisals, cost benefit analysis, identify key risks and make recommendations on District Council involvement in potential developments
- Lead on business case preparation (Green book appraisal compliant) and external funding bids to secure both internal and external funding support for projects on priority growth sites
- Lead the District Council's input to site master planning, feasibility work, land assembly and development briefs
- Provide advice on the nature, scale, type and specification of commercial property / employment space appropriate on each site and work with developers to secure this
- Take a lead role in negotiations with landowners and developers, including input to the preparation of 'heads of terms' agreements for public support
- Develop an investment framework for District Council funding and interventions to support the delivery of priority growth sites
- Identify and develop opportunities and initiatives to incentivise business investment on priority sites
- Procure, manage and co-ordinate the work of consultants providing specialist input as appropriate on a project by project basis
- Ensure stringent financial management of Council funded projects and contracts
- Guide and support discussions with Corporate Leadership Team and Members to enable key investment decisions to be made
- Develop and maintain stakeholder engagement, winning and maintaining support for key developments
- Develop a 'One Council' approach to economic growth and business support

### **Draft Person Specification (key attributes):**

- Strong track record of successfully delivering major development projects

- Extensive experience of building successful public private partnerships and negotiating with landowners and developers to bring about quality developments
- Knowledge of the development process from options assessment and initial appraisal to completion and monitoring
- Experience in property development, including business planning and cash flow analysis, preparing phasing plans and delivery schedules and other commercial considerations
- High level project management skills
- Knowledge of the commercial property market
- Demonstrable experience of site feasibility, master planning, land assembly, business case preparation and development briefs
- Strong business acumen
- Experience of delivering challenging and complex mixed use sites, overcoming barriers to development and assessing commercial risk
- Knowledge and experience of developing and implementing a range of public / private financial models and delivery vehicles to enable site delivery
- Significant experience of working at a strategic level managing and developing complex development projects and delivering economic outcomes
- High level negotiation skills and ability to broker solutions
- Self-motivated, creative and innovative. Able to find solutions to complex issues
- Extensive experience of assembling, co-ordinating and leading multi-disciplinary teams, managing contracts and building relationships with contractors
- Detailed knowledge and understanding of the planning process, State Aid and public procurement regulations

**APPENDIX 3**

**PROPOSED ECONOMIC DEVELOPMENT RESERVE  
EXPENDITURE PROGRAMME 2017/18 to 2019/20**

<b>Priority</b>	<b>Work Area</b>	<b>Activities</b>	<b>Committed expenditure</b>	<b>Proposed expenditure</b>	<b>Year</b>
<b>Employment Sites</b>	Ashbourne Airfield Link Road	Professional advice services, link road design contribution	£35,270		2017/18 to 2019/20
	Site delivery	Enhancing capacity, work on direct delivery of workspace and infrastructure		£135,000	
<b>Business Engagement</b>	Business Forums, site promotion and investment pack	Venues, design & printing, business survey		£7,500	2017/18 to 2019/20
<b>Business Advice</b>	Full time DDBA service*, Launchpad Start-up service**	One to one business advice, one to many events, Enhanced Growth Hub services	£69,720	£0	2017/18 to 2018/19
<b>Enterprise Peak District Package</b>	Inspired by the Peak District*	Marketing materials and brand development	£10,500	£0	2017/18 to 2019/20
	Broadband***	Potential extension of Broadband Connection Voucher scheme	£0 (Connection vouchers available from SCR and Digital Derbyshire)	£0	
		Match funding contribution to help tackle harder to reach areas	£0	TBC (Future EAFRD call to be considered)	
<b>Visitor Economy</b>	Pedal Peak Business Initiative**	Contribution to establish cycle friendly business clusters	£25,587	£0	2017/18 to 2019/20
	Eroica / Peak District Cycleway signage****	Permanent signage and marketing of Eroica route as all year round attraction	£20,111 (LEADER grant offered / project pending DCC commitment)	£0	
<b>Other</b>	Support for local Market Town initiatives	Market town health checks and enabling support	£0 (D2 workstream has been on hold)	£2,582 (potential activities under review)	2017/18 to 2019/20
<b>Totals</b>			<b>£161,188</b>	<b>£145,082</b>	

\* ERDF (European Regional Development Fund) funded project via D2N2 allocation

\*\* ERDF (European Regional Development Fund) funded project via SCR allocation

\*\*\* EAFRD (European Agricultural Fund for Rural Development) funded project

\*\*\*\* LEADER is a locally run programme, funded by the EU and Defra, providing grants to micro and small businesses to encourage rural economic growth

**BACK TO AGENDA**

**COUNCIL**

22 JUNE 2017

Report of the Head of Corporate Services

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**APPOINTMENT TO INDEPENDENT REMUNERATION PANEL AND INDEPENDENT PERSON**

**PURPOSE OF REPORT**

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

**RECOMMENDATION**

1. That Mathew Keane be appointed as Independent Person to assist in the assessment of complaints regarding elected member behaviour, for a four year term expiring in May 2021
2. That David C Willis and Jessica Stinchcombe-Reynolds be appointed to serve on the Independent Remuneration Panel for a four year term expiring in May 2021.

**WARDS AFFECTED**

Not applicable

**STRATEGIC LINK**

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**1. BACKGROUND**

- 1.1 Section 28(7) of the Localism Act 2011, requires the District Council to appoint one or more Independent Persons to assist the Authority in promoting and maintaining high standards of conduct.
- 1.2 The Independent Person will be consulted on the decision to investigate complaints, including those relating to the District's 72 parish councils, and before it makes a decision on an investigated complaint. The Independent Person may be consulted on other standards matters, including by the member who is subject to an allegation. Currently there is one permanent Independent Person and one vacancy.
- 1.3 Section 99 of the Local Government Act 2000 makes provision in relation to allowances and pensions for members of local authorities. Regulations made under this Section require local authorities to establish and maintain a panel to make recommendations about the Scheme. Currently there is one permanent member of the Panel and three vacancies.



- 1.4 Following public advertisement of the vacancies four applicants were interviewed for the positions by the Monitoring Officer and Chairman of the Governance and Resources Committee. Recommendations are for Council to appoint as follows:

Matthew Keane Independent Person

David C Willis Member of the IRP

Jessica Stinchcombe-Reynolds Member of the IRP

All candidates meet the legal requirements regarding independence from the Council and are recommended on the basis of merit.

## **2. RISK ASSESSMENT**

### **2.1 Legal**

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

### **2.2 Financial**

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

## **3. OTHER CONSIDERATIONS**

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

## **4. CONTACT INFORMATION**

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## **5. BACKGROUND PAPERS**

### **5.1 None**

# BACK TO AGENDA

**COUNCIL**

22 JUNE 2017

Report of the Head of Corporate Services

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**ANNUAL REPORT OF THE MEMBER REPRESENTATIVES**

**PURPOSE OF REPORT**

To consider the Annual Report of the Member Representatives

**RECOMMENDATION**

That the Annual Reports are received.

**WARDS AFFECTED**

Not applicable

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**1. BACKGROUND**

1.1 The Council established the role of Member Representative (then Member Champion) at its Annual Meeting in 2016. Appointments to the roles are as follows:

<b>Role</b>	<b>Representative</b>
Member Development	Councillor Alyson Hill
Events Hub	Councillor Helen Froggatt
Health and Wellbeing Hub	Councillor Susan Hobson
Communications and Marketing Hub	Councillor Joyce Pawley
Transformation	Councillor Richard Bright
Community Engagement Hub	Councillor Colin Swindell
Procurement Hub	Councillor John Tibenham
Place Shaping Hub	Councillor Tony Morley

1.2 The Annual Report of the Member Representatives for 2016/17 is attached for information.

**2. RISK ASSESSMENT**

2.1 Legal

There are no legal considerations arising from the report.

2.2 Financial

There are no financial considerations arising from the report.

**3. OTHER CONSIDERATIONS**

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

**4. CONTACT INFORMATION**

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

**5. BACKGROUND PAPERS**

5.1 None

**6. ATTACHMENTS**

6.1 Annual Reports

## Member Development Working Group

The Hub has been active on a number of initiatives during 2016/17:

- We made recommendations on the requirement to attend mandatory training, which resulted in a change to the Code of Conduct
- A rolling programme of iPads replacements in place to provide WiFi only models to help with efficiency savings
- Our first ICT survey of Members IT took place last year, the results of which give a lot of reassurance and we'll be looking to take some new initiatives forward from that very soon
- We also had a leadership day which will help us when thinking about the new initiatives, particularly those with a community leadership theme.
- A Member Training and Development programme that covered all the mandatory training elements.

The 2017/18 work programme will be dominated by plans for the new Induction programme for the new Council in 2019. We hope to start by reflecting upon our own experience as new Members of the Council and build from there.

We will also be monitoring attendance at the mandatory training and looking for new modules as appropriate. So far x number of Councillors have booked on the forthcoming Planning and Ethics training.

Alyson Hill  
Member Representative

## **Events Hub**

### **Member Representative Annual Report 2016/17**

#### **Member Representative: Councillor Helen Froggatt**

**Hub Members: Nicola Goodwin, Tim Braund, Keith Postlethwaite, Jim Fearn, Gill Chapman, Katie Hamill, Peter McEvoy, Richard Taylor, Kevin Young (DCC Emergency Planning)**

The hub has been meeting quarterly to deal with strategic issues surrounding the enabling of events that take place on District Council owned land and has successfully achieved a number of outcomes.

#### Procedures

Procedures have been created for the recording of events, including an application form, online application form and calendar of events.

#### Strategy

The main focus of the hub has been to create an Events Strategy and this is now completed and in use.

The strategy details the District Council's goals in facilitating the staging of events and outlines what is required and expected of event organisers when planning an event on Derbyshire Dales District Council's land. Guidance is given as to what event organisers need to consider, including: legal requirements, associated costs and relevant time frames when planning an event.

#### Web Page

A webpage has been created on the District Council website. Information available on the page includes the web enquiry form, guidance notes for event organisers, food event questionnaire, fire risk assessment form, the strategy and appendices. There are links through to other useful pages on the District Council's website for Temporary Road Closures and Licencing.

#### Future Hub Meetings

It is felt that now that the strategic issues have been completed, the hub should take more of an operational role, meeting regularly, to discuss the issues surrounding licences, the use of car parks and open spaces, clean & green matters and environmental health issues. The Hub Members will be Nicola Goodwin, Keith Postlethwaite, Jim Fearn, Gill Chapman, Kevin young (DCC Emergency Planning), Eileen Tierney, Amanda Goodwill.

## HEALTH AND WELLBEING HUB

### Report of the Member Representative, Cllr Mrs Susan Hobson

I became the Member Representative for the Health and Wellbeing Hub in June 2016 and my first action was to meet with Tim Braund, the Council's Head of Regulatory Services, who chairs the Hub. He explained how the Council's Health and Wellbeing Strategy is aimed at bringing together the different services offered by the Council that have a direct impact on the health and wellbeing of our residents and devising a series of actions that aim to reduce health inequalities and to improve the general health of our population.

As I understand it, the second of these 2 aims is currently largely delivered through our general leisure provision, particularly our 4 leisure centres. The main challenge for the Council is therefore to focus some of our less obviously dedicated resources to addressing these aims. The Strategy sets out 3 priorities for the Hub to address:

1. Improving wellbeing in areas of disadvantage;
2. Improving the wellbeing of vulnerable groups;
3. Tackling wellbeing issues in rural areas.

I also had the opportunity to consider the draft action plans for 2016/17 and from these I found that there were 3 items in which I was particularly interested. These were:

- Use of Gladstone (the leisure database) data etc to enhance service delivery and target priority groups;
- Continue engagement with Derbyshire Community Bank;
- Participate in transformational review of disabled facilities grants.

During the course of the year I was given detailed information on the disabled facilities grant review and we discussed the use of Gladstone data at one of the Hub meetings. I still consider that further work on Gladstone and an in-depth review of the impact of the Community Group would be useful issues for the Hub to follow-up on in 2017/18.

I found that I was very interested in some of the sports and leisure issues that were discussed and especially those that related to the healthy workplace programme and physical inactivity generally. I would like to see how we are able to engage on these issues with elderly, with those who have mental health issues and with isolated members of our community. I was also interested in finding out how the various funded posts for promoting sports worked together and how they targeted their interventions.

As well as attending meetings of the Hub I was able to attend a number of community events such as Ashbourne Library's Big Information morning, the new Connect bus service, the brilliant ARC fitness equipment revamp, a healthy Workplace presentation and the Behind Closed Doors domestic abuse workshop. All these events were very informative but I wonder how effective some of the less well attended events would have been. Most recently I have attended a Walking for Health group and cycled the much improved cycle route from Rowsley to Matlock. I am continuing to look into other cycling initiatives that might be of benefit to our residents and visitors..

## COMMUNICATIONS AND MARKETING HUB REPORT – Councillor Joyce Pawley

The purpose of the Communications and Marketing Hub is to co-ordinate the District Council's communications and marketing activities to ensure that all parts of the District Council are working towards promoting the image of the Council as an effective, efficient and listening organisation focused on the public and their needs.

Over the period 2016/17 the Hub met quarterly principally to discuss how to move forward those plans included in the Strategy and attended additional editorial meetings to prepare Dales Matters for release to the general public.

Much of the content included in the Strategy has been completed successfully. We now have a revised and useful Intranet system and staffMATTERS publication both of which have been revamped so that they are less cluttered than they were before. These changes have been made following consultation with staff to make sure they reflect the real needs of their everyday work.

Our external website has also been revised so that it is easier for visitors to use. This has resulted in us exceeding the target strategy figure of 60,000 monthly visitors by 3,000. The website now attracts more than 2.3-million page views per year. We have also seen a major growth in the use of our Social Media pages which have also exceeded our target figures: Twitter feed showing an increase to 6,337 followers, and Facebook 'followers' a phenomenal increase to 24,107 against a target figure to this autumn of 20,527. We also have Instagram pages devoted generally to the Council, to Sports Development and Matlock Bath Illuminations. Our e-newsletter database now stands at 3,437.

We are now moving on to those items in the Strategy which still need addressing. In 2016/17 we had an initial meeting to consider signage within the whole of the District. This was followed up in April 2017 when we made a site visit to Hall Leys Park and looked at the existing signs, there followed an appraisal of the signs on the exterior of the Town Hall, including the notice board adjacent to the entrance.

The Communications & Marketing budget surplus for 2016/17 is £12,000, which is the maximum amount that could be spent on enhancing signage. Hub members are aware that such "surpluses" may not exist in the future. We are, therefore, concentrating expenditure on the work that is most needed. The Welcome signs around the district are now dated, dirty and need replacing. It was decided that this work should be done and that inclusion of sponsorship boards beneath the main boards would be considered further.

The signs in our parks are also dated and do not really convey the message that they are cared for Derbyshire Dales. The suggestion is that they should be replaced with an aim to make quite sure that visitors know where the ownership of the parks rest.

The main sign in the gardens of the Town Hall, facing the Lido Car park, is hidden by a bush. We have recommended that it be moved, or the bush trimmed, so that it can be seen. The sign above the Main entrance to the building is dated and not very welcoming, the notice board is not much better than those used around the District by smaller Parish Councils. We will consider options for these at a later meeting, but the suggestion for the

notice board is that it be taken down and a replaced with a notice that re-directs people to our Website for further information. Details of emergency contacts and homeless advice could be displayed inside the main doors themselves for out of hours use.

Could I finish by saying thank you to all members of the Hub who are doing an outstanding job for the District Council.



## TRANSFORMATION HUB – Councillor Richard Bright

Seeking efficiencies and innovative working practices has been identified as a priority in the 2015-19 Corporate Plan. Efficiencies and savings underpin all other corporate priorities.

The Transformation Hub's terms of reference have been reviewed, and a revised version was adopted by Governance and Resources Committee in September 2016. The **purpose** of the Transformation Hub is to improve efficiency (of both front line and support services), addressing process and structure matters where necessary.

The **focus** as set by the Governance and Resources Committee is:

1. Corporate projects - high priority projects that require significant resources (impact on a council-wide scale; longer-term in nature). These have been: Electronic Document Management (EDMS) and Self Service HR.
  2. Other projects - departmental projects that are usually smaller in scale, and often focus on specific areas in order to achieve shorter-term goals. These have been: Self-service environmental service requests; Clean and Green Team mobile working; Channel Shift; and Online Bookings and Payments.
- EDMS - visits were undertaken to councils who are already using EDMS successfully in Development Management. These confirmed the need to strip out unnecessary steps in workflow, and cut out the "we've always done it that way" tasks. The key to success is reengineering business processes before implementing EDMS.

Progress is being made in securing a consultant to assist with, first, business process reengineering and, second, implementing EDMS to fit the new processes. A specification has been drafted, and a number of potential consultants identified. EDMS consultancy is to be procured, using the project management funding made available by the Governance and Resources Committee on 9 June 2016.

The new scanning and printing equipment required has been determined and the cost (including a two-year maintenance agreement) has come in below budget.

- HR21 – the self-service HR system was piloted between January and March 2017, and the 'live' system was rolled out to the whole organisation on 1 April 2017. ICT has worked with HR to provide touchdown kiosks for staff at the depot and leisure centres. Now the 'live' system is in place, the transformation project has been closed.
- Self-service bulky collections, litter, dog fouling and fly tip clean up requests (Mayrise) – this project started in March 2017. A fly tipping reporting

facility is being implemented, with ICT work completed. After that, the next areas to be added will be dog fouling and litter reporting.

- Clean & Green Team mobile working (PSSLive) - an evaluation of the first year of operation for electronic playground inspections in January concluded that they had been successful, with 200+ person hours saved in the year and a paperless records system now made available. Current work is focusing on adding information on trees and footpaths.
- Leisure centre online bookings and payments - the paperless direct debit facility is still not operational. Detailed work in the Accountancy section is in progress to resolve the problem.
- Channel shift - departments continue to progress channel shift work. Current projects include the M3 Assure system; trialling card payments for car parking; implementing SMS messaging for Home-Options; a new telephone payments system; and publishing verge mowing schedules online.

Hub membership was reviewed in April 2017, and next year the focus will be more on organisation-wide transformational change initiatives, especially EDMS.

## **Community Engagement Hub: Member Representative Annual Report 2016/17**

**Member Representative: Councilor Colin Swindell**

**Hub Members: Rob Wilks, Mike Galsworthy, Helen Carrington, Ros Hession, Isobel Frenzel**

This year has seen positive progress made with the Community Engagement Hub. A number of key actions have been achieved such as the review of Community Area Forums and also the progress of projects where the hub has been working directly with and supporting the community, such as Ashbourne Skate Park.

### Community Area Forum

The hub has spent quite a considerable amount of time reviewing the Community Area Forums, looking at ways to attract greater public participation and engagement. As part of this, I lead a workshop session with members of the public during at the summer 2016 forums where we asked them to tell us what they wanted from the forums and how we could get more people involved. As a result, the feedback was reviewed and a number of changes were trialled. These changes included, moving the forums to different villages and towns, reducing the number of forums each year, greater ward member involvement, greater focus on local issues and inviting guest speakers to talk about current and important issues. I am personally attending all forums, where possible, and making presentations to the public too.

### Community Projects

The hub plays an important role in supporting community groups and working closely with them on a number of projects, especially where facilities such as pavilions are being earmarked for long leases or transfer to them. Often these projects are very complex, so it can take significant time, resources and expertise to support community groups to achieve their aims. Derbyshire Dales Council for Voluntary Services (CVS) has also been working closely with hub officers and their support has been most welcome.

As most of this work is complex and needs particular expertise, the vast majority of this work is quite rightly officer led. As the Member Representative, I am kept informed of progress and my input and comment is always welcome at hub meetings.

The hub is currently supporting a number of community initiatives. A project to redevelop Ashbourne Memorial Pavilion has been received for consideration and is attached to this report for comment. This proposal is being led by members from the Cricket Club and Town Council. It would see a local sports partnership set up to manage the facility and raise funds towards it redevelopment. The hub will consider proposals at the next meeting

The hub is also working with Matlock Canoe Club to redevelop Artist Corner Toilets and transform it into a clubhouse. Included as part of the public conveniences review, the timescale of 30<sup>th</sup> December 2017 has been set for us to reach a formal agreement.

Hub officers have helped create a steering group to lead the Ashbourne Skate park project. Skate Ashbourne is now fully led by the community with the district council playing an enabling role, ensuring they know who they key people are to contact regarding issues such as funding.

### Engagement Events/Campaigns

The hub has also been successful in engaging and working with our communities by successfully coordinating a number of community events and campaigns. These include, the Women's Tour of Britain, community clean ups and litter picks and, most recently, plans to organize a community project involving the newly built McDonalds in Matlock.

### Summary

My time on the Community and Engagement Hub so far has proven to be interesting and rewarding. The way the hub and officers are supporting and connecting with local people to bring about benefits to their communities is something which this council should be incredibly proud of and I look forward to continuing working with colleagues to further enhance this. I would like to thank Rob Wilks and other members for their support to date.

## PROCUREMENT HUB – Councillor John Tibenham

The Procurement Hub has met at quarterly intervals through the year and has been active on a number of corporate projects during 2016/17.

When I first joined the Hub a new cleaning material contract had just been initiated for all outlets saving £23,000 per. The new energy contract has produced far better results than anticipated and the initial conservative saving estimate of £30,000 is actually achieving nearer £60,000 per year partly due to collaboration with our partners in the NHS and the use of a framework agreement.

When one considers that we have around 168 contracts for services to the Council the size of the Procurement area can be appreciated.

Better procurement can show dividends with long term suppliers e.g. review of the gas oil supply has achieved a saving of £10,000 per year.

We are still working to finalise a new corporate uniform and as expected there are several individual views as to functionality, safety and a uniform to feel proud to wear.

I have reported on my visit to the Depot at an earlier meeting and now there is a new Manager to control this quite diverse operation. Out of over 1600 separate purchases in a year the majority come through this dept. and many are items that are needed immediately. We are closely looking at vehicle parts, tools and tyres in the coming year.

As the Council Representative on the Hub I would comment that the role is mainly observatory and I have no direct involvement in the procuring process. I consider that the Hub offers a learning experience for its members and therefore encourages them to be more aware of the need to more carefully consider when purchasing.

John Tibenham.

## PLACE SHAPING HUB – Councillor Tony Morley

Business growth and job creation is highlighted in the District Council's Corporate Plan 2015-19, as the highest improvement priority

The Place Shaping Hub reviewed its Terms of Reference in June 2016. The focus is on **unlocking priority employment sites in order to grow small-to-medium sized firms**. The reasons for this focus are

- 1) to support business growth and job creation, a lack of which is the biggest threat to the viability of the Derbyshire Dales as a place (young people are leaving to find better-paid work, with an ageing population remaining);
- 2) to increase Business Rates and income from the council's own assets, in order that the District Council can afford to fund its frontline services (SMEs, unlike many microbusinesses, are capable of generating more significant Business Rate receipts).

A business survey was carried out in Autumn 2016, which showed demand for new industrial units by local firms wanting to expand. 43% of businesses surveyed could be in the market for new premises within the next five years, with demand across the district. Over half of all businesses state that their current premises will no longer be suitable in five years' time or less.

The Member Workshop was held in October 2016. It was determined that priority targets for growth be:

- **small-to-medium sized firms** (which can generate Business Rate receipts)
- **unlocking employment sites** especially Ashbourne Airfield and in the Central Dales

To deliver these, infrastructure and workspace provision are needed. A survey of sites found that workspace availability is severely constrained in the Derbyshire Dales. It is recognised by Members that the market is failing to deliver the employment space that Derbyshire Dales businesses need. In January 2017 you agreed that a proactive approach is required. Interventions to facilitate the provision of new workspace are to be brought to Members at the next meeting of the Council.

Work to deliver the Ashbourne Airfield Link Road has also been reported during the year. The District Council has part-funded the detailed engineering design and tender preparation for the new road, and Members have put aside money in the Capital Programme to bring the existing short stretch of Blenheim Road in the District Council's ownership up to adoptable standards.

Meanwhile, continuing work includes:

- business engagement (workshops, newsletters, visits to larger firms)
- Business advice (securing upwards of £500,000 for local businesses) – we have an advisor for existing businesses seeking to grow and another advisor for new-start businesses (the former supported by D2N2 and the latter by Sheffield City Region)
- the 'Inspired by the Peak District' brand now has over 400 firms signed up

# BACK TO AGENDA

COUNCIL  
22 JUNE 2017

Report of the Head of Regeneration and Policy

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## **PERFORMANCE MANAGEMENT – KEY & CORPORATE PERFORMANCE INDICATORS OUTTURN 2016/17**

### **PURPOSE OF REPORT**

This report summarises the outturn performance against the District Council's Key & Corporate Performance Indicators for the year 2016/17, demonstrating where services are performing strongly and where improvements are to be made.

### **RECOMMENDATION**

1. The outturn performance against Corporate Plan targets for 2016/17 be noted.
2. The outturn performance against the Key Performance Indicators for 2016/17 be noted.
3. Bi-annual reports be brought to Council to highlight progress, demonstrate good performance, and address areas for improvement.

### **WARDS AFFECTED**

All.

### **STRATEGIC LINK**

The Corporate Plan sets out the District Council's priorities and areas for improvement, and identifies targets to be achieved. Service Plans, policies and strategies supplement the Corporate Plan. Within individual Service Plans there are a small number of Key Performance Indicators, which set out the targets for more routine operational achievement within those service areas. The District Council's Performance Management scheme monitors progress against these Key and Corporate Performance Indicators and identifies improvements.

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## **1 BACKGROUND**

- 1.1 The Corporate Plan (adopted by Council in November 2015) sets out the District Council's priorities and areas for improvement. It identifies a number of priority targets to be achieved each year. These targets set out the District Council's main promises as to what it wishes to achieve to help meet its top priorities.
- 1.2 For 2016/17, there were thirteen Corporate Plan targets set by Council in March 2016. These covered the three priority areas of: (1) Business growth and job creation; (2) Affordable housing; and (3) Market towns. They were to be achieved whilst also maintaining a clean and safe District and continuing to seek efficiencies and innovative working practices.

- 1.3 In addition, within individual Service Plans there are a small number of key targets for achievement within those service areas. These thirteen Key Performance Indicators measure how well the District Council is doing at maintaining basic service standards. They cover services such as determining planning applications in good time, paying bills on time, collecting Council Tax efficiently, and paying benefits claims promptly.
- 1.4 A mid-year report on both the Corporate Plan targets and Key Performance Indicators was provided to Council on 24 November 2016.

## 2 PERFORMANCE MANAGEMENT

- 2.1 The District Council's Performance Management scheme is the means by which we understand how well our services are performing. It demonstrates whether or not we are on target, and highlights good performance. Where improvements are required, it helps achieve this by setting out and monitoring actions required. Performance management is good management.
- 2.2 By doing so, the District Council demonstrates that it knows:
- what its priorities are
  - what it is aiming for
  - what it must do to achieve these aims
  - how it measures progress, and
  - when it is appropriate to take remedial action to address underperformance.
- 2.3 The District Council's Performance Management Handbook<sup>1</sup> sets out the performance management process that uses the following classification at outturn:

**Green** = has fully achieved the year's target on time

**Amber** = has partially achieved the target and is on track to fully achieve the year's target albeit later than planned

**Red** = has not achieved year's target and is unlikely to do so.

## 3 COUNCIL PERFORMANCE – OUTTURN 2016/17

- 3.1 Overall, of the 23 performance indicators for the financial year 2016/17 for which data is available, 18 (78%) were fully or partially achieved, as the table below shows:

	No. of Targets	Green	Amber	Red	TBC *
Corporate Plan targets	13	5	4	3	1
Key Performance Indicators	13	9		2	2
<b>TOTAL</b>	<b>26</b>	<b>14</b>	<b>4</b>	<b>5</b>	<b>3</b>

\* Data is awaited to show; the % household waste recycled (this data will not be available until the end of May 2017); and the number of homeless households for whom intervention resolved their situation (this service is delivered a range of partners and their data is currently being collated). The reduction in CO<sub>2</sub> from local authority buildings is no longer able to be calculated.

<sup>1</sup> [http://www.derbyshiredales.gov.uk/images/documents/P/Performance\\_Management\\_Handbook\\_2017-18.pdf](http://www.derbyshiredales.gov.uk/images/documents/P/Performance_Management_Handbook_2017-18.pdf)



3.2 A lower proportion of Corporate Plan targets were fully achieved (5 out of 12, or 42%) as compared to Key Performance Indicator targets (9 out of 11, or 82%). Corporate Plan targets tend to be project based and involve a range of partners, they are therefore more complex and subject to factors outside the Council's direct control, which often means the timescales for delivery become extended.

3.3 The next table below divides indicators by service area:

Service Area	No. of Targets	Green	Amber	Red	TBC	N/A
Corporate	4	2		1	1	
Community Housing	3	1	1		1	
Private Sector Housing	1	1				
Development Management	4	3		1		
Revenues and Benefits	4	4				
Environmental Services	4	1	2		1	
Economic Development	4	2	1	1		
Community Development	2			2		
<b>TOTAL</b>	<b>26</b>	<b>14</b>	<b>4</b>	<b>5</b>	<b>3</b>	

3.4 The detailed outturn position for each of the key performance indicators for 2016/17 is set out in **Appendix 1**.

3.5 Performance **highlights** from 2016/17 include:

- 99.65% of invoices were paid on time. This is the best ever performance, and helps the Council's suppliers operate successfully (many are local firms)
- the percentage of minor planning applications determined in 8 weeks was 77.9%, well above target and the second best performance in the last 5 years
- the percentage of Council Tax collected within the year was 98.66%, which is above the target level and the best collection rate in the past 5 years
- the speed of processing new benefits claims has improved to 19.15 days, which is better than the target level and is the second best performance in the last 5 years
- the number of homes of disabled people provided with adaptations was 55 homes (20 more than target) and the greatest number over the last three years
- 22 business were supported to access grants or loans from Government and Local Enterprise partnerships, which is more than the target; the total value of LEADER grants approved to business supported by the District Council to date is £675,000
- The corporate savings identified exceeded the target of £1,000,000 by £168,481.

3.6 Four of the performance indicators were **partially achieved** and the reasons for this are detailed below. These targets should all be achieved, albeit later than anticipated, this being due to factors outside the District Council's direct control:

1. The number of affordable homes completed was 3 below target at 36 rather than 39 – this was due to ground conditions which put the construction timetable back to the first quarter of 2017/18.
2. The audit of signage in Matlock Bath is a project being led by the Parish Council. The District Council's offer of support was taken up on 1<sup>st</sup> June 2017, when a joint signage audit was undertaken by the District Council's Economic Development and Tourism

Officer and the parish council Chair. The District Council is now supporting Matlock Bath's Community Interest Company with developing a LEADER funding bid for improved tourist signage in the village.

3. The restoration of railings at St Mary's Church, Wirksworth was delayed due to the failure of the initial bid for Heritage Lottery money, but the tender was timetabled to be issued in May 2017 with financial completion no later than 31 March 2018.
4. The work to secure a new link road for Ashbourne Business Park is a complicated engineering design with numerous stakeholders. Slippage on procuring and completing the scheme design has had an impact on when the stage 2 funding bid can be submitted (now scheduled for summer 2017).

### 3.7 The 5 targets that were **not achieved** are described below:

1. Days lost due to sickness were 9.19 days per FTE employee (which exceeded the 8.00 day target). Whilst worse than the 2015/16 outturn figure of 7.38 days, this year's sickness was lower than that in 2014/15 (10.12 days) and in 2013/14 (10.78 days). Long-term absences inflated sickness days this year, a number of which involved surgery and post-operative recovery. Managers receive detailed reports for their service area and are advised when staff hit 'triggers' requiring manager intervention. In addition, a number of staff are supported by referral to Occupational Health and in four cases to Derwent Rural Counselling.
2. Market stall occupancy was considerably below target (at 52% against a 72% target), and represented a fall on the 62% baseline occupancy rate. Bakewell market stall occupancy was above target and remains healthy. Whilst Wirksworth saw an increase in occupancy over the year, it was not enough to achieve its target. There were decreases in occupancy at both Ashbourne and Matlock markets (the temporary closure at Ashbourne market helped prevent its occupancy figure falling still further).
3. Only one of the four intended specialist markets was piloted in 2016/17 – this took place at Bakewell on 26/27 November 2016. Specialist markets are planned for Ashbourne during 2017/18.
4. The percentage of appeals allowed against District Council decisions to refuse planning applications was 25%. This failed to meet the target of 20% or less, but represents an improvement on the previous year when 28% of appeals were allowed, and is the second lowest level in five years. The percentage of planning committee decisions not following officer recommendation has fallen over recent years, in parallel with a reduction in the percentage of appeals lost.
5. The number of new business start-ups enabled by Derbyshire Dales business advice was 7 below target (26 start-ups against a target of 33). A new requirement for a minimum of 12 hours client support to be recorded before a business assist can be 'enabled' has impacted on the statistics. However, support from Derbyshire Dales Business Advice for new and pre-start businesses has been very active this year. Business workshops have been delivered, and a number of individual clients continue to be assisted.

## **4 PERFORMANCE 2017/18**

- 4.1 The Corporate Plan and Service Plans approved by Council on 2 March 2017 set out the Corporate Plan targets and Key Performance Indicators for 2017/18. Service Plans are being updated to include 2016/17 outturn data and will be published on the District Council's website by 30 June 2017. They also set out our key actions and targets for 2017/18, which feed into the District Council's Corporate Plan.
- 4.2 It is proposed to continue to report performance to Members at Council meetings twice a year. This will highlight progress, demonstrate good performance where it occurs, and focus on areas for improvement that emerge during the year.

## **5 RISK ASSESSMENT**

### **5.1 Legal**

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

### **5.2 Financial**

There are no financial considerations arising from the performance management report. Where Corporate Plan targets or Service Plans actions have resource implications, these have been accounted for in existing budgets.

### **5.3 Corporate**

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

## **6 OTHER CONSIDERATIONS**

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

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## **CONTACT INFORMATION**

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**BACKGROUND PAPERS**                      None

## **ATTACHMENTS**

Appendix 1                      Key Performance Indicators Outturn Data 2016/17

Service Area / CMT Lead	Ref	Description	2015/16 Target	2015/16 Outturn	2016/17 Target	2016/17 Outturn	2016/17 Target achieved	Year end commentary 2016/17	Annual improvement trend	2017/18 Target
Corporate	BV8 (AE 15)	% of undisputed invoices paid on time	99.00%	99.40	99.00%	99.65%	✓	Target achieved, the best ever result.	↑	99.00%
KH/ DU/ All	Quarterly LGInform Metric 4	Average no. working days lost due to sickness absence per FTE employee- quarterly*	8.00	7.38	8.00	9.19	x	Outturn of 8.00 exceeded the target by 1.19 days. Whilst worse than the 2015/16 outturn figure of 7.38 days, this year's sickness was lower than that in 2014/15 (10.12 days) and in 2013/14 (10.78 days). Long-term absences inflated sickness days this year, a number of which involved surgery and post-operative recovery. Managers receive detailed reports for their service area and are advised when staff hit 'triggers' requiring manager intervention. In addition, a number of staff are supported by referral to Occupational Health and in four cases to Derwent Rural Counselling.	↓	8.00
	Corp Plan target (CORP11)	No. of service reviews completed / £ savings identified (contributing to £1m savings target over next 3 years)	£750,000	£894,291	£1,000,000	£1,168,481	✓	Savings identified were higher than target.	↑	£1,600,000 by 2019/20
	NI 185	% reduction in CO2 from local authority buildings as compared to the previous calendar year	1,200	428.27 tonnes, 27% reduction	4% reduction (44 tonnes)	Indicator no longer able to be calculated	N/A	Indicator no longer able to be calculated.	N/A	N/A
Community Housing	NI 155 (CORP5)	No. of affordable homes completed	30	18	39	36	-	3 homes short of the 39 target in 2016/17 due to a slight delay to a site where ground conditions have put the construction timetable back to Q1 2017/18.	↑	63
TB	BV 213	No. of homeless households for whom intervention resolved their situation (per 1,000 households in the district)	16	16	16			TBC	TBC	16
	Corp Plan target (CORP6)	No. of social housing tenants affected by Welfare Reform supported to access financial and budgeting advice, and where necessary, help move home	150	150	150	150	✓	A successful year for the debt project with 1759 debt issues raised and £970,000 of debt affected and a further £50,000 in financial gains for clients.	-	150

Service Area / CMT Lead	Ref	Description	2015/16 Target	2015/16 Outturn	2016/17 Target	2016/17 Outturn	2016/17 Target achieved	Year end commentary 2016/17	Annual improvement trend	2017/18 Target
Private Sector Housing	Corp Plan target (CORP7)	No. of homes of disabled people provided with adaptations	35	48	35	55	✓	Demand for DFG increased this year due to a number of factors, the most significant of which was the withdrawal of adaptation funding previously provided by Dales Housing. This has meant that works that would previously have been funded by Dales Housing have been passed through the DFG funding route. In addition, as part of the Better Care Fund arrangements we have extended the scope of works that we will fund to include ceiling track hoists, which has resulted in the small increase in installations. This extra demand has been met by increased central funding via the Better Care Fund, but has resulted in increased staff input.	↑	35
Development Management	NI 157i	% of Major planning applications determined in 13 weeks	>60%	74	>60%	92.30%	✓	Target exceeded by 32%	↑	>60%
TB	NI 157ii	% of Minor planning applications determined in 8 weeks	>75%	76	>75%	77.9%	✓	Target exceeded by 2.9%	↑	>75%
	NI 157 iii	% of Other planning applications determined in 8 weeks	>90%	92	>90%	93.90%	✓	Target exceeded by 3.9%	↑	>90%
	BV 204	% of appeals allowed against LA's decision to refuse planning application	<20%	28	<20%	25%	x	Target missed by 5%, however an improvement on 2015/16 and the second lowest level in five years. The percentage of planning committee decisions not following officer recommendation has fallen over recent years, in parallel with a reduction in the percentage of appeals lost, however this remains a very challenging target influenced by factors outside the Council's direct control.	↑	<20%
Revenues and Benefits	BV 9 (ARB 1)	% of Council Tax collected within the year	98.2%	98.1	98.2%	98.66%	✓	2016/17 outturn is an improvement on 2015/16.	↑	98.2%
KH	BV 10 (ARB 2)	% of Non Domestic rates collected within the year	97.3%	97.6	97.3%	97.73%	✓	2016/17 outturn is an improvement on 2015/16.	↑	97.3%
	BV 78a (ARB 3)	Speed of processing new claims (days)	28.0	22.5	28.0	19.15	✓	2016/17 outturn is an improvement on 2015/16.	↑	28.0
	BV 78b (ARB 4)	Speed of processing: notifications of changes in circumstances (days)	8.0	5.9	8.0	6.54	✓	2016/17 outturn not quite as good as 2015/16, but still within target.	↓	8.0
Environmental Services	NI 192 / Corp Plan Target (CORP10)	% of household waste which has been sent for reuse, recycling, composting or anaerobic digestion	57.7%	55.16%	56.0%	56.98%	✓	The composting tonnage increased, recycling tonnage decreased slightly and landfilled tonnage decreased which has led to the overall recycling/composting percentage increasing from last year and the target being met.	↑	56.0%

Service Area / CMT Lead	Ref	Description	2015/16 Target	2015/16 Outturn	2016/17 Target	2016/17 Outturn	2016/17 Target achieved	Year end commentary 2016/17	Annual improvement trend	2017/18 Target
	Corp Plan Target (CORP 9a)	Subject to the results of the survey to be carried out by Matlock Bath Parish Council, conduct an audit of existing, replacement and new directional signs and interpretation signs between Matlock Bath and Cromford	N/A New target 2016/17	N/A New target 2016/17	Subject to the results of the survey to be carried out by Matlock Bath Parish Council, conduct an audit of existing, replacement and new directional signs and interpretation signs between Matlock Bath and Cromford	Part completed	-	The District Council's offer of support was taken up on 1st June 2017, when a joint signage audit was undertaken by the District Council's Economic Development and Tourism Officer and the parish council Chair. The District Council is now supporting Matlock Bath's Community Interest Company with developing a LEADER funding bid for improved tourist signage in the village.	N/A	
	Corp Plan Target (CORP9b)	Manage the restoration of the wrought iron railings at St Mary's Church, Wirksworth, using capital funds	N/A New target 2016/17	N/A New target 2016/17	Manage the restoration of the wrought iron railings at St Mary's Church, Wirksworth, using capital funds	Part completed	-	Initial delay due to failure of the initial Heritage Lottery bid. A specification has been completed and the tender will be issued in May 2017, with works to be completed by late summer 2017. Financial completion is to be no later than 31 March 2018.	N/A	Manage the restoration of the wrought iron railings at St Mary's Church, Wirksworth, using capital funds
	CG 1	% year on year reduction in the number of complaints in respect of litter and dog fouling	1% reduction	0.80%	1% reduction	-10.80%	✓	Overall through the year the number of complaints about litter have been lower than the previous year. The dog control PSPOs have been promoted this year and more patrols performed. We do have a number of areas which we still have problems with, these are areas where we have numerous complaints rather than areas when there is a one off problem.	↑	N/A
<b>Economic Development</b>	Corp Plan Target (CORP1)	No. of new business start-ups enabled by Derbyshire Dales Business Advice	30	31	33	26	x	A programme of Launchpad business development workshops were delivered in Q4 to help boost numbers however the ERDF requirement for min 12hrs client support and limited number of younger people engaged has impacted upon the individual number of businesses assisted. A number of pre-start clients continue to be assisted by Growing Rural Enterprise (SCR Launchpad) and DDBA (D2N2 Growth Hub) which should help achieve the 2017/18 target.	↓	25
SC	Corp Plan Target (CORP2)	No. of established businesses assisted by Derbyshire Dales Business Advice, enabling the creation of local jobs	100	133	100	101	✓	The ERDF requirement for min 12hrs client support and number of repeat requests from existing clients has impacted on the number of individual businesses assisted. However the target has still been achieved.	↓	75

Service Area / CMT Lead	Ref	Description	2015/16 Target	2015/16 Outturn	2016/17 Target	2016/17 Outturn	2016/17 Target achieved	Year end commentary 2016/17	Annual improvement trend	2017/18 Target
	Corp Plan Target (CORP3)	No. of businesses supported to access grants or loans from Government and Local Enterprise Partnerships	8	27 supported with Stage 1 bids, but EU programme delays mean full applications / grants will slip into 2016/2017. Due to this no applications were supported to the final stage of grant/loan award.	20	22	✓	Businesses have been supported to access finance from a range of programmes including: Peak LEADER (majority); Innovation Growth voucher; NBV grant for enterprise and Derby/Derbyshire Enterprise Growth Fund. In addition, several other businesses have been supported with funding applications which, for a number of reasons have either been withdrawn or are pending. The total value of LEADER grants approved in the Derbyshire Dales where businesses have received support from DDBA to date is £675k.	↑	8
	Corp Plan Target (CORP4)	Assist private sector partners to secure Growth Deal funding and commence work on a new access road at Ashbourne Airfield Industrial Estate by March 2016, opening up 8 ha of new employment land	New	Stage 1 submission being assessed. Detailed planning application submitted. Stage 2 business case due end May. Funding decision anticipated by September 2016	Assist private sector partners to secure Growth Deal funding and commence work on a new access road at Ashbourne Airfield Industrial Estate by March 2017, opening up 8 ha of new employment land	In Part	-	The work to secure a new link road for Ashbourne Business Park is a complicated engineering design with numerous stakeholders. Slippage on procuring and completing the scheme design has had an impact on when the stage 2 funding bid can be submitted (now scheduled for summer 2017). Stage 1 approved. Section 106 signed. Link road design and tender pack (required for stage 2 approval process) scheduled May 2017. Business case in preparation and update meeting held with LEP. Submission planned July 2017. DCC procurement of works to follow LEP decision.	N/A	Assist private sector partners to secure Growth Deal funding and commence work on a new access road at Ashbourne Airfield Industrial Estate by March 2018, opening up 8 ha of new employment land
Community Development	Corp Plan Target (CORP8a)	Increased overall average stall occupancy at District Council markets from 62% to 72%	N/A New target 2016/17	N/A New target 2016/17	72%	52%	x	Stall occupancy across the 4 markets is 20% below target overall. Bakewell is above target, however, Ashbourne, Wirksworth and Matlock are not. There was been an increase in stalls at Wirksworth in Q3 and Q4, but not sufficient to achieve the target. There were decreases in occupancy at both Ashbourne and Matlock markets (the temporary closure at Ashbourne market helped prevent its occupancy figure falling still further).	N/A (new indicator in 2016/17)	70%
AW	Corp Plan Target (CORP8b)	Pilot four specialist markets within existing District Council stall markets	N/A New target 2016/17	N/A New target 2016/17	Pilot four specialist markets within existing District Council stall markets	1	x	The first speciality market took place in Bakewell on 26th & 27th November. Specialist markets are planned for Ashbourne during 2017/18.	N/A (new indicator in 2016/17)	2

\* Please note that the indicator of staff sickness absence was revised slightly in Q3 in order to be compatible with that reported for LGINform. The figures for Q1 and Q2 were also revised and so are slightly different from those previously reported.

**BACK TO AGENDA**

COUNCIL  
22 JUNE 2017

Report of the Head of Community Development

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## **LEISURE REVIEW**

### **PURPOSE OF THE REPORT**

To provide information on the progress of the Leisure Review, and outline the specification for the future management of the Leisure Centres.

### **RECOMMENDATION**

That the specification to outsource the management of the Leisure Service based on the heads of terms set out in the report

### **WARDS AFFECTED**

All wards

### **STRATEGIC LINK**

Leisure Services support the District Council's Corporate Aim to promote quality of life and also makes a significant contribution to the safety and health of the community Derbyshire Dales. The review has reflected on the District Council's priorities, whilst also seeking to ensure that we deliver value for money and work effectively with partners.

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## **1 BACKGROUND**

- 1.1 On 26<sup>th</sup> September 2013, the District Council considered the Medium Term Financial Plan which showed that over the following three years, savings of over £1.4 million were required. At the same meeting, the Council considered a report on 'Planning for the Future', which approved a series of service reviews, including a review of Leisure Services, which would be carried out with the intention of achieving savings to contribute towards the overall savings target.
- 1.2 As with all Service Reviews, the scope of the Leisure Review is to consider three questions:
- Does the service need to be provided at all?
  - Does the service need to be provided by the District Council or could it be provided by someone else, and
  - What level of service is needed?
- 1.3 On 16<sup>th</sup> January 2014, the Community Committee considered a report which set out the review process and the methodology for bringing the leisure review to a conclusion. The report reflected upon the substantial contribution Leisure Services has made across the District and the Peer Review which noted that the level of



subsidy support provided by the District Council, whilst reducing, was still considered to be high.

- 1.4 A Leisure Service review team was formed to support the process, comprising of officers from across the District Council. During the course of the year a range of meetings with staff from Leisure Centres, Sports Development, elected members and external agencies such as Sport England, Derbyshire Sport and representatives from Hathersage Swimming Pool were held.
- 1.5 The review was split into two phases, the first was to identify operational improvements and efficiencies, and the second was to consider the longer term management and delivery arrangements.
- 1.6 A report on the outcomes of the first stage of the review was considered by the Community Committee on 10 July 2014. This identified a number of opportunities to achieve greater savings, protect and enhance income and/or achieve more efficient working arrangements. In total savings amounting to £111,500 were identified and an action plan to achieve these by implementing the measures before 31 March 2015 was put into place and achieved.
- 1.7 The second phase of the review included numerous visits and discussions with other Local Authorities, to help identify alternative models for delivering the Leisure Service in the longer term which help in reducing costs.
- 1.8 The visits were extremely useful in helping to understand those issues which contribute towards the delivery of an efficient and effective service. The main conclusion drawn by the review team was that the specific management arrangement in place (whether delivered by a private contractor, a trust or local authority) is not the defining factor in whether a quality product is delivered at an affordable price. Good practice was observed in all of the differing management arrangements.
- 1.9 The most important thing is that a service needs to have a clear focus, be efficiently managed, be responsive and customer orientated. In many cases costs have been reduced by investing in measures such as new equipment and facilities (e.g. gym equipment and fitness studio space) that are designed to increase participation and thereby maximise income.
- 1.10 In addition to the visits, and after a successful tendering process, FMG Consulting Ltd was appointed to support the second phase of the review. FMG were commissioned to provide a detailed Business Options Appraisal, outlining the financial implications and feasibility of the alternative management options currently available, FMG's role was also to provide advice in order that the Council can determine the most effective choice. In order to determine the most effective choice in line with the District Council's local priorities and local needs.
- 1.11 After several months of review and consultation with management, staff and stakeholders, the final Options Appraisal report was completed and provided in October last year highlighting five possible options. These are outlined in Table One.

<u>Options</u>	<u>Leisure Centre</u>	<u>Sports Development</u>
<u>One</u>	In-house	In-house
<u>Two</u>	Outsourced	In-house
<u>Three</u>	Outsourced	Outsourced
<u>Four</u>	New NPDO	New NPDO
<u>Five</u>	Retain: Arc & Ashbourne CAT: Bakewell & Wirksworth	In-house

(Table One: Options Appraisal)

- 1.12 On 14 January 2016, a presentation was given via a Members Workshop outlining the work carried out, options available and related benefits. The main report was then circulated to Members for reference. A second workshop was held on 24 February 2016 to provide Members an opportunity to discuss the options in greater detail. Given the amount of work required in considering the feasibility of each option, Members were asked to provide a steer as to which option(s) they considered most appropriate.
- 1.13 Although it was clear most Members wished to retain all four Leisure Centres and the Sports Development team, given the District Councils financial position, this option was considered as not sustainable. It was agreed that Options 2 and 5 were the most appropriate options, and that further information should be gathered and presented on the viability of these two models.
- 1.14 In addition to the Members Workshops, several discussions with relevant stakeholders and staff have taken place, including several meetings with representatives from Anthony Gell School (AGS) and the Anthony Gell Foundation (AGF).
- 1.15 The discussions with AGS and AGF centred on the Joint Use Agreement, a document which highlights the commitments and working arrangements of the partnership between AGS and the District Council at Wirksworth Leisure Centre.
- 1.16 Since opening in January 2000, the District Council, AGS and the AGF have worked in partnership to support the dual-use operation of the facility. This is to be continued by the new service provider.
- 1.17 In December 2016, a Leisure Review Working Group was formed, which included officers from across the District Council, along with support from Derbyshire County Council's Procurement and Legal services and FMG Consulting. The working group has met regularly and has been provided with up to date guidance on the relevant financial and legal matters, the procurement process and industry specific advice.

1.18 The group included:

- Corporate Director (Chair)
- Head of Community Development (Project Lead)
- Head of Resources
- Head of Corporate Services
- Active Communities Officer
- Community Development and Wellbeing Officer
- Facilities & Estates Manager
- Communication and Marketing Manager
- Senior Procurement Officer (DCC)
- Senior Solicitor (DCC)

1.19 Working Group meetings have taken place on a fortnightly basis to review the advice provided by the consultants as well as discuss matters relating to the leisure and support staff job security, TUPE requirements, transfer of pensions, public consultation, health and safety requirements and the drafting of the contract.

1.20 The group set out a timeline which identified key points in the process, such as staff, public and union consultation, discussions with partners, deadlines and collation of information, key committee report dates, workshops and milestones in preparing and evaluating the contract.

1.21 The group has received advice on the procurement process and the draft contract with the objective of achieving a competitive financial return. The group has been aware to retain its commitment to the Health and Wellbeing Strategy and the philosophy of supporting local communities.

1.22 This matter has been consider by Community and Environment on 15 June and verbal update will be provided.

## **2 REPORT**

2.1 Derbyshire Dales District Council is committed to improving the Health and Wellbeing of residents and visitors through the provision of Leisure Services. The draft specification for the management of its Leisure Centres has been defined to reflect this. The document is listed as a background paper and many elements remain in draft form until consideration by this committee and full Council.

2.2 The main body of the report highlights the key points of the specification. The points below are a result of several Members Workshops, public and staff consultation and advice from the Working Group.

### **2.3 Contract Terms**

The target contract date is 1 June 2018; this should allow sufficient time for the procurement process, due diligence and the implementation period.

It is proposed that the management fee will be a fixed priced throughout the life of the contract, rather than a viable amount year on year. The management fee will

increase with inflation (CPI) every year and year one of the contract will run for 10 months, to align with the District Council's financial year.

A Parent Company Guarantee or Performance bond will be required to protect the District Council in the event of a default on the contract. The financial resilience of the operator will also be assessed as part of the evaluation process.

#### 2.4 Contract Length

It is recommended that the length of the contract offered should be for a period of 10 years, with an option to extend for a further 5 years.

This is in line with the industry norm and will provide benefits to both the service provider and District Council.

#### 2.5 Pricing Policy

The current concessionary/discount scheme will be protected to ensure those in need of support can still access the leisure centres across the district. This includes the following:

- People on low income
- Disabled people
- Children and young people
- Students in full time education
- People of National Retirement age and above
- Talented athletes

The contractor may increase the level of discount offered to these target groups, but cannot reduce the amount to less than the current concession of 33% off the full price.

The new service provider will be given the flexibility to adjust the 'commercial' prices, which will be approved by the District Council's Contract Manager on an annual.

All existing prices will be honoured throughout year one and the Contactor must provide evidence and sound business reasons to the District Council's Contract Manager (to be appointed) to support pricing proposals including market research and benchmark comparisons both locally and nationally.

#### 2.6 Programming

The new service provider will be given the flexibility adjust the programme to meet market demand, with the following stipulations:

- The Contractor shall encourage greater use by groups who have been traditionally under-represented, such as young people, people who are economically disadvantaged, people with disabilities, older people and minority ethnic groups
- Pay and play/casual use remains available
- The use of the pools for school swimming is protected

- Wirksworth pitch bookings are protected
- The service provider must retain links with the District Council's Sports Development team
- The use of the Leisure Centres for elections, Shrovetide and civil emergencies is protected
- The crèche at Ashbourne Leisure Centre is protected for the first year of the contract is protected
- Blueberry Café at Arc Leisure Matlock lease continues (lease break in 2020)
- All existing club and user group bookings are honoured during the first six months of the contract

There will be as high a proportion of casual use of the facilities as possible, consistent with a balanced programme of use by the public, clubs, schools, and instructed development courses, in particular, a comprehensive swimming programme should be followed to meet the demand for Learn to Swim.

The programming should be responsive to recreational trends to provide a dynamic and forward-looking service and have a promotional strategy in place that keeps Users informed of the programme and any planned changes.

The new service provider will also be required to operate and deliver an 'Exercise on Referral Scheme' and a cardiac rehabilitation scheme and any other future schemes which promote the use of the facilities to promote and deliver a healthy lifestyle.

## 2.7 Opening Hours

The current opening hours will be classed as 'core hours' and will be the minimum requirement for the new service provider, although these hour may increase (subject to planning restrictions) to meet market demand. Any adjustments will require prior approval by the District Council's Contract Manager.

The minimum opening hours shall be reviewed by the parties on an annual basis and any decision to amend these times will be based on throughput trends for the Facilities or bespoke usage patterns. Any closure or part closure of a facility should be reported to the District Council immediately and as a maximum within an hour of its occurrence.

## 2.8 Maintenance and Lifecycle Costs

The District Council's procurement process will allow for 'variant bids' with the aim of achieving the most economically advantageous tender. This will help in the decision making process in terms of the level of liability the council may wish to retain. For example, the District Council may retain the liability for building structure and major plant and equipment failure, with day to day maintenance becoming the responsibility of the operator.

The service provider will be required to ensure that the facilities and all equipment are fully functioning and available for use and that they conform to current

Legislation and statutory requirements to ensure they perform in the most efficient manner.

The new service provider will implement Programmed Maintenance, comprising of:

- Planned Preventative Maintenance (PPM)
- Statutory/mandatory testing/inspections
- Lifecycle replacement

Responsibility for landscaping and the car parks will remain with the District Council.

Where partners are involved (i.e.: AGS), an annual meeting to discuss the forthcoming years repair, maintenance and development will be required.

## 2.9 Energy

All energy and utility costs will transfer to the new service provider, who will be required to operate the facilities in an environmentally sensitive and sustainable manner, to reduce energy consumption, minimise chemical usage, recycle appropriate non-hazardous wastes.

It will be a requirement in the specification for bidders to demonstrate how they will have a positive impact on the environment through the following means:

- Reduction in the use of environmentally harmful chemicals
- Proposed approach to energy management (including as appropriate reducing energy consumption, energy conservation and use of renewable energy)
- Targets for reducing CO2 emissions
- Increasing water efficiency and maximising water recycling opportunities
- Maximising recycling and reducing waste
- Green transport plan (for staff and Users)
- A training and awareness programme for staff and users
- Demonstration of how existing sustainable practices can be continued, extended and energetically promoted to staff and users.

## 2.10 Surplus Share Agreement

Should the new service provider achieve a financial surplus, this will be split between the operator and the District Council with a ratio of 50:50, by means of a surplus share agreement.

## 2.11 Performance and Review

The new service provider will be required to demonstrate how they are contributing toward the District Council's wider outcomes on annual basis. This will include feedback on:

- Targets within the District Council's strategies
- Health and Wellbeing
- Physical Activity and Sport Plan

- Customer Engagement/Market Plan

In addition to an annual review, monthly performance review meetings will take place between the District Council's Contract Manager and the new service provider. This will include reporting back on the progress annual plans and agreed KPI's.

As well as reporting back on operational performance, such as cleaning standards, customer satisfaction, and health and safety management, the operator will be required to provide feedback on more strategic issues. These will include engaging with rural communities, increasing participation and reducing inactivity in adults and supporting disadvantaged communities and under-represented groups.

An annual report on performance will be presented to Members.

## 2.12 Timescales

The timeline (Appendix One) highlights the main points throughout the procurement process.

Key dates include:

- Approval from Council to outsource the management of the Leisure Centres (w/c 5 December 2016)
- Procurement initiation (w/c 19 December 2016)
- Staff, user and Member consultation (w/c 29 March 2017)
- Finalise specification (w/c 19 June 2017)
- PQQ Return Date (w/c
- Final Evaluation (
- Award contract (w/c 26 March 2018)
- Contract implementation (w/c 28 May 2018)

## 2.13 Evaluation

The Evaluation Panel will consist of the following officers:

- Corporate Director
- Head of Community Development
- Head of Resources

## 3 **RISK ASSESSMENT**

### 3.1 Legal

The procurement of the contract for the management of the Derbyshire Dales District Council leisure centres will be undertaken in accordance with the Councils financial regulations and the Public Contract Regulations 2015.

### 3.2 Financial

There are no financial risks as a direct result of this report. Any savings achieved as part of this review will contribute towards the corporate savings target of £1.6m. At this stage the financial risk is low.

## 4 OTHER CONSIDERATIONS

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

## 5 CONTACT INFORMATION

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## 6 BACKGROUND INFORMATION

Draft Leisure Specification (awaiting approval)  
Leisure Review Timeline

## 7 ATTACHMENTS

Appendix One – Specification Contents Page



# Leisure Review – Contents of Service Specification

## (Appendix One)

<b>Contents</b>	<b>Page No.</b>
<b>Introduction</b> .....	<b>Error! Bookmark not defined.</b>
1.1 Measurement.....	<b>Error! Bookmark not defined.</b>
1.2 Reporting .....	<b>Error! Bookmark not defined.</b>
<b>Part 1A – General</b> .....	<b>Error! Bookmark not defined.</b>
1.3 Specified Facilities.....	<b>Error! Bookmark not defined.</b>
1.4 Property Database.....	<b>Error! Bookmark not defined.</b>
<b>Part 1B – Annual Performance Requirements</b> .....	<b>Error! Bookmark not defined.</b>
1.5 Authority’s Outcomes .....	<b>Error! Bookmark not defined.</b>
1.6 Participation Targets.....	<b>Error! Bookmark not defined.</b>
<b>Part 1C – Monthly Performance Requirements</b> .....	<b>Error! Bookmark not defined.</b>
1.7 Cleaning .....	<b>Error! Bookmark not defined.</b>
1.8 Environmental and Energy Management.....	<b>Error! Bookmark not defined.</b>
1.9 Customer Service.....	<b>Error! Bookmark not defined.</b>
1.10 Catering and Vending.....	<b>Error! Bookmark not defined.</b>
1.11 IT and Booking Systems .....	<b>Error! Bookmark not defined.</b>
1.12 Maintenance of Buildings, Plant and Equipment.....	<b>Error! Bookmark not defined.</b>
1.13 Grounds Maintenance .....	<b>Error! Bookmark not defined.</b>
1.14 Sport & Physical Activity Development .....	<b>Error! Bookmark not defined.</b>
1.15 Marketing and Publicity .....	<b>Error! Bookmark not defined.</b>
1.16 Major Incident Reporting .....	<b>Error! Bookmark not defined.</b>
1.17 General Reporting .....	<b>Error! Bookmark not defined.</b>
1.18 Pricing Requirements .....	<b>Error! Bookmark not defined.</b>
1.19 Opening Hours .....	<b>Error! Bookmark not defined.</b>
1.20 Activity Programming.....	<b>Error! Bookmark not defined.</b>
1.21 Health and Safety Management.....	<b>Error! Bookmark not defined.</b>
1.22 Equipment .....	<b>Error! Bookmark not defined.</b>
1.23 Access .....	<b>Error! Bookmark not defined.</b>
1.24 Legislation and Policy.....	<b>Error! Bookmark not defined.</b>
1.25 Water (Hot and Cold Installations) .....	<b>Error! Bookmark not defined.</b>
1.26 Drainage .....	<b>Error! Bookmark not defined.</b>
1.27 Ventilation.....	<b>Error! Bookmark not defined.</b>
1.28 Heating (Thermal Comfort).....	<b>Error! Bookmark not defined.</b>
1.29 Lighting .....	<b>Error! Bookmark not defined.</b>
1.30 Pool Water Quality (Swimming Pool Installations).....	<b>Error! Bookmark not defined.</b>
1.31 CCTV and Security.....	<b>Error! Bookmark not defined.</b>
1.32 Staffing .....	<b>Error! Bookmark not defined.</b>
<b>Appendix 1</b> .....	<b>Error! Bookmark not defined.</b>
Minimum Opening Hours.....	<b>Error! Bookmark not defined.</b>
<b>Appendix 2</b> .....	<b>Error! Bookmark not defined.</b>

Authority Weekly Programming Requirements .....	<b>Error! Bookmark not defined.</b>
<b>Appendix 3</b> .....	<b>Error! Bookmark not defined.</b>
Authority Pricing Requirements .....	<b>Error! Bookmark not defined.</b>
<b>Appendix 4</b> .....	<b>Error! Bookmark not defined.</b>
Lifecycle Replacement Responsibility Matrix .....	<b>Error! Bookmark not defined.</b>
<b>Appendix 5</b> .....	<b>Error! Bookmark not defined.</b>
Equipment Inventory .....	<b>Error! Bookmark not defined.</b>
<b>Appendix 6</b> .....	<b>Error! Bookmark not defined.</b>
Arc Café Lease .....	<b>Error! Bookmark not defined.</b>
<b>Appendix 7</b> .....	<b>Error! Bookmark not defined.</b>
Wirksworth Leisure Centre Joint Use Agreement .....	<b>Error! Bookmark not defined.</b>
<b>Appendix 8</b> .....	<b>Error! Bookmark not defined.</b>
Wirksworth Leisure Centre Community Use Agreement.....	<b>Error! Bookmark not defined.</b>
<b>Appendix 9</b> .....	<b>Error! Bookmark not defined.</b>
Wirksworth Leisure Centre External Pitches Development, Management and Use Agreement .....	<b>Error! Bookmark not defined.</b>

**BACK TO AGENDA**

**COUNCIL**

22 JUNE 2017

Report of the Head of Corporate Services

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**APPOINTMENT OF VICE-CHAIRMAN TO AREA COMMUNITY FORUM**

**PURPOSE OF REPORT**

To confirm the appointment of the Vice-Chairman of the Northern Area Community Forum

**RECOMMENDATION**

That Councillor John Tibenham be appointed Vice-Chairman of the Northern Area Community Forum until the next Annual Meeting of the Council.

**WARDS AFFECTED**

Not applicable

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**1. BACKGROUND**

- 1.1 The Council appoints to the positions of Chairman and Vice-Chairman of Committees and formal bodies of the Council at its Annual meeting. One position was outstanding at the meeting in May 2017, which is now tabled for confirmation.
- 1.2 Councillor John Tibenham has been proposed to take on the role of Vice-Chairman of the Northern Area Community Forum.

**2. RISK ASSESSMENT**

2.1 Legal

There are no legal considerations arising from the report.

2.2 Financial

There are no financial considerations arising from the report.

**3. OTHER CONSIDERATIONS**

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

**4. CONTACT INFORMATION**

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**5. BACKGROUND PAPERS**

- 5.1 None

**BACK TO AGENDA**