

CABINET

MINUTES OF MEETING HELD ON 2 JULY 2014

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CABINET

MINUTES OF MEETING HELD ON 2 JULY 2014

Present:

Councillor G Baxter MBE Leader (in the Chair)

Councillor N Barker

“ M Gordon

“ Mrs E A Hill

Councillor P R Kerry

“ Mrs L Robinson

117 Apologies for Absence

Apologies for absence from the meeting were submitted on behalf of Councillor N Foster and Councillor P Williams.

118 Declarations of Interests

Members were requested to declare the existence and nature of any disclosable pecuniary interests and/or other interests, not already on their register of interests, in any item on the agenda and withdraw from the meeting at the appropriate time.

Councillors N Barker and Mrs E A Hill both declared another interest which was not significant in report Nos EAH/11/14/LS – Safe and Homes and Neighbourhoods Scrutiny Review on the Relationship between the Council and Rykneld Homes Limited and Report No EAH/12/14/AS/RS – The Allocations Experience Scrutiny Review, as they were both Council appointed representatives on the Rykneld Homes Board.

Cabinet noted that as both Councillors N Barker and Mrs E A Hill had declared another interest which was not significant in the above two reports they could remain in the meeting, speak and vote on the above two matters.

119 Member Development Working Group – Minutes of Meeting held on 14 May 2014

Councillor N Barker advised Cabinet that the Working Group had considered the following matters at its meeting on 14 May 2014.

- Member Involvement Half Day – 11 February 2014: Evaluation Results
- Member Development Annual Report 2013/2014
- Regional Programme of Briefing Events for Councillors 2014/2015
- Regional Programme of Briefing Events for Councillors 2013/2014: Evaluation Report
- Member Induction Arrangements: Proposals for May 2015
- Local Government Association: Our Place Event, 27 June 2014
- Member Involvement Half Days 2014/2015
- Events for Members: April 2014
- Member Development Budget 2014/2015

RESOLVED: That Cabinet notes the Minutes of the Member Development Working Group from its meeting held on 14 May 2014.

(Governance Team)

120 Proposed Overview and Scrutiny Work Programme for 2014/2015

Cabinet considered the report of Councillors G Morley, T Reader, J Windle, B Wright and the Overview and Scrutiny Manager. The purpose of the report was to advise Cabinet of the future programmes of the Council's four Scrutiny Committees proposed for 2014/2015.

Each of the Scrutiny Committees had considered their Work Programmes and suggestions had been sought from all Elected Members and Officers of the Council. It was important that each Scrutiny Committee Work Programme remained realistic and manageable, there needed to be capacity to respond to new issues and developments throughout the year. Cabinet was advised that there were no alternative options considered and rejected.

RESOLVED – That Cabinet notes and supports the Work Programmes 2014/2015 for the following Scrutiny Committees:-

- Audit and Corporate Governance (Appendix A)
- Economic Regeneration, Skills and Environment (Appendix B)
- Healthy Communities and Well Being (Appendix C)
- Safer Homes and Neighbourhoods (Appendix D)

Reason for Decision:-

The report enabled Cabinet to consider and be kept informed of the Council's four Scrutiny Committees' Work Programmes for 2014/2015.

(Overview and Scrutiny Manager/
Governance Team)

121 Member Development Annual Report 2013/2014

Cabinet considered Report No NB/07/14/FP of Councillor N Barker. The purpose of the report was to provide a summary of the Member Development work undertaken in the municipal year 2013/2014. The Member Development Working Group had considered the draft report at its meeting on 14 May 2014, the Working Group noted the report and recommended its approval by Cabinet.

The report summarised the significant work undertaken by Members and highlighted the need to continue to support Members in their various roles within the Council and when working with partner organisations within their Wards. The Annual Report 2013/14 covered the following areas:

- Member Involvement Half Days 2013/2014
- Committee Specific Training and other Training Events 2013/2014
- Regional Briefing Events for Councillors 2013/2014
- Events for Members in April 2014

- Member Development Budget 2013/2014
- Member Role Profiles
- Cabinet/Strategic Alliance Management Team Joint Alliance Sharing Sessions
- Member Development Evaluations
- Member Development Working Group meetings 2013/2014
- Member Induction: Proposals for May 2015
- Regional Programme of Briefing Events 2014/2015
- Areas for Improvement/Development.

There was no equality issues arising directly from the report. Every effort was made to ensure that Member Development and Training opportunities were provided on the basis of equality for all Members. Copies of development materials were emailed to Members and were also available electronically via the Members Portal. Hard copies of material was also provided to all Members who requested it.

There were no financial implications arising directly from the content of the report. The cost of the provision of Member Development was met from the approved Member Development budget.

RESOLVED – That Cabinet:

- (1) Notes and approves the Member Development Annual Report 2013/2014.
- (2) Requests that a copy of the Member Development Annual Report 2013/2014 be provided to all Members and that they be advised that Member Development events are open to all Members to assist them in becoming more effective Ward Councillors.

Reason for Decision:-

The consideration of the report enabled Cabinet to be advised of the Member Development Work undertaken during the municipal year 2013/2014.

(Governance Team)

122 Consultation Policy

Cabinet considered Report No GBXR/12/14/JF of Councillor G Baxter MBE. The Consultation Policy provided a set of guiding principles for the Council when undertaking consultations. The document referred to the Governments Consultation Principles set out in July 2012, amended in October 2013, together with the Gunning Principles which the courts had developed when considering issues of legal challenges to consultations undertaken by public bodies. The Policy had been supported by the Healthy Communities Wellbeing Scrutiny Committee and the Council's Strategic Alliance Management Team for consideration by Cabinet. The main principle of consultation was to create a fair process whereby the communities in the District could influence Council decisions on its strategies, policies and services. An Equalities Impact Assessment had been completed on the Policy proposed.

In terms of alternative options considered and rejected, consideration had been given to producing a Joint Policy with Bolsover District Council but this had been

rejected as the mechanisms for consultation were historically different at each Council.

There were no financial implications arising directly from the report. In terms of legal implications including data protection, the Policy promoted fair and transparent consultation. The Policy included guidance on the use of Data Protection fair obtaining notices where personal information was collected.

RESOLVED – That Cabinet:

- (1) Notes the requirements of and approves the District Council's Consultation Policy attached as Appendix E to these minutes.
- (2) Approves the publication of the Consultation Policy on the Council's Intranet and internet electronic systems.

Reason for Decisions:-

The decisions will ensure that Council Departments are aware of their responsibilities and ensure that Consultation processes are conducted in a fair and efficient manner.

(Assistant Director – Customer Service and Improvement/
Consultation and Community Involvement Co-ordinator)

123 Code of Corporate Governance

Cabinet considered Report No GBXR/13/14/BM of Councillor G Baxter MBE. The purpose of the report was to request approval of a Revised Code of Corporate Governance which had been considered and recommended to Cabinet by the Audit and Corporate Governance Scrutiny Committee. The Local Code of Corporate Governance had been developed to ensure that the Council continued to have good standards of Governance which complied with best practice. The first part of the document set out the background to the Code following the publication of the revised 'Delivering Good Governance Framework' issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Chief Executives and Senior Managers (SOLACE) in 2012. The second part of the document detailed the Councils progress against each of the six principles of Good Corporate Governance. A copy of the revised Code of Corporate Governance is attached to these minutes as Appendix F.

The alternative options considered and rejected were detailed in the Code of Corporate Governance attached as Appendix 1 to the report. Cabinet was advised that there were no financial implications arising directly from the report and there were no specific legal or data protection issues arising directly from the report.

RESOLVED – That Cabinet approves the revised Code of Corporate Governance attached as Appendix F to these minutes and authorises its publication on the Council's website.

Reasons for Decision:-

The consideration of the report ensures:-

- (1) That the Council has the opportunity to review its Governance procedures and standards.
- (2) That the Council has a revised and up-to-date Code of Corporate Governance in place.

(Assistant Director – Governance and Monitoring Officer/
Executive Director – Operations)

124 Safer Homes and Neighbourhoods Scrutiny Review on the Relationship between the Council and Rykneld Homes Limited

Cabinet considered Report No EAH/11/14/LS of Councillor Mrs E A Hill, supported by Councillor M Gordon. The purpose of the report was to submit an Action Plan following the recent Scrutiny review of the relationship between the Council and Rykneld Homes Limited.

The objectives of the Safer Homes and Neighbourhoods review of the relationship between the District Council and Rykneld Homes were:

- Establish whether the partnership was working as anticipated
- Establish a clear understanding of the partnerships plans in the short term and long term to improve and develop better ways of working alongside each other into the future
- Ensure that the policy framework is fit for purpose into the future
- Ensure that plans are in place to maximize delivery
- Ensure that communications to stakeholders are clear and understood, identify any areas of duplication
- Identify any areas for improvement

The Scrutiny Review proposed seven recommendations and these had been approved by Cabinet at its meeting of 14 May 2014. Following the approval of the recommendations an Action Plan was prepared, a copy of which was set out at Appendix 1 to the report. The options for Cabinets consideration were detailed at paragraphs 1.1 to 5.3.1 of the report. There were no alternative options considered and rejected.

RESOLVED – That Cabinet approves the Action Plan attached as Appendix G to these minutes following the Scrutiny review into the Relationship between the Council and Rykneld Homes Limited.

Reason for Decision:-

The decision followed from consideration of a report on a recent Scrutiny review into the Relationship between the Council and Rykneld Homes Limited.

(Managing Director – Rykneld Homes Limited/
Executive Director – Transformation)

125 The Allocations Experience Scrutiny Review

Cabinet considered Report No EAH/12/14/AS/RS of Councillor Mrs E A Hill, supported by Councillor M Gordon. The purpose of the report was to detail the response to the Scrutiny Review on the Allocations Experience carried out by the Healthy Communities and Wellbeing Scrutiny Committee. The objectives of the Scrutiny Review were to:

- Establish that the process was working as anticipated
- Establish that customers were satisfied with their journey through the process
- Establish that the process is clearly explained and understood by customers
- Ensure that the process assists and is accessible to vulnerable people
- Ensure the impacts of the Welfare Reform are identified
- Consider the role of Tenants/Residents Group in the process

Cabinet approved the recommendations of the Healthy Communities and Wellbeing Scrutiny Committee in respect of the Allocations Experience at its meeting on 11 June 2014.

The key themes of the Action Plan were to:

- Ensure better co-ordination of information and advertising material concerning voids is made available to applicants and reduce the level of abortive bids placed by applicants
- Ensure information is made available to elected members on how the allocation system works
- Ensure levels of support is available to persons with complex needs

The options for Cabinets consideration were detailed at paragraphs 1.1 to 5.2.4 of the report. There were no alternative options considered and rejected. A copy of the Action Plan is attached as Appendix H to these minutes.

RESOLVED – That Cabinet approves the Action Plan attached as Appendix H to these minutes following the recent Scrutiny review of the Allocations Experience.

Reasons for Decision:-

The approval of the Action Plan enables the following Key Themes which were part of the recommendations of the Healthy Communities and Well Being Scrutiny Committee to be implemented:-

- (1) Ensure better co-ordination of information and advertising material concerning voids is made available to applicants and reduce the level of abortive bids placed by applicants.
- (2) Ensure a demonstration is made available to elected Members on how the allocation system works.

- (3) Ensure levels of support are available to persons with complex needs.
(Managing Director Rykneld Homes Limited/
Head of Housing and Regulatory Compliance – Rykneld Homes Limited/
Housing and Enabling Manager)

126 Building for Life 12

Cabinet considered Report No PRK/18/14/AWC of Councillor P R Kerry, jointly with Councillor N Foster. The purpose of the report was to advise Cabinet of progress on the Councils Building for Life Design Policy and to recommend its continuation. In January 2011 Cabinet had approved a Building for Life 20 (Bfl) residential design standard to be used to appraise all major development schemes comprising 10 or more units. Since 2011 a total of 43 schemes had be appraised or reappraised. The Policy set a minimum score of 14 from a possible 20 point criteria with schemes scoring less than 14 being recommended for refusal.

The use of the Building for Life Scheme had been reassessed and had resulted in a reduction of the questions from 20 to 12. It was recommended that the Council adopt the Building for Life 12 process as this would strengthen the authorities credibility and provide continuity when negotiating with developers and ensure that the quality of development schemes coming forward was maintained and improved further. The adoption of the Building for Life12 system would complement the recently adopted Successful Places Residential Design Guide which was based on the Building for Life principles. The options for Cabinets consideration were detailed at paragraphs 1.1 to 1.1.2 of the report. There were no alternative options considered and rejected.

RESOLVED – That Cabinet approves the following:-

- (1) The adoption of Building for Life 12 (BfL) as the Council's design appraisal method to replace the currently adopted BfL 20 and that BfL 12 be applied to all residential developments proposing 10 or more units which are in accordance with current policy.
- (2) That the Built for Life 12 marketing initiative be publicised to housing developers active in the District where possible and appropriate.
- (3) That a Building for Life 12 information session be included on the agenda for a future Member Involvement Half Day.
- (4) That Building for Life 12 information session be included on the agenda for a future meeting of the District and Parish Liaison Group.
- (5) That a launch event be held to publicise the Council's adoption of Building for Life 12.

Reasons for Decisions:-

The Council's adoption of Building for Life 12 to replace Building for Life 20 will strengthen the authority's credibility and provide continuity when negotiating with

developers and help ensure that the quality of schemes coming forward is maintained and improved further.

(Assistant Director – Economic Growth/
Senior Economic Developments Projects Officer/
Governance Team)

127 Scrutiny Review of Tourism

Cabinet considered Report No PRK/19/14/TG of Councillor P R Kerry. The purpose of the report was to detail the lead officers response to the Economic Regeneration Skills and Environment Scrutiny Committee findings on its Tourism Review. The purpose of the Scrutiny Review on Tourism was to:

- Review what service was being provided
- Consider whether the new arrangements are fit for purpose and Value for Money
- Consider whether the Council was maximizing the economic benefits of tourism within the District
- To consider any improvements that could be made to the service.

Following Cabinets approval of the recommendations of the above Scrutiny Committees Review of Tourism an Action Plan had been produced, a copy of which was attached as Appendix 1 to the report. The options for Cabinets consideration were detailed at paragraphs 1.1 to 3.1 of the report, there were no alternative options considered and rejected. A copy of the Action Plan is attached as Appendix I to these minutes.

RESOLVED – That Cabinet approves the Action Plan attached as Appendix I to these minutes following the Scrutiny review of Tourism.

Reason for Decision:-

The Scrutiny review of Tourism and the recently published District Council Growth Strategy identified the visitor economy as contributing towards the economic growth of the Council.

(Assistant Director – Economic Growth/
Projects Officer – Tourism)

128 Financial Outturn 2013/2014

Cabinet considered Report No PRK/20/14/BM of Councillor P R Kerry. The purpose of the report was to advise Members of the Financial Outturn position of the Council in respect of the financial year 2013/2014. The Council had closed its financial accounts for 2013/2014 in accordance with the deadline required of 30 June 2014. The draft Statement of Accounts 2013/14 were reported to the Audit and Corporate Governance Scrutiny Committee on 26 June 2014 and was now subject to independent audit by the Councils External Auditors KPMG. The draft Statement of Accounts for 2013/2014 had been signed off by the Councils Chief Financial Officer (Executive Director – Operations) at the end of June 2014. The final audited Accounts will be reported for approval to the Audit and Corporate

Governance Scrutiny Committee at its meeting on 25 September 2014. The report provided information on the outturn position in respect of the following:

- General Fund Revenue Account
- Housing Revenue Account (HRA)
- The Councils Capital Investment Programme
- Treasury Management Activities

The options for Cabinets consideration were detailed at paragraphs 1.1 to 11.1 of the report. There were no alternative options considered and rejected, if the risks identified within the report did not materialise and were settled at a lower cost than anticipated the earmarked reserve would be reassessed and returned to balances.

RESOLVED – That Cabinet:

- (1) Notes the report and in particular the financial outturn position in respect of 2013/2014 which shows an underlying underspend of £0.382m in respect of the General Fund, together with a net favourable variance on the Housing Revenue Account of £0.048m.
- (2) Agrees the budget carry forward requests totalling £173,006 as detailed in Appendix B of the report be transferred to an earmarked reserve and be drawn down into the 2014/15 budget by the Accountancy Section as required by the relevant budget manager.
- (3) Notes the use of reserves of £265,155 as outlined in Appendix A of the report to support approved expenditure of the General Fund in 2013/14.
- (4) Notes the transfer to various earmarked reserves of £1,353,555 as outlined in paragraph 3.7 and Appendix A to the report.
- (5) Notes the level of the General Fund balances of £1,540,717.
- (6) Requests that the Accountancy Section undertake a review of the underspend position of 2013/14 with a review to determine where budget changes may be made to the 2014/15 and future budgets, and that the review be reported to Cabinet by September 2014.
- (7) Notes the outturn position of the Housing Revenue Account and the level of balances held at 31 March 2014 of £2,417,720.
- (8) Approves the carry forward of Capital Budgets detailed in Appendix D of the report totalling £1,593m.
- (9) Requests that this report be forwarded to the Audit and Corporate Governance Scrutiny Committee for its consideration

Reasons for Decisions:-

- (1) The outturn position has enabled the Council to set aside earmarked reserves to meet contractual commitments and to address some of the key

issues and potential liabilities facing it in the near future. The Invest-to-Save Reserve will provide resources to meet the new corporate agenda of Growth and Transformation.

- (2) The Housing Revenue Account continues to operate within the Business Plan and Medium Term Financial Plan.
- (3) The Housing Revenue Account Capital Programme shows that good progress is being made on the Decent Homes Programme and that, where possible, the Council and Rykneld Homes Limited will seek to lever in addition grant funding to enhance the work being undertaken.
- (4) The General Fund Capital Programme shows that a number of schemes are ongoing and therefore the approved resources will need to be carried forward to 2014/15.
- (5) In accordance with Council approval, Prudential Borrowing has been undertaken on the Tarran Replacement Scheme (£2m), the acquisition and remediation of Mill Lane land and premises (£1.9m) and the loan to Rykneld Homes Limited as a Registered Provider (£0.274m).
- (6) The Council's Capital Financing Requirement and external debt management enable some of the Council's key capital investment plans to be financed and ensures that the Council only undertakes Prudential Borrowing when it is affordable.

(Executive Director – Operations/
Assistant Director Finance and Revenues and Benefits)

129 ICT Information Security Policy

Cabinet considered Report No: PW/06/14/NB of Councillor P Williams. The purpose of the report was:

- To advise Cabinet of the revised ICT Information Security Policy and the key changes incorporated
- To seek approval of the revised ICT Information Security Policy.

The Councils current ICT Policy had last been reviewed in 2010, it was considered appropriate that the Policy be refreshed so it focused on clarifications required in relation to the Public Service Network PSN Code of Compliance 2013 and changes to the Governments Protective Marking Scheme introduced from 1 April 2014. Cabinet was advised that the policy was intended for staff and external partners only. A further ICT Charter for Members would be submitted to Cabinet for its consideration in due course.

The purpose of the Policy was to provide guidance and protect staff, partners and the Council from loss of personal data and possible sanctions / fines levied by the Information Commissioner Office. The Policy covered the specific requirements of the "Code of Connection" to access Government systems and the delivery of secure email within the public sector. The Policy had been submitted to the Councils Joint Consultative Group on 16 April 2014 who had established a Working Party which

had considered the matter on 28 May 2014 and recommended that the Policy be approved, however, given the ongoing concerns about the length and complexity of the Policy, the Group requested that the Councils Joint Consultative Group review the document with the objective of creating a shorter Policy which is more accessible for employees.

The options for Cabinets consideration were detailed at paragraphs 1.1 to 5.3 of the report, the alternative options considered and rejected were detailed at paragraphs 4.1 to 4.3 of the report.

RESOLVED – That Cabinet:

- (1) Approves the adoption of the Joint ICT Information Security Policy.
- (2) Supports the establishment of a Council Joint Consultative Working Group to undertake a review of the Joint ICT Policy with the objective of reducing the documents complexity and size.

Reasons for Decisions:-

The adoption of the revised Joint ICT Information Security Policy will:

- Guide and protect the Council, its staff and partners from the loss of personal data and resultant sanctions/fines by the Information Commissioners Office
- Maintain compliance with the “Code of Connection” for access to government systems, including secure e-mail delivery within the public sector.

(Executive Director – Transformation/
ICT Manager /
Assistant Director HR and Payroll)

130 Urgent Business (Public Session)

There was no urgent business to consider in the public session at this meeting of Cabinet.

131 Exclusion of Public

RESOLVED - That the public be excluded from the meeting during the discussion of the following items of business to avoid the disclosure to them of exempt information as defined in Paragraph 1, Part I of Schedule 12A to the Local Government Act 1972 (as amended by the Local Government (Access to Information)(Variation) Order 2006). [The category of exempt information is stated after each Minute].

132 Medium Term Financial Plan

Cabinet considered Report No PRK/21/14/BM of Councillor P R Kerry. A revised set of recommendations in respect of the report were circulated to all Members present at the meeting. The purpose of the report was:

- To commence the second phase of consultation in respect to the Council's Planning Service staffing establishment.
- To seek Cabinet's approval for a proposed amendment by the Chief Executive to the establishment in respect of HR and Payroll services with the objective of releasing additional resources in order to support the process of business transformation within Planning and Environmental Health, with associated adjustments within the HR and Payroll team to reflect a currently vacant post and additional workload in this service area.
- For Cabinet to consider the creation of a post of Economic Development Manager in order to support the delivery of the Council's Growth Agenda.
- To update Cabinet with respect to the progress concerning the implementation of the Ambition theme of the work with Sheffield City Region.
- To bring forward an expenditure budget within the Approved Capital Programme from 2015/16 into 2014/15 in order to enable the replacement of a refuse collection vehicle which has been written off as a result of severe fire damage.
- To commence a process of consultation with the Financial Services Support Team in order to transfer the debtors function and the three associated staff into the Revenues and Benefits team in order to strengthen the recovery arrangements in respect of overpaid Housing benefits.
- To seek Cabinet's approval that no car parking charges be charged to staff following the relocation to the Mill Lane Office block.
- To update Cabinet regarding the position in respect of remedial work required in respect of some of the refurbishment work undertaken at Dronfield Sports Centre.

Information in respect of the Council's Planning service was detailed at paragraphs 1.1 to 1.5 of the report, information in respect of the HR and Payroll services was detailed at paragraphs 1.6 to 1.7 of the report, information in respect of the Economic Development Team was detailed at paragraphs 1.8 to 1.9. Information in respect of the replacement of a refuse vehicle was detailed at 1.10 of the report, information relating to debt collection arrangements was detailed at paragraph 1.11 to 1.12.

Details in respect of car parking proposals at the Mill Lane, Wingerworth site were detailed at paragraphs 1.13, information in respect of the remedial work planned at the Dronfield Sports Centre was detailed at paragraphs 1.14 to 1.15 of the report.

The options for Cabinets consideration were detailed at paragraphs 1.1 to 5.3.1. of the report. The alternatives options considered and rejected were detailed throughout the report.

RESOLVED – That Cabinet:

- (1) Notes the proposal to commence a process of consultation with the Council's Planning team concerning the proposed structures as advised to Cabinet on 2 July 2014, with the outcome of that consultation process to be reported to Cabinet on 27 August 2014.
- (2) Agrees to invest £35,000 from the Invest to Save Reserve into Phase 2 of the ICT upgrade element of the Planning Transformation Programme with the Invest to Save Reserve to be funded as a call upon any increase in Planning Fees above the level assumed within the Approved Budget for 2014/15.
- (3) Requests that the Chief Executive utilises his delegated authority following consultation with the Leader of the Council to undertake the following:
 - Agree the utilisation of the Business Transformation and Systems Officer as a shared resource across Planning and Environmental Health with effect from September 2014, together with seconding the current HR and Payroll Operations Manager in order to enable that post to give support to the Transformation Programme as outlined.
 - Approves the establishment of the post of Economic Development Manager.
- (4) Notes the planned move towards closer joint working within the Payroll Service together with the proposed change of location to Clowne and approves the investment of £25,000 from the Invest to Save Reserve to provide sufficient capacity to enable the service to move to shared systems and processes across the Strategic Alliance.
- (5) Approves funding for the establishment of the post of Economic Development Manager from the Invest to Save Reserve in respect of 2014/15, with the associated costs to be taken from mainstream budgets in respect of future financial years.
- (6) Notes the progress that has been made in respect of the Ambition workstrand in Economic Development with the additional grant income enabling the employment of seven FTE fixed term members of staff
- (7) Approves that £170,000 from within the Approved Capital Programme be brought forward from 2015/16 into the current financial year in order to replace a refuse collection vehicle written off by fire.
- (8) Notes that a process of consultation be commenced with the employees in the Procurement and Sundry Debtors team concerning the proposal to move the team to the Revenues and Benefits service to reflect the changing workload in respect of debt recovery.

- (9) Notes that until August 2016 the Council's Bailiff and Income Collection Service will be sourced from a contractor identified from the Rotherham Metropolitan Borough Council Bailiff and Debt Collection Services 12-012 Framework Agreement.
- (10) Agrees that there will be no charge for Council staff car parking at the Mill Lane, Wingerworth site.
- (11) Notes the intention to undertake remedial works at the Dronfield Leisure Centre over Christmas 2014.

Reasons for Decisions:-

The reasons for the decisions were as follows:

- (1) Improve the service that the Council offers to local residents while securing the financial efficiencies necessary to operate effectively against a background of ongoing reductions in the level of Central Government financial support for local authorities.
- (2) Ensure that the Planning Service is adequately resourced and equipped to provide an effective service in respect of Development Planning, the Planning Policy Team and enforcement.
- (3) Facilitate the Payroll Service moving to an aligned service across the Strategic Alliance.
- (4) Strengthen the Council's Economic Development team in order to enable it to progress the Growth Agenda more effectively.
- (5) Ensure that the Council's refuse collection service is operated in the most efficient manner by minimising the use of the spot hire of vehicles.
- (6) Improve the Council's Debt Collection arrangements and to maximise the level of income secured by focussing the existing resource on over paid housing benefits.
- (7) Enable the Council to enter into arrangements in respect of Bailiff and Income Collection Services, demonstrating that an appropriate procurement process has been utilised.
- (8) Ensure that car parking arrangements at the Mill Lane, Wingerworth office facility do not have a detrimental impact on local residents.

(Paragraphs 1, 3 & 4)
(Executive Director – Operations/
Assistant Director – HR and Payroll)

133 Urgent Business (Private Session)

There was no urgent business to consider in the private session at this meeting of Cabinet.

CAB MINS (0702) 2014/JMT

NORTH EAST DERBYSHIRE DISTRICT COUNCIL
AUDIT AND CORPORATE GOVERNANCE SCRUTINY COMMITTEE WORK
PROGRAMME 2014/2015

<u>DATE OF MEETING</u>	<u>ITEM</u>
26 June 2014	• Internal Audit Consortium: Annual Report 2013/14 • Summary of Internal Audit Reports issued 2013/14 • Annual Review of Adequacy of Internal Audit • Draft Statement of Accounts 2013/14 • Key Issues of Financial Governance
25 September 2014	• Report to those Charged with Governance (ISA260) 3024/3024ISA 260 • NEDDC Statement of Accounts 2013/2014 • Review of Risk Management Strategy • Risk Management Update, Partnership Working and Strategic Risk Register • Performance Management, 1st Quarter 2014/2015 • Quarter 1 2014/2015 Financial Monitoring • The Corporate Plan
20 November 2014	• Budget Monitoring Report – Quarter 2 – July – September 2014 • Risk Management Update, Partnership Working and Strategic Risk Register • Performance Management, 2nd Quarter 2014/2015 • Key Issues of Financial Governance • Corporate Debt Recovery Update • Medium Term Financial Plan (MTFP) Update
5 February 2015	• Key Issues of Financial Governance • Corporate Debt Recovery Update • Finance and Risk Update • Performance Management, 3rd Quarter 2014/2015 • Risk Management Update, Partnership Working and Strategic Risk Register • Medium Term Financial Plan 2014/15 to 2016/17
16 April 2015	• Key Issues of Financial Governance • Internal Audit Plan 2015/2016 • Internal Audit Plan 2013/2016

NORTH EAST DERBYSHIRE DISTRICT COUNCIL

ECONOMIC REGENERATION, SKILLS AND ENVIRONMENT SCRUTINY COMMITTEE- WORK PROGRAMME

2014/15

MEETING DATE	AGENDA ITEM	SCRUTINY ACTIVITY	WHAT IT WILL COVER	UPDATE/COMMENTS
27 th May, 2014	Remit of the Committee		Scene setting - terms of reference for the committee How the committee operates Previous reviews recently undertaken How reviews are undertaken	Sue Broadhead –Overview and Scrutiny Manager
	Selection of Scrutiny Review Topic	Review	To select scrutiny review topic What we want to look at Who we want to see	Committee members
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead –Overview and Scrutiny Manager

22nd July, 2014	Review work	challenge	• To receive scene setting from lead officer • Project plan and timetable • Members to consider the questions they want to ask stakeholders at interviews or questionnaire • To consider any relevant documents	To approve the draft project plan and timetable
	Planning Enforcement			
	Revenue Strategy	monitor	To receive and update on progress	
	Growth Strategy	monitor	To receive and update on progress	
	Sheffield City Region and the Leps	monitor	To receive an update on progress	

	Future of Community Buildings/Asset Management Strategy	Monitor and Challenge	To consider the Councils plans for community assets	
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
16th September, 2014	Scrutiny Review	Monitor	To receive the lead officers response to the Joint ICT Scrutiny Review	
	Review work	Challenge	Interviews	
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
25th November, 2014	Review work -	Challenge	Interviews	
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager

	Scrutiny work programme	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
27th January, 2015	Review	challenge	• Triangulation of evidence	
	Local Development Framework	Monitor and challenge	To receive an update on progress on the LDF	Helen Fairfax – Planning
	Economic Development Strategy	Monitor	To consider progress	
	Employment and Skills Policy	Monitor	To receive an update on any amendments made to the policy following the peer review	Jane Weston in attendance – Working Communities Strategic Project Manager
	List of Key Decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
10th March, 2015	Scrutiny Review	Monitor and challenge	To consider the draft Scrutiny Review Report	
	Joint Street Scene Policy	Monitor and	To consider an update	Steve Brunt in attendance–

		challenge		Street scene Manager
	Derbyshire Joint Municipal Waste Management Strategy – NEDDC/CBC supporting Action Plans	Monitor and challenge	Monitor the delivery of the strategy against the action plans	Steve Brunt in attendance – Street scene Manager
	Joint Waste and Recycling Collection Policy	monitor and challenge	To consider an update	Steve Brunt in attendance – Street scene Manager
	Joint ICT action plan	Monitor	To consider progress against the action plan	Nick Blaney –ICT Manager
	Monitoring of O&S recommendations	Monitor and challenge	To monitor the implementation of previous Committee and review recommendations	Sue Broadhead – Overview and Scrutiny Manager
	List of Key Decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager

ERSE WORK PROGRAMME (RECEIVED 16.5.2014)/JLG

NORTH EAST DERBYSHIRE DISTRICT COUNCIL

HEALTHY COMMUNITIES AND WELL BEING SCRUTINY COMMITTEE – WORK PROGRAMME

2014/15

MEETING DATE	AGENDA ITEM	SCRUTINY ACTIVITY	WHAT IT WILL COVER	UPDATE/COMMENTS
30 th May, 2014	Remit of Committee		Scene setting - terms of reference for the committee How the committee operates Previous reviews recently undertaken How reviews are undertaken	Sue Broadhead –Overview and Scrutiny Manager
	Select a review	Review	To select a Scrutiny review What we want to look at Who we want to see	Committee members
	Health and Well Being Strategy	Monitor		Steve Pintus
	Consultation Policy	Consultee	To consider the draft policy	Debbie Whitehead – Consultation and Community Involvement CO-Ordinator
	List of key decisions	Consultee, monitor and challenge	To consider the Forward Plan	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager

25th July, 2014	Review work	Review	- To receive a scene setting from lead officers - Project Plan and timetable - Members to consider the questions they want to ask stakeholders at interview or through questionnaire	
	Equality	Monitor	To receive an update on monitoring of female redundancies	Angela Grundy – Assistant Director
	Internal Health and Well being Strategy	Monitor	To receive an update on progress against the action plan	Clare Ashton
	Employee Survey	Monitor	To consider the action plan	Clare Ashton/Janice Baltrop
	Allocations Experience Review	Monitor	To receive lead officer response	
	List of Key Decisions	Consultee, monitor challenge and	To consider the Forward Plan	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor challenge and	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
26th September, 2014	Welfare Reforms	Monitor	Lead officer response to Scrutiny Review of Welfare Reforms	Geoff Bagnell
	Review	Review	Interviews	

	List of key decisions	Consultee, monitor challenge and	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor challenge and	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
14th November, 2014	Review	Review	Interviews	
	List of Key Decisions	Consultee, monitor challenge and	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny work programme	Consultee, monitor challenge and	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
16th January, 2015	Review	Review	Triangulation of evidence to formulate recommendations	
	Financial Inclusion Activities	Monitor		
	Update on Leisure Service	Monitor	To receive an update on the leisure service including performance and VFM	Lee Hickin – Joint Assistant Director of Leisure
	List of key decisions	Consultee, monitor challenge and	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager

	Scrutiny programme	Work	Review	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
6th March 2015	Review		Review	Consider draft report and finalise	
	Older Person Housing Delivery plan		Monitor	To consider progress on the plan	Karen Perkins – Housing Strategy and Enabling Manager
	Monitoring recommendations	O&S	Monitor and challenge	To monitor the implementation of previous Committee and review recommendations	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny programme	work	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
	List of Key Decisions		Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager

NORTH EAST DERBYSHIRE DISTRICT COUNCIL
DRAFT SAFER HOMES AND NEIGHBOURHOODS SCRUTINY COMMITTEE – WORK PROGRAMME
2014/15

MEETING DATE	AGENDA ITEM	SCRUTINY ACTIVITY	WHAT IT WILL COVER	OFFICER/COMMENTS
21st May, 2014	Remit of Committee		Scene setting - terms of reference for the committee How the committee operates Previous reviews recently undertaken How reviews are undertaken	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny Review	Review	To select a review What we want to look at Who we want to see	
	Affordable Warmth Activities under the new Environmental Health Structure	Monitor	To receive an update	Edward Owen Sustainability Officer / joint Affordable Warmth Coordinator Bolsover and North East Derbyshire District Council
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager

	Scrutiny programme work		To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
9th July, 2014	Review work	Review	- To receive scene setting from - Project Plan and timetable - Members to consider the questions they want to ask stakeholders at interview or through questionnaire	Background information for consideration To approve the draft project plan and timetable
	Police and Crime Panel	Monitor	To receive an update on the work of the panel	Councillor L Robinson
	Choice Based Lettings Allocations and Lettings Policy	Monitor	To consider the first annual report on the impact of the changes	
	Non Traditional Stock Condition Survey	Monitor	To receive an update from Rykneld Homes	
	Review of the Tenancy Strategy	Monitor	To consider the review of the Tenancy Strategy	
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager

	Scrutiny programme work	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
10th September, 2014	The Relationship Between the Council and Rykneld Homes	Monitor	To consider the lead officers response to the review recommendations	
	Review work –	Review	Interviews	
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny programme work	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
5th November, 2014	Review work –	Review	Interviews	
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager

	Scrutiny programme work	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager
14th January, 2015	Review Work	Review	To consider the review evidence gathered to formulate recommendations	Triangulation of evidence to formulate recommendations
	Child Poverty Action Plan	Monitor	To consider the lead officer response to the Scrutiny Review of Child Poverty	Steve Lee – Strategic Partnership Co-ordinator
	Affordable Housing Strategy and Action Plan	Consultee, monitor and challenge	To consider an update on progress on the action plan	Karen Perkins – Housing Strategy and Enabling Manager
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny programme work	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager

11th March, 2015	Review work	Review	Consider draft report and finalise	
	Community Safety Partnership	Consultee, monitor and challenge	To consider an update on the work of the Community Safety Team	Faye Green – Community Safety Manager
	Homelessness Strategy and Action Plan	Consultee, monitor and challenge	To consider an update on progress on the action plan	Rebecca Slack – Housing Strategy and Enabling Manager
	Housing Strategy	Consultee, monitor and challenge	To receive an update	Rebecca Slack – Housing Strategy and Enabling Manager
	Housing Revenue Account	monitor and challenge	To receive an update on the Housing Revenue Account	Bryan Mason – Director of Operations
	Monitoring of Scrutiny recommendations	Monitor	To consider progress against outstanding recommendations from Scrutiny	Sue Broadhead – Overview and Scrutiny Manager
	List of key decisions	Consultee, monitor and challenge	To consider the list of key decisions	Sue Broadhead – Overview and Scrutiny Manager
	Scrutiny programme work	Consultee, monitor and challenge	To consider the Committees' work programme - plan, manage and review the proposed workload	Sue Broadhead – Overview and Scrutiny Manager

Appendix E

Appendix E is a separate PDF document - please click on the link below to access the document

[CONSULTATION POLICY](#)

Appendix F

CODE OF CORPORATE GOVERNANCE

NORTH EAST DERBYSHIRE DISTRICT COUNCIL

LOCAL CODE OF CORPORATE GOVERNANCE

EXECUTIVE SUMMARY

Governance comprises systems and processes for the direction and control of local authorities through which they account to, engage with, and lead their communities. In other words, it is about how local authorities ensure that they are doing the right things, in the right way, for local people in a timely, inclusive, open, honest and accountable manner.

This Local Code of Corporate Governance has been developed to ensure that North East Derbyshire District Council has, and will continue to have, exemplary standards of governance which comply with best practice.

The first part of this document sets out the background to the Code following the publication of the revised Delivering Good Governance Framework issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Council Chief Executives and Senior Managers (SOLACE) in 2012.

The CIPFA/SOLACE Framework identified six principles of good corporate governance:

- (i) Focusing on the purpose of the Authority and on outcomes for the community including citizens and service users and creating and implementing a vision for the local area;
- (ii) Members and officers working together to achieve a common purpose with clearly defined functions and roles;
- (iii) Promoting the values of the Authority and demonstrating the values of good governance through behaviour;
- (iv) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- (v) Developing the capacity and capability of Members to be effective and ensuring that officers (including statutory officers) also have the capability to deliver effectively;
- (vi) Engaging with local people and other stakeholders to ensure robust local public accountability.

In the second part of this document, the Council's progress against each of these principles and their supporting framework is tracked and documented. This second section is largely based on the information used to develop the Council's Annual Governance Statement.

Progress against the principles set out in this Code will be monitored and reviewed on an on-going basis, with a formal report brought before Members at least annually.

INTRODUCTION

1 Background

- 1.1 In 2001, the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Council Chief Executives and Senior Managers (SOLACE), together with the support of a number of other key organisations, formed a working party with the aim of drawing together the key principles of corporate governance into a single framework for use in local government.
- 1.2 This followed the work by Lord Cadbury into good governance and Lord Nolan into standards in public life, as well as primary legislation, and culminated in the publication of a governance framework entitled *Corporate Governance in Local Government: A Keystone for Community Governance*.

This Framework recommended that local authorities review their existing governance arrangements against a number of key principles and report annually on their effectiveness in practice. Through the adoption and development of the Framework, authorities were encouraged to meet the standards of the best.

Since the Framework was published, local government has undergone a number of changes designed to improve local accountability and engagement in local government. This has included on-going changes to democratic structures and the ethical framework.

To meet these challenges, the CIPFA and SOLACE Working Party was reformed and the original Framework was revised. The revised Framework builds on the governance work in both the public and private sectors and, in particular, the principles set out in *Delivering Good Governance in Local Government* publication.

In order to achieve good governance, the revised Framework recommends that each local authority should be able to demonstrate that they are complying with the principles contained within the Framework. This should be done through the development and maintenance of a local code of corporate governance.

This document has been developed to ensure that North East Derbyshire District Council has, and continues to have, exemplary standards of governance which comply with the principles set out in the CIPFA/SOLACE Framework.

2 What Do We Mean By Governance?

- 2.1 The Council has adopted the CIPFA/SOLACE Framework's definition of corporate governance:

Governance comprises systems and processes for the direction and control of local authorities through which they account to, engage with, and lead their communities.

In other words, it is about how local authorities ensure that they are doing the right things, in the right way, for the people in a timely, inclusive, open, honest and accountable manner.

- 2.2 Good governance leads to good management, good performance, proper stewardship of public money, effective public engagement and, ultimately, good outcomes for residents and service users. Good governance enables councils to pursue their vision effectively as well as underpinning that vision with mechanisms for control and management of risk.

3 The Six Principles

- 3.1 The CIPFA/SOLACE Framework defined six core principles of good governance. These involve:

- (i) Focusing on the purpose of the Authority and on outcomes for the community including citizens and service users and creating and implementing a vision for the local area;
- (ii) Members and officers working together to achieve a common purpose with clearly defined functions and roles;
- (iii) Promoting the values of the Authority and demonstrating the values of good governance through behaviour;
- (iv) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- (v) Developing the capacity and capability of Members to be effective and ensuring that officers (including statutory officers) also have the capability to deliver effectively;
- (vi) Engaging with local people and other stakeholders to ensure robust local public accountability.

- 3.2 North East Derbyshire District Council is committed to these six principles of good governance. This Code sets out how the Council complies with the six principles to ensure good standards of governance.

4 Monitoring and Review

- 4.1 The Council will undertake an annual review of its governance arrangements to ensure that they are adequate and operating effectively in accordance with best practice. Where gaps are identified, action will be planned and undertaken to ensure improvement in future governance arrangements. The findings of this annual review will be presented to the Council's Audit and Corporate Governance Committee.

- 4.2 The Council will also prepare an Annual Governance Statement that will be submitted to the Audit and Corporate Governance Committee for consideration.

This Annual Governance Statement will include:

- (i) Identified Councillors and key officers who have responsibility for ensuring that there is good governance including internal control mechanisms;
- (ii) The systems and processes in place to provide good governance and how these are checked and tested;
- (iii) The key elements of the corporate governance arrangements;
- (iv) The process for maintaining and reviewing the effectiveness of governance arrangements;
- (v) Actions taken or actions planned to address significant governance issues;
- (vi) A clear summary of the resources needed to support the corporate governance arrangements.

Having been first considered by the Audit and Corporate Governance Committee this statement will be signed on behalf of the Council by the Leader of the Council and the Chief Executive.

Councillor Graham Baxter
Leader of the Council

Wes Lumley
Chief Executive

Date:

HOW THE COUNCIL MEETS THE SIX PRINCIPLES

Principle 1

Focusing on the purpose of the Authority and on outcomes for the community including citizens and service users and creating and implementing a vision for the local area.

The function of governance is to ensure that authorities, other local government organisations or connected partnerships fulfil their purpose and achieve their intended outcomes for citizens and service users and operate in an effective, efficient, economic and ethical manner. This concept should guide all governance activity.

Local government bodies need to develop and articulate a clear vision of their purpose and intended outcomes for citizens and service users that is clearly communicated, both within the organisation and to external stakeholders.

Supporting Principles

- Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and service users;
- Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning;
- Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money.

The local code should reflect the requirement for local authorities to:

1.1 Develop and promote the authority's purpose and vision.

Position at NEDDC: This Code is based upon a clear community focus as set out in the Community Strategy and Corporate Plan which sets out the links between community engagement, service planning and delivery, and the maintenance of appropriate standards of conduct.

1.2 Review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements.

Position at NEDDC: The Council keeps its vision for the local area under regular review as part of the development of the Corporate Plan and the service planning process. This Code and its impact is formally reviewed and reported on at least an annual basis, but given the links between the Code and other areas of the Council's operations that review in reality is undertaken on an on-going basis.

1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties.

Position at NEDDC: The Council is proactive in ensuring that the Council's values and those of key partners are shared.

1.4 Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance.

Position at NEDDC: The Council publishes Annual Accounts and an Annual Report. These documents and a range of supporting evidence are available on the website. In addition the Council newspaper 'The News' is circulated to all residents three times a year. The Corporate Plan is supported by detailed service plans which establish the Council's objectives and performance targets.

1.5 Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available.

Position at NEDDC: The Authority's strategies and plans all contain performance targets and action plans that provide a SMART framework against which progress can be evaluated. In particular, the Performance Framework is designed to ensure that key indicators of progress are monitored and reported on at least on a quarterly basis. The information obtained from monitoring against internal targets is supported by information gathered from residents and other stakeholders from a variety of sources in order to ensure that we have a rounded picture of the public's view of the services provided.

1.6 Put in place effective arrangements to identify and deal with failure in service delivery.

Position at NEDDC: The Council has in place a number of methods for measuring resident / stakeholder satisfaction including resident surveys and the Citizen's Panel. The Complaints procedure monitors issues of concern for service users and results in quarterly reports to both SAMT and Cabinet enabling informed corrective action to be taken.

1.7 Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.

Position at NEDDC: Value for Money criteria are effectively established by the Council's performance targets / budgets, which are reviewed and established on an annual basis and set out in Service Plans. These are reviewed on an on-going basis including quarterly reports to Members. The Council is working to reduce both its own carbon footprint and that of the wider district.

Principle 2

Members and officers working together to achieve a common purpose with clearly defined functions and roles

The governing body of an organisation has overall responsibility for directing and controlling that organisation. In local government the governing body is the full council.

Supporting Principles

- Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny functions;
- Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of authority members and officers are carried out to a high standard;
- Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other.

The local code should reflect the requirement for local authorities to:

2.1 Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice.

Position at NEDDC: This is set out in the Council's Constitution. All Committee meetings are formally minuted and minutes formally approved.

2.2 Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers.

Position at NEDDC: The roles and responsibilities of Members and senior officers are set out in the Constitution, being further supported by the Member and Officer protocols and for officers by job descriptions and contractual terms.

2.3 Determine a scheme of delegation and reserve powers within the Constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority taking account of relevant legislation and ensure that it is monitored and updated when required.

Position at NEDDC: The Constitution incorporates a scheme of delegation, and sets out the roles, powers and limits upon the power of individual officers and Members. Both documents are currently under review. The Constitution reflects best practice, including an appropriate approach to the Council's statutory duties and powers.

2.4 Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management.

Position at NEDDC: The Chief Executive is the Head of Paid Service and that role together with the associated job description makes him the responsible officer for the effective discharge of the Council's operational issues. In discharging these duties the Chief Executive is supported by the Council's wider managerial arrangements and by the performance management framework.

2.5 Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.

Position at NEDDC: Regular meetings are held between the Council's Leader and the Chief Executive. These are part of a broader framework of appraising the performance of the Chief Executive.

2.6 Make a senior officer (usually the section 151 officer) responsible to the Authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control.

Position at NEDDC: The Executive Director – Operations has been designated as the Council's S151 officer responsible for the sound financial administration of the authority. The duties are incorporated within the job descriptions of the Executive Director – Operations.

2.7 Make a senior officer (other than the Responsible Financial Officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.

Position at NEDDC: The Assistant Director – Monitoring Officer and Governance is the Council's Monitoring Officer, with the Governance Officer being the Deputy. Roles and responsibilities are set out in the job description / person specification.

2.8 Develop protocols to ensure effective communication between members and officers in their respective roles.

Position at NEDDC: Protocols are in place setting out the roles and responsibilities of Members and officers (these support the powers established under the Constitution). These protocols are supported by a range of working arrangements, which help to ensure that the underlying relationships are constructive and support the effective working and development of the Council.

2.9 Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel (if applicable).

Position at NEDDC: The pay scale for senior officers were determined by a panel in the light of external advice. Details are available on the website. There is an annual report on pay and conditions which is reported to Council. The Members allowances / remuneration scheme is considered through appropriate good practice processes and procedures, and

is publicised on the website. Members allowances were reviewed in 2013 by an independent panel and full details are set out on the Council's website.

2.10 Ensure that effective mechanisms exist to monitor service delivery.

Position at NEDDC: The Council has in place a Performance Management Framework and a complaints framework which in conjunction enable the effective monitoring of service delivery.

2.11 Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated.

Position at NEDDC: The development of the Council's Corporate Plan is an on going process of raising awareness and undertaking consultation concerning the Plan. Key consultees include an internal audience of Members, officers and employees. External consultees include parish councils, key partners and the full range of other statutory agencies. Residents' views are sought through local Members, via the use of surveys, the Citizens Forum, focus groups, public meetings and via complaints, compliments, comments and other communication with the Council and its officers (in particular contact between service providers and the public).

2.12 When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority.

Position at NEDDC: Within each significant partnership there are formal constitutions and governance arrangements in place, which set out objectives, roles and responsibilities, and the constitution/governance arrangements of the partnership. These are supported by either business or project plans, which detail funding support and managerial arrangements. The Council has a Partnership Team in place which provides support for our smaller partnership arrangements where appropriate.

2.13 When working in partnership:

- **Ensure that there is clarity about the legal status of the partnership;**
- **Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.**

Position at NEDDC: For any significant partnerships the Council gives appropriate consideration to the issues before entering into the partnership. The legal status in particular would be subject to appropriate review. One of the criteria that would be considered before entering into a partnership would be its consistency with the principles of accountability and governance, which the Council applies to its own internal arrangements.

Principle 3

Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

Good governance flows from a shared ethos or culture, as well as from systems and structures. It cannot be reduced to a set of rules, or achieved fully by compliance with a set of requirements. This spirit or ethos of good governance can be expressed as values and demonstrated in behaviour.

Good governance builds on the seven principles for the conduct of people in public life that were established by the Committee on Standards in Public Life, known as the Nolan principles. In England, the Local Government Act 2000 outlined ten principles of conduct – an additional three to those identified by Nolan – for use in local government bodies. The seven Nolan principles are included in the guidance notes accompanying this Framework, and form part of the Members Code of Conduct. Training concerning the Code is offered to all Members.

A hallmark of good governance is the development of shared values, which become part of the organisation's culture, underpinning policy and behaviour throughout the organisation, from the governing body to all staff. These are in addition to compliance with legal requirements on, for example, equal opportunities and anti-discrimination.

Supporting Principles

- Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance;
- Ensuring that organisational values are put into practice and are effective.

The local code should reflect the requirement for local authorities to:

3.1 Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.

Position at NEDDC: The Council's Constitution and its values clearly establish an overriding requirement that our actions are characterised by openness and accountability. The Monitoring Officer decides which reports meet the legal / good practice criteria before they are deemed to be confidential or exempt. All decisions are minuted, and reports are available online, or alternatively may be obtained as a hard copy.

3.2 Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols.

Position at NEDDC: The Constitution, the Member and Officer Code of Conduct, the Whistleblowing, Anti-Fraud Strategy, and a variety of other mechanisms all work together to provide an operational framework, which sets out clear expectations and standards

regarding what constitutes acceptable behaviour. All policies are effectively communicated to Members, officers and employees including availability on the website.

3.3 Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.

Position at NEDDC: The Constitution and codes of conduct all set out clear expectations and requirements of Members and officers. Where an interest exists it is made clear that individuals have a responsibility to declare this, and that they must not participate in any way that might influence the decision making process.

While the key emphasis is rightly upon informed openness by individuals, the Council has a well-publicised whistle-blowing policy which would enable others to bring to the attention of the Authority potential conflicts of interest for investigation.

3.4 Develop and maintain shared values including leadership values both for the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners.

Position at NEDDC: See the codes of conduct, but also the statement of values set out in documents including this Code and the Anti-Fraud Strategy which give a clear commitment to openness, honesty and integrity.

3.5 Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards and monitor their continuing effectiveness in practice.

Position at NEDDC: Constitution and codes of conduct. Appropriate awareness raising training is provided to Members/officers, and Members are reminded of the Code of Conduct requirements concerning declaration of interests at the outset of all Council meetings.

3.6 Develop and maintain an effective standards committee.

Position at NEDDC: A Standards Committee is in place which has appropriate terms of reference, membership and which meets on a regular basis. The Committee's minutes are reported to Council, and under the Constitution the Standards Committee has a direct right of report to Council. It's Chair provides an annual report to Council.

3.7 Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Authority.

Position at NEDDC: The Council has clear shared values set out in the Corporate Plan. All reports to Committee are agreed by the Strategic Alliance Management Team, and they are responsible for ensuring that the reports are in line with the Council's values. Reports are then agreed by Members who determine the Council's values. Members are given appropriate training to enable them to establish and uphold appropriate values.

3.8 In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively.

Position at NEDDC: The Council's representatives on partnerships are required to reflect and champion the Council's values within those partnerships, and the partnerships' constitution must be compatible with the Council's values for the Council to participate. If the Partnership does not have its own Code of Conduct then Members are required to comply with the North East Derbyshire Code of Conduct.

Principle 4

Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

Decision making within a good governance framework is complex and challenging. It must further the organisation's purpose and strategic direction and be robust in the medium and longer terms. To make such decisions, authority members must be well informed.

Members making decisions need the support of appropriate systems, to help to ensure that decisions are implemented and that resources are used legally and efficiently.

Risk management is important to the successful delivery of public services. An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective.

Supporting Principles

- Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny;
- Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs;
- Ensuring that an effective risk management system is in place;
- Using legal powers to the full benefit of the citizens and communities in the area.

The local code should reflect the requirement for local authorities to:

4.1 Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the organisation's performance overall and of any organisation for which it is responsible.

Position at NEDDC: The functioning of Scrutiny is well established and operating effectively supported by separate officers. These arrangements and the effective engagement of other Members and Officers of the Council help ensure that Scrutiny's analysis and recommendation are supported by robust evidence, data and critical analysis. Appropriate Scrutiny reports are referred to Cabinet for its consideration.

4.2 Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based.

Position at NEDDC: Decision making protocols and powers are set out in the Council's Constitution. These also establish what record of the decision needs to be maintained. For Cabinet reports the quality assurance process is the Chief Executive, Directors and Monitoring Officer, while for Delegated Decisions the originating officer and the responsible Director need to ensure that the decision has been appropriately taken, and that appropriate advice has been incorporated and consultation undertaken. All decision making committees are appropriately minuted setting out the criteria, rationale and considerations on which decisions are based. Where appropriate Delegated Decisions are formally recorded and published.

4.3 Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice.

Position at NEDDC: There are Member and Officer Codes of Conduct which requires all interests to be declared, and to ensure that individual members / employees do not play a role in the decision making process where there is a potential conflict of interest.

All gifts and hospitality are required to be officially recorded, and the Council's Constitution includes Financial Regulations and Contract Procedure Rules which establish what constitutes acceptable behaviour in respect of the letting of contracts. Members are required to complete Register of Interest forms in accordance with the relevant legislation and the Code of Conduct. All members and senior officers are required to complete a Related Party Transaction declaration at the end of each financial year.

4.4 Develop and maintain an effective audit committee (or equivalent) which is independent or make other appropriate arrangements for the discharge of the functions of such a committee.

Position at NEDDC: An Audit and Governance Committee is well established. Its terms of reference are in line with CIPFA / SOLACE requirements. Appropriate awareness raising is provided to the Members of the Committee. The Committee has undertaken a review of its effectiveness against and compliance with the CIPFA/SOLACE guidelines for an effective Audit Committee.

4.5 Put in place effective, transparent and accessible arrangements for dealing with complaints.

Position at NEDDC: The Council has a written complaints procedure in place, which is monitored and reported to Strategic Alliance Management Team and Cabinet on a regular basis. The Council endeavours to ensure that service users are made aware of their rights under the complaints procedure, and where appropriate are able to refer issues or complaints to external adjudicators.

4.6 Ensure that those making decisions whether for the authority or partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications.

Position at NEDDC: A comprehensive induction process is provided following the District Council elections, and this is supported by on going training / awareness programmes during the course of the year. Members are offered the opportunity to agree Personal Development Plans which identify training needs, and there is a comprehensive Member Development Programme overseen by a Member Development Working Group. All reports to Cabinet / Council are cleared by the Council's Chief Executive, Directors and Monitoring Officer. Reports to Scrutiny and other Committees are cleared by an appropriate Senior Officer of the Council.

4.7 Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.

Position at NEDDC: All reports include a section detailing legal and financial implications. These are agreed by SAMT, the Monitoring Officer and the CFO who take a view on the adequacy of the professional advice that has been provided. All reports are processed and despatched in accordance with an agreed timetable, unless there are exceptional circumstances which require a late report to be considered. These requirements are included within the Constitution and are supported by the required format for Committee reports.

4.8 Ensure that risk management is embedded into the culture of the organisation with members and managers at all levels recognising that risk management is part of their job.

Position at NEDDC: The Council has a well established Risk Management Framework and a range of training arrangements. Risk Management has a high profile within the authority, with job descriptions reflecting the requirements to manage risk, all formal reports having a Risk Management section and all major projects covered by a Risk Register.

4.9 Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access.

Position at NEDDC: The Council has a well established whistle-blowing policy available on the intranet. It is covered in the induction arrangements and is publicised on a regular basis. The policy has been effectively utilised by officers which demonstrates both an awareness of and a confidence in the policy.

4.10 Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities.

Position at NEDDC: All officers are appropriately selected and trained to undertake the duties as set out in their job description which includes an awareness of the prevailing statutory framework. This is supported by the Council's Constitution, and by the Monitoring Officer, legal team, internal audit and other challenge arrangements which would help to identify any activity which falls outside of the Council's powers. For new

initiatives the quality assurance process for reports should ensure that activities outside our powers are identified prior to implementation.

4.11 Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law.

Position at NEDDC: As in 4.10.

4.12 Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice into their procedures and decision making processes.

Position at NEDDC: As in 4.10.

Principle 5

Developing the capacity and capability of members and officers to be effective.

Effective local government relies on public confidence in authority members, whether elected or appointed, and in officers. Good governance strengthens credibility and confidence in our public services.

Authorities need people with the right skills to direct and control them effectively. Governance roles and responsibilities are challenging and demanding, and authority members need the right skills for their roles. In addition, governance is strengthened by the participation of people with many types of knowledge and experience.

Good governance means drawing on the largest possible pool of potential members to recruit people with the necessary skills. Encouraging a wide range of people to stand for election or apply for appointed positions will develop a membership that has a greater range of experience and knowledge. It will also help to increase the diversity of authority members in terms of age, ethnic background, social class, life experiences, gender and disability. This concept should also be borne in mind when members are appointed to the boards of other public service organisations.

Supporting Principles

- Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles;
- Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;
- Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal.

The local code should reflect the requirement for local authorities to:

5.1 Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis.

Position at NEDDC: Human Resources have developed a standard corporate induction process for all new members of staff, while at a service level induction is required to cover any service specific induction issues. The appraisal process identifies any training needs, and develops a plan to deliver these which is monitored on an ongoing basis. The person specification should ensure that only appropriately qualified individuals are appointed in the first place. A range of corporate awareness training is also provided to managers by means of managers' meetings, Core Brief and other mechanisms. For Members an induction process is provided after District Council elections, Members have the option of participating in an appraisal process which identifies individual needs and a range of corporate training/awareness/development activities are undertaken on an ongoing basis overseen by the Members Development Working Group.

5.2 Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation.

Position at NEDDC: The job description/person specification is intended to ensure that only appropriately qualified and experienced individuals are short listed for these positions. The appointments process ensures that a competitive process is in place, which has attracted candidates with the appropriate range of personal attributes and skills. The Council's statutory officers are professionally qualified and are aware of their professional responsibilities regarding the management of the Council, and of the powers which are available to them to ensure that they have the appropriate level of resources to enable them to discharge those responsibilities effectively. The Strategic Alliance Management Team which takes the key decisions regarding which reports should go before committee includes the three statutory officers of the Council, and the role of these officers is well understood across the organisation. Furthermore, the process for agreeing reports and for taking major decisions is designed so that these officers are actively involved in these processes to ensure that the organisation is appropriately managed.

5.3 Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively.

Position at NEDDC: Employees are subject to an appraisal supplemented by 1 to 1's which incorporates an assessment of performance and training requirements. These are developed into a corporate training plan. Members are provided with appropriate training under the direction of the Member Development Working Group.

5.4 Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.

Position at NEDDC: See 5.3.

5.5 Ensure that effective arrangements are in place for reviewing the performance of the authority as a whole and of individual members and agreeing an action plan which might for example aim to address any training or development needs.

Position at NEDDC: The Council's Corporate Plan together with related strategies and plans set out clear actions and targets against which progress can be monitored. In addition there are a range of key performance indicators and other performance targets covering all relevant services, which are monitored on a quarterly basis. The Council also encourages external review where appropriate.

5.6 Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority.

Position at NEDDC: The Council has developed a range of mechanisms for consultation. We have a range of forums for engaging with our citizens including Public Meetings, Tenants Forum, and reviewing individual compliments, comments and complaints in order to consider whether there are underlying general trends. In addition to consultation the Council also actively encourages engagement by members of the Community in the Council's activities.

5.7 Ensure that career structures are in place for members and officers to encourage participation and development.

Position at NEDDC: The Council's structures with a well developed Executive (Cabinet) and Scrutiny system offer a good range of opportunities for all Members to participate at a range of levels in the Council's managerial and Governance arrangements. The Council has appropriate arrangements in place to ensure that Officers are able to participate in Structured Personal Development, whilst the Council's staffing establishment provides opportunities for career progression.

Principle 6

Engaging with local people and other stakeholders to ensure robust public accountability.

Local government is accountable in a number of ways. Elected local authority members are democratically accountable to their local area and this gives a clear leadership role in building sustainable communities. All members must account to their communities for the decisions they have taken and the rationale behind those decisions. All authorities are subject to external review through external audit of their financial statements.

They are required to publish their financial statements and are encouraged to prepare an annual report. Many are subject to national standards and targets. Their budgets are effectively subject to significant influence and overview by Government, which has powers to intervene. Both members and officers are subject to codes of conduct. Additionally,

where maladministration may have occurred, an aggrieved person may appeal either through their local councillor or directly to the ombudsman.

Supporting Principles

- Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships;
- Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning;
- Making best use of human resources by taking an active and planned approach to meet responsibility to staff.

The local code should reflect the requirement for local authorities to:

6.1 Make clear to themselves, all staff and the community, to whom they are accountable and for what.

Position at NEDDC: This Code sets out clear links between the Council and the community, and sets out the requirement of the Council to be accountable, to display integrity, openness and inclusivity in our activity.

6.2 Consider those stakeholder bodies to whom the organisation is accountable and assess the effectiveness of the relationships and any changes required.

Position at NEDDC: The Corporate Plan, the Medium Term Financial Plan and our Directorate Service Plans give structured consideration to the views of the Council's key stakeholders.

6.3 Produce an annual report on scrutiny function activity.

Position at NEDDC: An annual report is provided to full Council concerning the performance of the scrutiny function.

6.4 Ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively.

Position at NEDDC: The Council has a clear Communications Strategy in place utilising the website, "The News" civic newspaper which is distributed to all residents, publicity material at reception, and articles in the local newspaper. These mechanism also incorporate mechanisms designed to secure feedback on the effectiveness of the various approaches utilised.

6.5 Hold meetings in public unless there are good reasons for confidentiality.

Position at NEDDC: All meetings are held in public, and reports and decisions are available on the Internet or in hard copy upon request. All confidential / exempt items are agreed by the Monitoring Officer in order to ensure that they meet with the statutory definition of items which can be regarded as being confidential / exempt. The Council complies with the legislative requirement to advertise in advance those parts of the meeting which are to be held in private.

6.6 Ensure arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands.

Position at NEDDC: The Council has in place a wide range of engagement mechanisms including public meetings, Scrutiny Reviews, web based consultation, and engaging with difficult to reach groups including young people. These arrangements are set out within the consultation and communications policies. This is supported by targeted surveys, questionnaires and focus groups. The Council has been formally accredited in respect of equalities which demonstrates that the Council has appropriate procedures in place and has used these to achieve good outcomes in terms of engaging all sections of our community.

6.7 Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users, including a feedback mechanism for those consultees to demonstrate what has changed as a result.

Position at NEDDC: See 6.6.

6.8 On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period.

Position at NEDDC: An Annual Report that covers performance issues is produced every year. Annual financial statements which cover the outturn position are provided within the Annual Statement of Accounts with more detailed reports being provided to committee and made available on the Council's website. While the Service Plans are essentially forward looking documents the objectives and aspirations which they incorporate are based upon previous year's trends, and contain both details about, and analysis of, previous performance.

6.9 Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.

Position at NEDDC: The Council's Constitution and its overall ethos as set out in the Corporate Plan make it clear that it has mechanisms and processes in place which facilitate openness and transparency. The Communication and Engagement Strategies as

set out in the previous section have been explicitly developed in order to achieve these objectives.

6.10 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.

Position at NEDDC: The Constitution and the Council Corporate Plan and supporting documentation and strategies incorporate a clear role for our employees in the development and delivery of our plans. A formal consultation mechanism is in place in the form of the JCG (Joint Consultative Group) which involves Members, senior officers and trade union representatives. In addition, all employees are involved in the service planning process, have team meetings, attend staff roadshows, and a variety of other forms exist for staff suggestions. The Council is accredited under IIP.

Scrutiny Review – Relationship between NEDDC and Rykneld Homes – Action Plan

	Recommendation	Action Required	Who By	When By	Progress
1	That a review be undertaken of the policy framework including associated policies and the format of strategic and operational groups.	A review of the strategic and operational groups has already been undertaken along with a revision of the Contractual Arrangements with Rykneld Homes. In relation to the Operational Group it had been decided it would be more effective to run one group to pick up both strategic and operational issues. New Terms of Reference have already been approved by Cabinet. New strategic operational framework meetings are proving to be effective at this time.	PH/SS	Completed	Completed
2	That the Council ensure that the consistency of the client interaction with Rykneld Homes be maintained.	Regular on-going meetings between Rykneld Homes through both formal and informal groups. The Client Manager from the Council meets regularly with the Managing Director of Rykneld Homes along with various working groups depending on the projects being delivered. Regular meetings are also held with the Chair of Rykneld Homes and Portfolio Holders for Housing, as well as senior officer meetings with Rykneld Homes.	PH/LS	Completed	Completed
3	That further measures be taken to ensure that Elected Members understand what Registered Provider Status means to allay any fears and misconceptions.	On-going developments on the Registered Provider will be regularly reported to members including any issues or benefits that may emerge in due course.	PH/LS	On-going	On-going

4	That Rykneld Homes ensure that a mechanism is in place that facilitates various levels of staff across the Partnership to be engaged in the business planning of the organisation.	Ongoing and active engagement by members of staff in the partnership undertaken on all aspects of business planning, strategy and policy development, enabling alignment of business plans, operational activity and delivery against statutory, non statutory, regulatory activities	LS/NC/ SMT member s	On-going	On-going
5	That Rykneld Homes ensures that it continues to monitor the horizon to meet future needs.	On-going environmental scanning imbedded in all strategic and operational activity with supporting reports provided to Elected members and joint strategic groups.	LS/NC	On-going	On-going
6	That the Council support Rykneld Homes in its future delivery by participating collaboratively in the analysis and agreement of plans.	On-going and will be dealt with through the Operational Management Group with relevant reports back through Cabinet as appropriate.	PH/LS	On-going	On-going
7	That a review of the information provided to members be undertaken to identify specific requirements from ward members.	Review of information requirements to members to be undertaken, with specific actions/information requirements clearly identified in all future reports broken down by ward and potential impact.	LS/NC	On-going	On-going

Appendix H

The Allocation Experience Review

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
1.	That consideration be given to how abortive bids can be reduced including a form to capture data so that appropriate advice can be given.	- Number of bids reduced from 6 to 3 - Previous no sanction in allocation policy to prevent abortive bids	- Form to be developed and implemented by Allocation and Assessment team - Registration letter to be strengthened re making abortive bids and implications for band and application date as per allocation policy	Administration, development, printing and staff costs	Daniel Peck (RHL)	July 2014	August 2014	
2.	That consideration be given to the use of highly visual statement being used to inform bidders they would be contacted if they were one of the three bidders invited to view a property.	Additional information can be provided on web-site	- Refresh guidance information on web-site - Refresh registration letters to include information re three successful bidders for viewing	Administration, development, printing and staff costs	Daniel Peck (RHL) and Web-site Co-ordinator	July 2014	Sept 2014	
3.	That consideration be given to displaying management lets in a separate section of the property list.	Data restriction allowances due to Abritas (IT advertising system) re weekly newsletter	- To collate management lets to rear of weekly newsletter - ICT systems under tendering process, outcome of tendering process will determine the capacity to change advertising/property	- Abritas (ICT) costs - £1,000 a day, potential costs for NEDDC - ICT systems tendering and procurement costs to be met by RHL	Daniel Peck (RHL) Lucy Gebbie/Peter Jackson/Daniel Peck (RHL)	July 2014 June 2014	Sept 2014 March 2015	

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
		internal arrangements of properties i.e. studio/one bedroom flats are unsuitable for modern living						
5.	That consideration be given to property adverts including more detail to help people make more informed choices when bidding.	Data restriction allowances due to Abritas (IT advertising system) re weekly newsletter	- ICT systems under tendering process, outcome of tendering process will determine the capacity to change advertising/property details - Registration letters to encompass more detail re how to bid - Refresh information held on web-site re how to bid and how CBL operates	- ICT systems tendering and procurement costs to be met by RHL - Administration, development, and staff costs - Administration, development, and staff costs	Lucy Gebbie/Peter Jackson/Daniel Peck (RHL) Daniel Peck (RHL) Daniel Peck (RHL) and Web-site Co-ordinator	June 2014 June 2014 July 2014	March 2015 July 2015 Sept 2014	
6.	That wider publicity be given to the availability of the exchange list/facility	Current mutual exchange system in operated through Homeswapper website.	- Refresh RHL website re Homeswapper information - Promote Homeswapper through 'Homing In'	- Administration, development, and staff costs - Administration,	Daniel Peck (RHL) and Web-site Co-ordinator Daniel Peck and Jill Ward	July 2014 July 2014	Sept 2014 March 2015	

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
		Information re the scheme is promoted by all Officers and through Area Housing Offices. Information leaflets are provided	- Promote Homeswapper through Council newsletters - Promotion campaign through Area Housing Offices and other Council public buildings - Circulation of Homeswapper leaflets to local elected members for information	- development, and staff costs - Administration, development, and staff costs - Administration, development, and staff costs - Printing costs	(RHL) Daniel Peck and Jill Ward (RHL) Daniel Peck and Jill Ward (RHL) Daniel Peck and Jill Ward (RHL)	July 2014 July 2014 July 2014	March 2015 March 2015 August 2014	
7.	That timescales on re-let properties being redecorated be given more prominence.	Review of lettable standard undertaken due to condition of voids becoming available, exiting tenants economic circumstances and impact	- Decoration resources currently being addressed through access to suitable and appropriate trades people - Robust management of voids process underway including root and breach review to improve re-let times	- Staffing and recruitment costs - Operational activity costs	Lucy Gebbie/Niall Clark (RHL) John Gilmore/Niall Clark (RHL)	June 2014 May 2014	March 2015 June 2014	

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
		upon condition of stock, poor standards of plaster work in properties and impact of non-traditional stock Improved lettable standard implemented						
8.	That Member training be provided on how the allocation system works including a practical demonstration of using the system.	Initial demonstration undertaken through scrutiny review	One to one/group sessions available to elected members at Pioneer House, circular to be forwarded to elected members to promote sessions	- Administration and staff costs - Elected member time allocation	Daniel Peck (RHL)	July 2014	March 2015	
9.	That consideration be given to how more help can be provided for younger tenants.	Existing support provided to all new young tenants through Financial Inclusion Officers, Neighbourho	- Continued promotion of Money Management Sessions to all applicants and new tenants - Continue to work with schools re money management and	- Money management programme refresh, development, resource packs, venues, Officer time, transport costs - Resource packs, Officer time, transport costs	Sally Akitt (RHL) Financial Inclusion Officers	June 2014 June 2014	March 2015 March 2015	

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
		od Support Officers, Customer Finance Officers and Involvement Team • Money Management sessions offered to applicants to help them prepare for a new home • All new tenants provided with information and assistance at sign-up stage, four weekly visit of new tenancy, 6 monthly new tenancy visit • Sessions held within schools re money management	housing sessions • Young Persons link Officer within the Neighbourhood Support Services and Allocation and Assessment teams • Continuation of Community Sustainment Sessions in Schools and in partnership • Drop in sessions under exploration/implement ation in community facilities for young tenants to contact Officers in less formal environment • Review referral and access mechanisms for new young tenants to access suitable and appropriate furnishings	• Identification of appropriate Officer • Officer time, resource packs, transport costs • Officer time, resource packs, transport and venue costs • Administration and Officer costs	(RHL) Sally Akitt/Daniel Peck (RHL) Sally Akitt (RHL) John Ray/Julie Berry (RHL) Daniel Peck (RHL)	June 2014 June 2014 June 2014 July 2014 April 2014	July 2014 March 2015 March 2015 October 2014	

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
		and housing generally • Annual Community Sustainment Sessions held with partners and all local schools • Attendance of mutli-agency meetings – MAT's, FIP's, Core Groups • Attendance and joint working with Community Safety Partnership of B-Safe activity • Pro-active and visible activity on estates thereby Officer both visible and accessible to young	• Continued pro-active work with Derbyshire County Council on Community Profile work • Liaise with Housing Strategy Team regarding any strategic links between services provided to young people at RH and opportunities to link DCLG funding bid for homelessness, debt advice and employment and skills.	• Officer costs • Funding bid to DCLG and via European funding for accommodation and housing related support including financial inclusion support and access to employment and training • Additional funding also available via the SCR Ambition project for employment, training and skills for 18 – 24 s	Sally Akitt/Julie Berry (RHL) Rebecca Slack(NEDD C)	Aug 2014	March 2015 2 year funding	

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
		tenants • Pro-active young persons involvement group • Referral systems in place to support young people access furnishings for their homes • Partners and pro-active work underway re Community profile work with Derbyshire County Council						
10.	That comments from the organisation supporting women fleeing violence be considered – availability of all	• Close working takes place with the Derbyshire Women's Aid services	• Development and implementation of key link worker in Allocation and Assessment team for all new applicants	• Officer costs	Daniel Peck (RHL)	June 2014	July 2015	

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
	documents required to support verification process	- Attendance and proactive involvement in MARC and MAPPA meetings and follow on work - Key link Officer operational for Domestic Abuse work - Sanctuary Scheme operational and funded through RHL - VARM champion in place and operational	- fleeing Domestic Abuse and joint working with Domestic Abuse Officer within Neighbourhood Support Team - Review Sanctuary Scheme re effectiveness and costs - Development and implementation of checklist re verification data for completion and verification by applicant or support agency - Note concern re future of Derbyshire Women's Aid Service to support future victims due to Supporting People funding cuts and thereby limited floating support to support victims of	- Officer costs - Administration, development of resource pack, and Officer costs - Future service development/maintenance costs	Sally Akitt (RHL) Daniel Peck (RHL) Rebecca Slack NEDDC	Sept 2014 June 2014 June 2014	Nov 2014 August 2014 March 2015	

Item	Recommendation - Detail	Investigation Findings	Action Required	Resource Implications	Action Lead	Target Start Date	Target Deadline	Progress
			Domestic Abuse Review role of Key Link workers within Allocation and Assessment and Community Sustainment Team	Review and identify levels of service provision and potential business case for consideration by SMT/Board	Daniel Peck/Sally Akitt	June 2014	Sept 2014	
11.	Issues raised regarding increase in demand for Council's Housing Options Team (HOT) due to increase in homelessness be monitored to ensure its capacity to respond		- Continued monitoring of footfall through Housing Options Team, including types of and complexities of presentations and outcomes - Performance to be reported through the Council's Corporate Welfare Reforms Monitoring report .	Existing staff resources	Carl Griffiths (NEDDC)	Ongoing and quarterly	April 2015 annual report	

Tourism - Scrutiny Review – Action Plan

Item	Recommendation - Detail	Action Required	Who by	When by	Progress
1	Maximise the benefits that tourism can bring to the area	The actions of this plan will be incorporated into the future prioritise of the tourism service. The Projects Officer (Tourism) works in partnership with both BDC and CBC through the Chesterfield Area Tourism Partnership to maximise benefits and resources and with the Visit Peak District & Derbyshire Tourism Board (VPD). The Projects Officer (Tourism) liaises with the industry through the Peak Borders Tourism Forum and Chesterfield Local Attractions Group. The Officer also helps to implement the Bolsover NE Derbyshire Leader programme and is currently working as part of the steering group to access Leader funding in the next funding round. It is hopeful that tourism businesses will benefit from this funding. Engaging with businesses, members and funders will be maintained to ensure NEDDC is maximising the benefits of tourism.	TG	Dec 2014	Through joint work with BDC, CBC and NEDDC through the Chesterfield Area Tourism Partnership Tourism Businesses have been supported to access BNED Leader funding and LEP funding to unleash the economic growth of the sector. Tourism businesses spent 70% of the funding allocated to the Bolsover NE Derbyshire Leader Approach. The Projects Officer (Tourism) received the weekly planning updates to ensure tourism related applications are followed up with a call to the business owner.
2	The Tourism Service works corporately and connections are maintained following restructures	Tourism is one of the panaceas for economic growth in the area and will be embedded in future growth strategies and economic development action plans. The Projects Officer (Tourism) has a good working relationship with Leisure Services and the Partnership team and will ensure the opportunities available through the NEDDC Communications Team are used.	TG	Ongoing	Ensures that the tourism sector is represented in funding, strategic planning and recently in the Growth Strategy.
3	Carry out an audit of local activities, tourism provision and events and how these can be promoted.	Communication will be had with Council members and parish councils to ensure the Projects Officer (Tourism) is aware of any developments to existing tourism businesses and aware of new tourism	TG	Dec 2014	The Projects Officer (Tourism) has recently contacted all parish councils to gain information on local events.

		businesses in the District. These details are then to be added to the Destination Management System that is the database that sits behind both the www.visitchesterfield.info website and the www.visitpeakdistrict.com and included in relevant guides. Bolsover District Council through the Partnership team produce themed seasonal events listings. All NEDC Parish Councils will be contacted each quarter to provide events information to be included in these listings. Members and Parish Councils will be contacted through the members extranet to ensure all tourism service providers are included in relevant communications and marketing material.			These were added to the Bolsover Area Summer Events Listing.
4	Parish Council's are contacted re facilities in the District that could be promoted in tourism communications	Parish Council's have already been contacted. A presentation will be delivered at a Parish Liaison meeting to ensure members are aware of the marketing opportunities available to promote events and tourism activities to local residents and visitors.	TG	Sept 2014	The Projects Officer (Tourism) has recently contacted all parish councils to gain information on local events. These were added to the Bolsover Area Events Listing. This listing is delivered as part of a Partnership Culture and Tourism Forum priority.
5	Improvements to the Tourism Section of the NEDDC website	Following completion of the improvements to the www.visitchesterfield.info website (that represents the interests of the CBC, NEDDC and BDC destination) the NEDDC tourism section of the website will be updated and provide necessary links to the 2 destination websites referred to above. NEDDC is intending to improve the corporate site and the tourism section will be improved during this process.	TG	Sept 2014	
6	Increase advertising through: targeted campaigns, Council	Through regular meetings with the Chesterfield Area tourism Partnership and the Visit Peak District	TG	Dec 2014	The Chesterfield Area Tourism Partnership has recently

	Communications and event organisers	& Derbyshire Tourist Board opportunities are identified in how to include NEDDC tourism business in campaigns and communications. We will continue to be proactive to increase the coverage of NEDDC tourism businesses in tourism campaigns. An annual meeting with the Communications Team will take place to book space in the Council's newspaper and reception screen etc.			reemployed Ian Weightman, a travel PR Consultant to ensure the area receives national and regional coverage in travel media.
7	Developing tourism packages to increase overnight stays	As part of the Chesterfield Area Tourism Partnership themed packages are being explored, but are dependent upon accommodation availability. We are also working with VDP&D in ensure their members from NEDDC are represented in their campaigns.	TG	Dec 2014	Event specific packages are being investigated, including a cycling package.
8	The rural nature of the District and nearby attractions be promoted	Through the Chesterfield Area Tourism Partnership the NEDDC rural location, as part of the Peak District National Park, is included. The close proximity to the PD acts as a marketing hook to encourage people to stay overnight in accommodation situated in NEDDC. We will continue to promote this.	TG	Ongoing	The Chesterfield Area Tourism Partnership delivers the annual Walking Festival that promotes the rural and urban areas of the District.
9	Increase the opportunities associated with events to local accommodation and businesses	To look further at accommodation packages linked to the areas key events.	TG	Ongoing	A weekly events listing is circulated to all accommodation and attractions establishments in the Chesterfield Area Tourism Partnership area
10	Consider how improvements could be made with the local private sector	Additional time is to be set aside to visit key tourism businesses in the area to enable growth of the tourism sector. Following the Growth Strategy workshops key business in the area are being visited by members and the Assistant Joint Director of Growth.	TG	Ongoing	Key account management with key tourism businesses already takes places and as a consequence businesses are applying for funding to enable growth in the visitor economy. Letters of support are provided to tourism businesses wishing

					to locate or expand the tourism offer of the area.
11	Continue to find effective ways to identify the needs of service users	Work with the industry to investigate how to be effective in understanding the needs of visitors coming to the area. Work with VisitEngland to understand visitor perceptions and behaviour whilst in the area.(Visitengland will be the key note speaker at this year's Annual Chesterfield Area Tourism Conference and will identify statistics relevant to the Chesterfield Area.	TG	Dec 2014	The Annual Tourism Survey, that is circulated to all tourism businesses in the Chesterfield Area Tourism Partnership area, identifies how improvements can be made in both the online and offline marketing that is carried out by the partnership.
12	Improve awareness of the Tourism Service to members	A Tourism Newsletter is produced quarterly by the Chesterfield Area Tourism Partnership. A PDF of the future editions will be included on the Members extranet, and information will be placed in the Leaders briefing paper.	TG	Sept 2014	