

SPECIAL CABINET

MINUTES OF MEETING HELD ON 2 FEBRUARY 2015

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SPECIAL CABINET

MINUTES OF MEETING HELD ON 2 FEBRUARY 2015

Present:

Councillor G Baxter MBE Leader (in the Chair)

Councillor N Barker

" Mrs E A Hill

" P R Kerry

Councillor Mrs L Robinson

" P Williams

556 Apologies for Absence

Apologies for absence from the meeting were received from Councillors N Foster and M Gordon.

557 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.

Councillor P Williams declared an other interest which was significant in Report No PRK/06/15/BM – Medium Term Financial Plan – as she was the Council appointed representative on Creswell Groundwork.

Councillor Williams left the meeting during the consideration of the above report and did not participate in the discussion or voting on this matter.

558 Minutes of Last Meeting

RESOLVED – That the Minutes of the meeting of the Cabinet held on 17 December 2014 be approved as a correct record and signed by the Leader.

559 Member Induction Arrangements: Proposals for May 2015

Cabinet considered Report No NB/05/15/FP of Councillor N Barker. The purpose of the report was to advise Cabinet of the recommendations of the Member Development Working Group in respect of the proposals for Member Induction Arrangements following the elections to the District Council in May 2015.

Following consideration of a series of reports by the Member Development Working Group at its meetings in February, May and July 2014 in respect of proposals for Member Induction in May 2015, the Working Group at its meeting on 27 October 2014 resolved as follows:-

- (1) That an updated version of the Becoming a Councillor Guide be prepared and made available on the Council's website and in hard copy format for Members and be available for inclusion in the candidates pack for all persons standing in the May 2015 District Council elections, subject to the Working Group having sight of the draft finalised version prior to the publication of the document.
- (2) That the induction pack be prepared for circulation to all Members following the District Council's elections in May 2015 and that it be made available electronically and in hard copy form and that a copy of the induction itinerary be included in the candidates pack for the May 2015 elections.
- (3) That the arrangements for the Members Induction sessions to be held on Monday, 11 May, Wednesday, 13 May and Wednesday, 20 May 2015 be supported and the contents of the sessions be as follows:-

Session One (attendance is necessary for all Councillors)

Monday, 11 May 2015 from 5.30 pm (to start with a buffet)

To cover:-

- Signing of acceptance of office
- Photographs
- Completion of forms
- Introduction from the Chief Executive and Executive Directors

Session Two (attendance is recommended for all Councillors)

Wednesday, 13 May 2015 at 5.30 pm (to start with a buffet)

To cover:-

- Roles and Responsibilities of Council, Councillors and Officers, Assistant Director Governance and Monitoring Officer and Governance Team
- Planning (Assistant Director – Planning and Environmental Health)
- Licensing (Licensing Co-ordinator)
- Freedom of Information and Data Protection (Assistant Director – Customer Service and Improvement)

The four items will give an introduction into each subject and, as such, will be longer than 25 minutes with a 20 minute break in between the second and third sessions.

Session Three (attendance is recommended for all Councillors)

Wednesday, 20 May 2015 at 5.30 pm (to start with a buffet)

To cover:-

- Local Government Finance (Executive Director – Operations)
- Corporate Plan and Growth and Transformation Agenda (Chief Executive, Executive Director – Transformation and Assistant Director – Customer Service)
- Handling the Media and Social Media (Communications Manager)
- What Kind of People are Councillors? (Governance Team, given at the request of the Member Development Working Group)

The Councils' Member IT and Training Officer will hold a drop in event for Members an hour before sessions two and three on use of I-Pads.

The four items will give an introduction into each subject and, as such, will be no longer than 25 minutes with a 20 minute break in between the second and third sessions.

- (4) That the above recommendations be reported to Cabinet for its consideration and approval.

There were no alternative options considered and rejected, the options for Cabinet's consideration were detailed at paragraphs 1.1 to 6.1 of the report. Cabinet agreed to support the recommendations of the Member Development Working Group as there had been detailed consideration of the proposals.

RESOLVED – That Cabinet approves the following:-

- (1) That an updated version of the Becoming a Councillor Guide be prepared and made available on the Council's website and in hard copy format for Members and be available for inclusion in the candidates pack for all persons standing in the May 2015 District Council elections, subject to the Member Development Working Group having sight of the draft finalised version prior to the publication of the document.
- (2) That an induction pack be prepared for circulation to all Members following the District Council's elections in May 2015 and that it be made available electronically and in hard copy form and that a copy of the induction itinerary be included in the candidates pack for the May 2015 elections.
- (3) That the arrangements for the Members Induction sessions to be held on Monday, 11 May, Wednesday, 13 May and Wednesday, 20 May 2015 be supported and the contents of the sessions be as follows:-

Session One (attendance is necessary for all Councillors)

Monday, 11 May 2015 from 5.30 pm at the District Council Offices, Saltergate, Chesterfield, (to start with a buffet)

To cover:-

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- Photographs
- Completion of forms
- Introduction from the Chief Executive and Executive Directors

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To cover:

- Local Government Finance (Executive Director – Operations)
- Corporate Plan and the Growth and Transformation Agenda (Chief Executive, Executive Director – Transformation and Assistant Director – Customer Service)
- Handling the Media and Social Media (Communications Manager)
- What Kind of People are Councillors? (Governance Team, given at the request of the Member Development Working Group)

- (4) That the Council Members' IT and Training Officer hold a drop in event for Members an hour before the second and third Member Induction sessions on the use of I-Pads.

Reason for Decisions:-

The report enabled Cabinet to consider the recommendations of the Member Development Working Group from its meetings in respect of Member Induction Arrangements: Proposals for May 2015.

(Governance Team)

560 Update on the North East Derbyshire Local Plan Part 1: Initial Draft and Proposals for Public Consultation

Cabinet considered Report No NF/03/15/HF of Councillor N Foster. The purpose of the report was to:-

- Provide details of progress in preparing the Local Plan Part 1.
- Seek Cabinet's approval of the content of the Local Plan Part 1: Initial Draft and to undertake public consultation on it and the associated documents.
- To obtain delegated authority for the Assistant Director – Planning and Environmental Health following consultation with the Portfolio Holder for Environment (including Planning Policy & Licensing and Sustainable Waste Management) to make any non material changes to the Local Plan text prior to public consultation and to provide details concerning the final arrangements for associated supporting documents before public consultation.

The report detailed the progress made in preparing the Council's Local Plan Part 1, it outlined key defining features, including the spatial strategy and policy objectives. The Plan and associated documents had developed to a stage where public consultation could take place. It was proposed that the Local Plan be developed in accordance with the adopted timetable and it was recommended that it be approved for public consultation and the necessary delegated authority be granted to approve arrangements for that public consultation, together with the associated documentation.

The options for Cabinet's consideration were detailed at paragraphs 1.1 to 5.3.1 of the report.

A series of alternative options for both the strategic direction of the Local Plan and its detailed policies had been considered as part of the preparation of the document. The consideration of reasonable alternatives was an integral part of the Local Plan preparation and would form part of the criteria the Plan was tested against when it was examined by an independent inspector.

The preparation of the Local Plan had financial implications. The Planning Policy Team's budget was currently considered sufficient to support the development of the Local Plan over the current and next financial years. The timely adoption of the Local Plan would facilitate housing and business growth in the District, which would in turn enable the Council to benefit from revenues associated with the New Homes Bonus and Business Rate Retention.

In terms of legal implications, including data protection, the Council had a statutory duty to prepare and keep up to date a Local Plan. The requirements of the

Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012 detailed the statutory procedures in respect of the preparing of planning policy documents.

RESOLVED – That Cabinet:-

- (1) Approves the content of the Local Plan Part 1: Initial Draft and authorises public consultation on it and the associated documents;
- (2) Grants delegated authority to the Assistant Director - Planning and Environmental Health following consultation with the Portfolio Holder with responsibility for Environment (including Planning Policy & Licensing and Sustainable Waste Management) in respect of:-
 - any additional non-material changes to the Local Plan text prior to consultation (including the insertion of maps and illustrations within the document);
 - the Schedule of Potential Housing Sites;
 - details concerning the final arrangements and associated supporting documents for public consultation.

Reasons for Decisions:-

- (1) The report enabled Cabinet to be advised of the progress made in preparing the Local Plan.
- (2) The decisions enabled the Local Plan to be developed in accordance with the adopted timetable and that it be approved for public consultation.
(Assistant Director – Planning and Environmental Health/
Planning Policy Manager)

561 Proposed Neighbourhood Planning Protocol – including level of District Council support

Cabinet considered Report No NF/04/15/HF of Councillor N Foster. The purpose of the report was to:-

- Outline the requirements of the Localism Act 2011 and the Neighbourhood Planning (General) Regulations 2012 and the potential resource implications for the District Council.
- Propose a Neighbourhood Planning Protocol detailing the level of support Parish/Town Councils could expect from the District Council with respect to the various aspects of neighbourhood planning introduced by the Localism Act 2011.
- Detail the cost to the District Council in terms of officer time and associated costs to meet the level of support set out in the Neighbourhood Planning Protocol.

- Report the legal and financial implications arising from the relationship between the District Council and Parish/Town Councils wishing to pursue a Neighbourhood Plan.
- Recommend the Council's decision making approach to its responsibilities under the Neighbourhood Planning (General) Regulations 2012.

Cabinet was advised that the Localism Act 2011 introduced Neighbourhood Planning, this included three components: Neighbourhood Development Plans, Neighbourhood Development Orders and the Community Right to Build Orders. The Government had introduced Neighbourhood Planning, which placed a number of duties on Councils' to support and enable the process of preparing Neighbourhood Plans. The Neighbourhood Plans upon adoption would form part of the "Statutory Development Plan" for that planning area alongside the Council's own adopted Local Plan.

The table at paragraph 1.11 of the report detailed the process in terms of the duties of the District Council should a Parish/Town Council seek to progress a Neighbourhood Plan.

Given the level of resources at Parish/Town Councils to support the making of a Neighbourhood Plan Planning Practice Guidance on the role and functions of local authorities in relation to Neighbourhood Planning had been issued. These stated that a local planning authority must:-

- Take decisions at key states in the neighbourhood planning process.
- Provide advice or assistance to a Parish Council, Neighbourhood Forum or community organisation that is producing a Neighbourhood Plan or Order,
- Be proactive in providing information to communities about Neighbourhood Planning.
- Fulfil its duties and take decisions as soon as possible, particularly regarding applications for area and forum designation.
- Set out a clear and transparent decision making timetable and share this with those wishing to prepare a Neighbourhood Plan or Order.
- Constructively engage with the community throughout the process.

Parish/Town Councils could approach a District Council for help should they begin working on a Neighbourhood Plan. It was important that the District Council was prepared for such requests and had clear systems/protocols to enable the effective discharge of functions and to accommodate the additional work.

Neighbourhood Development Orders were to enable certain types of development in certain locations without the need to submit a planning application to the Council. This could be used to enable changes of use that would normally need planning permission or allow certain types of built development that would normally need planning permission. The process for preparing Neighbourhood Development Orders reflected largely the requirements of those for Neighbourhood Plans and the District Council's role and duties were in the main similar to those for Neighbourhood Plans.

Community Right to Build Orders were a specific type of Neighbourhood Development Order that Parish/Town Councils may wish to utilise. The role of the Community Right to Build Order would enable a local community organisation to bring forward a small development which might include proposals for new homes, business premises and or community facilities which must be small scale in comparison to the size of the settlement.

The level of this Council's support to be provided in respect of the duties and the requirements of the Neighbourhood Planning (General) Regulations 2012 was as detailed below:-

Stage a)	Designation of a neighbourhood area	Governance Team
Stage b)	Support on preparation of a Neighbourhood Plan, Neighbourhood Development Order and Community Right to Build Order	Planning Policy Team
Stage c)	Holding a Referendum	Election Team

The financial and risk implications were detailed at paragraphs 5.1 to 5.5 of the report. In terms of legal implications, including data protection, Cabinet was advised that the District Council had a statutory duty to support and enable the process for preparing local development Neighbourhood Plans, Neighbourhood Development Orders and Community Right to Build Orders as part of this role as a local planning authority.

RESOLVED – That Cabinet

- (1) Notes the detailed issues set out in the report on the Proposed Neighbourhood Planning Protocol.
- (2) Agrees the proposed level of District Council support for neighbourhood planning as set out in the Neighbourhood Planning Protocol Service Level Agreement (attached as **Appendix A** to these Minutes).
- (3) Approves that decisions relating to the Designation of a Neighbourhood Area be delegated to the Assistant Director of Governance and Monitoring Officer following consultation with the Portfolio Member for Environment (including Planning Policy & Licensing and Sustainable Waste Management).
- (4) Approves that decisions relating to Neighbourhood Plan proposals be delegated to the Assistant Director - Planning and Environmental Health following consultation with the Portfolio Member with responsibility for Environment (including Planning Policy & Licensing and Sustainable Waste Management).

Reasons for Decisions:-

The reasons for the decisions were as follows:-

- (1) The report enabled Cabinet to consider the additional demands created by neighbourhood planning arising from the Localism Act 2011 in respect of the Council's Governance, Planning Policy and Election Teams.
- (2) Given the decision at resolution (1) above, Cabinet approved a Neighbourhood Planning Protocol Service Level Agreement in respect of the support provided to Parish/Town Councils for the preparation of Neighbourhood Plans.
- (3) The full details of the reasons for the decisions were set out at paragraphs 2.1 to 2.13 of the report.

(Assistant Director – Planning and Environmental Health/
Planning Policy Manager/
Assistant Director – Governance and Monitoring Officer/
Governance Manager and Deputy Monitoring Officer/
Elections Manager)

562 Update on Safeguarding Vulnerable Adults and Children

Cabinet considered Report No LR/02/15/RS of Councillor Mrs L Robinson. The purpose of the report was to:-

- Provide Cabinet was an update of activity concerning safeguarding for both vulnerable adults and children in respect of the role of the District Council.
- Give an overview of the County wide Vulnerable Adults Risk Management panels (VARM) and the District Council's involvement in that process.

In November 2012 Cabinet had approved a revised Child Protection Policy. In August 2013 Cabinet had approved the Council's first Safeguarding Vulnerable Adults at Risk of Abuse Policy. The District Council's Safeguarding Link Officers had been identified as the contact point for any referrals to Derbyshire County Council. These officers were:-

- Rebecca Slack – Lead Safeguarding Link Officer
- Allison Westray – Chapman – Assistant Director Economic Growth
- Lee Hicken – Assistant Director , Leisure
- Janice Barltrop/Tania Morrell - Human Resources Advisors
- Heather Summers - Head of Neighbourhood Services, Rykneld Homes Limited

There was a joint Corporate Safe Guarding Group to ensure that the Council's activity around safeguarding was co-ordinated and that all Council staff were aware of the process.

The Derbyshire Safeguarding Adults Board had developed the Vulnerable Adults Risk Management Process (VARM) Policy. The VARM process was a multi-agency approach designed to discuss, identify and document high risk cases and formulate an action plan identifying the appropriate agency responsibility for actions. The key agencies involved in the VARM process were: Adult Safeguarding, Derbyshire Fire and Rescue, Derbyshire Constabulary, Environmental Health Officers, Housing, Probation, Alcohol and Drug Services. Each agency was required to nominate a

VARM champion. District Council officers nominated to act as VARM Champions were detailed in the report.

Paragraph 1.7 of the report detailed safeguarding and VARM referrals in respect of both the District Council and Rykneld Homes Limited.

RESOLVED – That Cabinet

- (1) Notes the work carried out by officers to safeguard vulnerable adults and children and notes that where appropriate arrangements have been made to ensure that the Police or Derbyshire County Council, Adult Social Care and Children and Young Adults section are made aware of incidents as part of their safeguarding duties.
- (2) Agrees that key members of staff at the District Council undertake further training on the Vulnerable Adults Risk Management (VARM) process.
- (3) Agrees to consider further reports at future meetings of Cabinet on an annual basis on the safeguarding of vulnerable adults and children.

Reasons for Decisions:-

The reasons for the decisions were as follows:-

- (1) The report provided an overview and update on the incidents and activity around the Council's Safeguarding Vulnerable Adults and Child Protection Policies.
- (2) The report highlighted the introduction of the Derbyshire wide Vulnerable Adults Risk Management (VARM) process and the Council's involvement and contribution in preventing serious harm to individuals and their neighbours.

(Executive Director – Transformation/
Housing Strategy and Enabling Manager)

563 Joint ICT Service Strategy

Cabinet considered Report No PW/01/15/NB of Councillor P Williams. The purpose of the report was to advise Members of the outcome against the action plan for a Joint ICT Strategy 2011-2013 and of the Joint ICT Service Strategy 2014-2015 and seek approval of that document.

The Joint ICT Strategy for 2014-2017, whilst detailing key technology related activities, noted the support for the Growth and Transformation agenda at both Bolsover and North East Derbyshire District Councils, the Joint Strategy proposed had been reviewed by the Joint ICT Management Team and the Joint ICT Committee and had been recommended to Cabinet for its approval.

The options for Cabinet's consideration were detailed at paragraphs 1.1 to 5.3.1 of the report. In terms of finance and risk implications the costs of delivery of the Joint ICT Service Strategy were covered by the annual budget setting process for each partner organisation. There were no legal, data protection or human resource

implications arising from the content of the report. There were no alternative options considered and rejected.

RESOLVED – That Cabinet:-

- (1) Notes the progress made against the Joint ICT Service Strategy Action Plan 2011-2014.
- (2) Approves the Joint ICT Service Strategy 2014/2017 attached as **Appendix B** to these Minutes.

Reasons for Decisions:-

The reasons for the decisions were as follows:-

- (1) To enable Cabinet to be advised of progress on the Joint ICT Service Strategy 2011/2013.
- (2) To ensure that the Joint ICT Strategy 2014/2017, which reflects the Council's focus on its Growth and Transformation agenda is approved.

(Executive Director – Transformation/
ICT Manager)

564 Proposed Marketing for Sale of the Midway Business Centre

Cabinet considered Report No PW/02/15/BM of Councillor P Williams, jointly with Councillor P R Kerry. The purpose of the report was to authorise officers to explore the options available for the redevelopment of the industrial and office units located at the Midway Business Centre, Clay Cross to generate a more sustainable use for that site and to enable alternative accommodation to be provided for the businesses concerned.

The report recommended that the Council commence the process to market the Midway Business Centre, Clay Cross with a view to disposing of it, the proceeds of the sale to develop a replacement facility in the Clay Cross area.

The current occupants of the units had been informed of the contents and recommendations in the report. It had been emphasised to tenants that while no decision had been taken the Council was exploring options and that they would be kept fully informed throughout the process.

The options for Cabinet's consideration were detailed at paragraphs 1.1 to 5.3.1 of the report. Cabinet was advised that further work would be undertaken on the proposed sale and relocation of the business units if that was considered feasible.

In terms of finance and risk implications, the preliminary costs in terms of marketing the site and the taking of professional advice would be approximately £10,000 and this would be funded from the Council's Invest to Save Reserve.

RESOLVED – That Cabinet

- (1) Agrees to commence the process of marketing the Midway Business Centre and Industrial Units, Clay Cross for sale for retail purposes on the basis that should the sale of the site proceed, any capital receipt generated be used to provide replacement facilities elsewhere in the Clay Cross area for tenants.
- (2) Requests that before a final decision to dispose is made on this matter, a detailed business plan be brought to the next meeting of Cabinet, including details concerning the anticipated costs of the relocation of the units, together with an indicative sale value based on alternative uses of the site.

Reason for Decisions:-

The decisions enabled the Council to commence the process to actively market the Midway Business Centre, subject to the requirement that before a final decision is made to dispose, a detailed business plan be submitted to Cabinet for its consideration.

(Executive Director - Operations)

565 Urgent Business (Public Session)

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

566 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 Paragraphs 1, 3 and 4, 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].

567 Management of Corporate Debt – Write Off of Outstanding Amounts

Cabinet considered Report No PRK/05/15/BM of Councillor P R Kerry. The purpose of the report was to advise Members of a proposed write off of debts in respect of Housing Revenue Account former tenants as detailed at appendix 1.

It was proposed to write off a number of individual debts which were above the £2,500 which could be written off by officers following consultation with the appropriate Portfolio Member. Appendix 1 detailed a number of individual debts recommended for write off where the amount exceeded £2,500, in these circumstances the Council's constitution required a Cabinet decision to authorise the write off of the amount concerned.

Adequate provision for write offs had been made within the Council's accounts (the Provision for Doubtful Debts), accordingly these write offs would not impact on the projected revenue outturn position for the financial year 2014/15. While a write off approaching nearly £18,000 was significant, the amounts involved needed to be considered in the context of an annual rental income in excess of £30m.

Given that all appropriate recovery actions had been exhausted in the case of the debts it was important that the Council recognised the position and approved the write off of debt given that there was no realistic prospect of recovery.

RESOLVED – That Cabinet agrees to write off debts in respect of the Housing Revenue Account, former tenants totalling £17,792.94.

Reason for Decision:-

The decision recognised that given all appropriate recovery actions have been exhausted in the case of the debts detailed in the report that they be written off as there is no realistic prospect of their recovery.

(Executive Director - Operations)
(Paragraphs 1 & 3)

568 Medium Term Financial Plan

Cabinet considered Report No PRK/06/15/BM of Councillor P R Kerry. The purpose of the report was to:-

- Approve arrangements for maintaining the current performance level of the Planning Team whilst recruitment processes were undertaken for vacant posts.
- Support a number of minor amendments to the Environmental Health staffing establishment and to request that the Chief Executive use his delegated authority to approve these arrangements.
- Provide interim loan funding to facilitate the sale of houses built under the Lifetime Homes Scheme.
- Approve an allocation of up £30,000 of Invest to Save Funding to enable the placing of appropriate advertising hoardings on the site at the Avenue/Mill Lane, Wingerworth to raise awareness on the availability of the site as a development opportunity.
- Approve expenditure of £18,000 on extending the period of consultancy and support for the roll out of the Firmstep software solution.

Proposals in respect of maintaining the current level of performance of the Planning Team were detailed at paragraph 1.1 of the report. Proposals in respect of the Environmental Health Service in respect of the current establishment structure and the use by the Chief Executive of his delegated powers regarding changes to that structure were detailed at paragraphs 1.2 to 1.4 of the report. The costs of the proposals, if approved, would be met from the existing approved Environmental Health budget.

The Council had entered into an agreement with Cresta Homes, a subsidiary of Groundwork Creswell, to provide up to six lifetime homes within the District. It was proposed that delegated authority be granted to the Executive Director – Operations, following consultation with the Portfolio Member for Economy, Finance

and Regeneration to agree a loan of up to £30,000 per property once a sale in principle agreement had been reached on each property. The details of the proposals were set out at paragraphs 1.5 and 1.6 of the report.

Proposals in respect of the preliminary marketing, including placing hoardings on the development land at the Avenue/Mill Lane, Wingerworth were detailed at paragraph 1.7 of the report. The proposals, if approved, would require use of up to £30,000 from the Council's Invest to Save Reserve to fund the work proposed.

Cabinet was advised that the Council had successfully implemented the use of the Firmstep software in the Contact Centres at Bolsover District Council and North East Derbyshire District Councils. Work was also being developed to co-ordinate back office systems in respect of the Council's Environmental Health and Streetscene Services at both Councils.

The Council had previously agreed to utilise a consultant for a six month period to provide additional support for the implementation of the Firmstep software. The funding for the consultancy work ended in March 2015 and it was requested that funding be extended for a further six months. A total cost across both Councils was estimated at £35,000, Cabinet was requested to approve a contribution of £18,000 from the Invest to Save Reserve.

In terms of consultation and equality impact the proposals in the report were concerned with securing more efficient and effective Council services. The changes to job titles proposed in respect of the Environmental Health Service had been subject to discussions with staff who were in agreement with the proposals. The extension of temporary roles had also been discussed with the staff affected directly. An equality impact assessment had not been considered necessary as the changes proposed were limited to the internal organisation arrangements of the Council.

The proposals were also designed to progress a number of key Council projects to improve the service the Council provided to local residents and to progress the Growth and Transformation agenda which were crucial to the financial sustainability of the Council. The costs associated with these proposals would be met from within existing budgets or the Invest to Save Reserve, where appropriate.

RESOLVED – That Cabinet:-

- (1) Requests that the Chief Executive uses his delegated authority to authorise action to utilise up to three agency staff within the Planning Service in order to continue to meet agreed targets in respect of the service, and that this be authorised to be funded from vacancies and planning fee income in excess of the budget.
- (2) Requests that the Chief Executive utilise his delegated authority to action the changes in respect of the Environmental Health Staffing structure detailed at paragraphs 1.2 and 1.3 of the report.
- (3) Grants delegated authority to the Executive Director – Operations following consultation with the Portfolio Member with responsibility for Economy, Finance and Regeneration to approve a loan to Cresta, a subsidiary of

Groundwork Creswell, to fund the completion of two built homes under the Lifetime Home Scheme on the basis that a sale of the homes has been agreed.

- (4) Approves the utilisation of up to £30,000 to Invest to Save funding to commence the initial marketing of the Avenue/Mill Lane site to develop awareness and facilitate the sale of the Council's assets, subject to the requirement that before action is taken to implement this decision, a report setting out options for the site be submitted to a future meeting for Cabinet's consideration.
- (5) Approves the use of £18,000 of Invest to Save funding in order to extend the consultancy work for the rolling out of the Firmstep software across the authority for a period of six months.

Reason for Decisions:-

The decisions will help the Council to progress a number of key projects to improve the service offered to local residents and to progress the Growth and Transformation agenda, which are crucial to the financial sustainability of the Council.

(Chief Executive/
Executive Director – Operations)
(Paragraphs 1, 3 and 4)

569 Urgent Business (Private Session)

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

Appendix A

**North East Derbyshire District Council
and
xxx Parish / Town Council**

**Localism Act 2011
Neighbourhood Planning Protocol
Service Level Agreement**

Contents

1. Purpose
2. North East Derbyshire District Council responsibilities
3. xxx Parish / Town Council responsibilities
4. The signed agreement

Appendix A: Is a Neighbourhood Development Plan appropriate?

Appendix B: Level of District Council support for Neighbourhood Planning

SUMMARY OF KEY STAGES

INTRODUCTORY MEETING

The Parish / Town Council meet the Council to establish whether a Neighbourhood Plan is the most appropriate route to deliver the objectives of their local communities and whether there are alternative options. Alternative options such as better integration with Local Plan preparation and Regeneration Frameworks could be considered. For further information see Appendix A.

DESIGNATION OF NEIGHBOURHOOD AREA

The Parish / Town Council works with the Council to agree an appropriate neighbourhood area.

PREPARATION OF NEIGHBOURHOOD PLAN

The Parish / Town Council works with the Council and other stakeholders to prepare a neighbourhood plan that is in general conformity with the National Planning Policy Framework and the emerging Local Plan for North East Derbyshire District.

PRE-SUBMISSION CONSULTATION ON DRAFT NEIGHBOURHOOD PLAN

The Parish / Town Council consults the District Council and other stakeholders on the draft plan and makes any appropriate amendments as a result.

SUBMISSION OF DRAFT NEIGHBOURHOOD PLAN & ASSESSMENT

The Parish / Town Council will submit the draft plan to the Council for a view on conformity and any other issues as appropriate.

SIX WEEK PUBLICITY OF SUBMISSION DRAFT PLAN

This is the final opportunity for representations to be made for consideration by the independent examiner.

APPOINTMENT OF EXAMINER

The District Council will agree the appointment of an examiner with the Parish / Town Council.

EXAMINATION

The District Council will organise and pay for the independent examination.

CONSIDERATION OF EXAMINER'S REPORT

The Parish / Town Council will make any necessary modifications to the plan and the District Council considers whether to move the plan to Referendum if the Plan meets basic conditions.

REFERENDUM

The Council will organise and pay for a Referendum to take place and if there is a 50% + 1 yes vote the plan will be 'made' by the District Council and form part of the statutory Development Plan for North East Derbyshire District.

1. Purpose

This agreement has been prepared to help ensure a clear understanding of the responsibilities for each authority is reached at the outset of any Neighbourhood Planning collaborative work.

Ensuring a clear understanding is achieved will enable both parties to plan appropriately the degree of resources required to ensure the prepared Neighbourhood Plan is given the best chance to be successful at the Neighbourhood Plan Examination.

As a result, North East Derbyshire District Council has considered how it can facilitate the aspirations of local communities to prepare their own Neighbourhood Plans.

This Service Level Agreement confirms:

- how North East Derbyshire District Council will undertake its statutory duties within the Neighbourhood Planning (General) Regulations 2012;
- the level of support that North East Derbyshire District Council will provide to Parish and Town Councils to help them deliver their aspirations regarding the preparation of their own Neighbourhood Plans;
- the responsibilities of Parish and Town Councils ('the qualifying body') regarding the preparation of their own Neighbourhood Plans.

2. North East Derbyshire District Council responsibilities

Under the provisions of the Localism Act 2011 North East Derbyshire District Council is responsible for:

Statutory requirements

- the designation of a neighbourhood area;
- the designation of a neighbourhood forum;
- the publication of a submitted Neighbourhood Development Plan for consultation (Regulation 16 consultation);
- the arrangements for and cost of an independent examination;
- the arrangements for and cost of a Referendum ;
- the formal assessment of the agreed Neighbourhood Development Plan against EU Regulations;
- issue screening opinion (Strategic Environmental Assessment, Human Rights) in advance of Regulation 14 consultation;
- making the confirmed Neighbourhood Development Plan part of the Development Plan for North East Derbyshire District.

Support

- to help the Parish / Town Council establish the most appropriate route to achieve its aspirations;

- the provision of assistance to Parish / Town Council during the preparation of the Neighbourhood Development as set out in Appendix B: Level of District Council support for Neighbourhood Planning.

3. The xxx Parish / Town Council responsibilities

Under the provisions of the Localism Act 2011 xxx Parish / Town Council is responsible for the preparation and writing of the Neighbourhood Plan. This will involve preparing a Neighbourhood Plan on behalf of and in extensive consultation with its local community that is:

- In conformity with the emerging Local Plan for North East Derbyshire District;
- In conformity with national planning policies (National Planning Policy Framework);
- In conformity with European Union environmental regulations (strategic environmental assessment (SEA), Habitats Regulations);
- In conformity with equality and human rights legislation (Equalities Act 2010, Human Rights Act 1998).

For non-planning aspects xxx Parish / Town Council will endeavour to work with the District Council to ensure that:

- Projects are deliverable;
- Where possible, projects are linked to other plans / strategies as appropriate.

To deliver this principal task, xxx Parish / Town Council is required to also undertake the following tasks:

Meetings

- Establish a Steering Group (or similar) to guide the preparation of the Neighbourhood Plan;
- Ensure the Steering Group reports on a regular basis to the xxx Parish / Town Council for the endorsement of decisions;
- Ensure xxx Parish / Town Council remains compliant with the requirements for designation as set out in the Localism Act and Regulations;
- Ensure best use of North East Derbyshire District Council officer time by only inviting the North East Derbyshire District Council representative to attend and advise the Steering Group in accordance with the level of support outlined in Appendix A;
- Wherever possible, an agenda and supporting papers should be sent to the North East Derbyshire District Council representative 5 days in advance of a meeting.

Minutes of Meetings

- Minutes of all Steering Group meetings should be forwarded to the North East Derbyshire District Council representative for information to assist with support and for the early identification of issues.

Project Plan

- Undertake to work towards the submission of a Neighbourhood Plan with a clear work programme and timetable for delivery;

- Send copies of project plans to the North East Derbyshire District Council representative at regular intervals to assist with general support and resource planning.

Working arrangements

- Work with the District Council during the preparation of the Neighbourhood Plan to enable the District Council to carry out the “duty to support” and to help ensure a successful examination.

Communication

- Inform the District Council on emerging policies and proposals prior to the Pre-Submission draft Plan (as required by Regulation 14) consultation;
- Provide the District Council with the Pre-Submission draft Neighbourhood Plan (as required by Regulation 14), the Submission Plan and supporting documents in electronic format;
- Provide results of primary source data which could be helpful to the District Council;
- Provide regular reports to the District Council on progress and issues as appropriate.

Delivery

- If supported through the referendum the District Council, xxx Parish / Town Council and other relevant organisations will be responsible for delivery of the Neighbourhood Plan as appropriate.

4. The signed agreement

This agreement is between:

- a) North East Derbyshire District Council, and;
- b) xxx Parish / Town Council

Signed:

.....
xxx, appropriate officer of North East Derbyshire District Council
date

.....
xxx, Chair of xxx Parish / Town Council
date

This agreement takes place with immediate effect and will be updated as appropriate.

Appendix A – Is a Neighbourhood Development Plan appropriate?

Communities should not regard a Neighbourhood Development Plan approach as the only option or planning tool open to them, there are many other forms of community planning and ways of delivering development locally that may be more appropriate.

The following points should be carefully considered before embarking on Neighbourhood Planning:

- **Are you clear on why you need a Neighbourhood Plan?** For example, can the outcomes sought be delivered through other planning mechanisms such as a Parish / Town or Community Plan, a Neighbourhood Development Order, a planning application or other routes?
- **Have you considered the length of time the process may take?** It could take at least 2 years from start to finish, and probably longer.
- **Have you considered the time and financial resource implications needed to produce a Neighbourhood Development Plan?** Communities and Local Government (CLG) stated that the average cost of a Neighbourhood Development Plan is between £17,000 and £63,000 and after ten years the cost of reviewing a Plan is around 70% of the initial cost.
- **Are there the skills and enthusiasm within the community to undertake a Neighbourhood Plan, and are you confident this enthusiasm can be maintained through the process?**
- **Are you prepared to engage with land owners and developers and to have constructive conversations with people who may hold opposing views from your own?**

There are a number of alternatives to Neighbourhood Development Plan that a community can undertake in their area and may be more appropriate. These include:

- **Parish / Town or Community Plans**, which provide an opportunity for the community to work together to decide on what they want to improve or achieve, in their area, at present or in the future. The final document is generally sets out how the community intend to make improvements to the local area, for example community led initiatives such as street cleaning, refuse and recycling collection or traffic calming measures.
- **Village & Urban Community Design Statements**, which is a document that describes the qualities and characteristics that the community value in their area. It sets out clear and simple guidance for the design of all future development in a village.

The **advantages** of these alternative methods are they are potentially cheaper, quicker than Neighbourhood Plans, and do not have to go through examination or be subject to a referendum.

The **disadvantages** of these alternative methods are that they cannot make specific land use proposals, have limited input from developers and the Council, can raise expectations unrealistically; and do not have the material weight of a Neighbourhood Plan.

Appendix B – Level of District Council support for Neighbourhood Planning

Stage of the process		District Council duty / support	Proposed action		Departmental responsibility
1)	Application for designation of a neighbourhood area (Regulation 5)	<p><u>Support</u> Provide support on whether a Neighbourhood Plan is the most appropriate route for the community to achieve its aspirations. Alternatives for consideration to include better engagement in the Local Plan making process and Regeneration Frameworks</p> <p><u>Duty</u> Determine whether the application includes the required documentation.</p>	<p>One two-hour meeting to discuss, assess and provide advice to the Parish or Town Council.</p> <p>One week from receipt of the application (in cases when not acceptable the District Council will also respond to resubmissions with three weeks).</p>	Whole stage to take no longer than 10 weeks	<p>Planning Policy Team Economic Development Team</p> <p>Governance Team</p>
2)	Publicising an area application (Regulation 6)	<p><u>Duty</u> Publicise the receipt of the application in order to bring it to the attention of people who live, work or carry on business in the area to which the application relates.</p> <p><u>Duty</u> Publicise how interested parties can make representations about the application. <i>Note – the period for representations must be at least six weeks.</i></p> <p><u>Duty</u> Consider whether or not to designate a neighbourhood area.</p>	<p>Three weeks from determining the application includes the required documentation. (included within timescale above)</p> <p>Three weeks from the closing date of the period for representations.</p>		Governance Team

3)	Publicising a designation or refusal of a neighbourhood area (Regulation 7)	<u>Duty</u> Publicise the designation or refusal in order to bring it to the attention of people who live, work or carry on business in the area to which the designation relates.	Three weeks from the closing date of the period for representations.		Governance Team
4)	Plan proposals (Regulation 15)	<u>Support</u> Provide support on how to commence preparation of a Neighbourhood Plan. <u>Support</u> Provide comments on emerging draft Neighbourhood Plan. <u>Support</u> Provide comments on pre-submission Neighbourhood Plan. <u>Duty</u> Determine whether the submitted Neighbourhood Plan includes the required supporting documentation and complies with all the relevant statutory requirements.	One two-hour meeting to direct the Parish or Town Council to: <ul style="list-style-type: none"> • population and other statistical information; • advice on possible requirements for Sustainability Appraisal / Environmental Assessment and Habitat Regulations Assessment; • the evidence used by the District Council in preparing its new Local Plan; • advice on consultation methods and questionnaire format. (plus seven hours support for preparation and action implementation) One two-hour meeting within four weeks of receipt of a draft Neighbourhood Plan (plus seven hours support for preparation and action implementation). One two-hour meeting within four weeks of receipt of a pre-submission Neighbourhood Plan (plus seven hours support for preparation and action implementation). Three weeks from submission of		Planning Policy Team

			the Neighbourhood Plan.	
5)	Publicising a plan proposal (Regulation 16)	<p><u>Duty</u> Publicise the receipt of the proposed Neighbourhood Plan in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.</p> <p><u>Duty</u> Publicise how interested parties can make representations about the proposed Neighbourhood Plan.</p> <p><i>Note – the period for representations must be at least six weeks.</i></p>	<p>Three weeks from determining the Neighbourhood Plan includes the required documentation.</p> <p>(included within timescale above)</p>	Planning Policy Team
6)	Submission of the plan proposal to examination (Regulation 17)	<p><u>Duty</u> Appoint a person to examine the Neighbourhood Plan.</p> <p><u>Duty</u> Send the Neighbourhood Plan and its supporting documentation, including copies of received representations, to the appointed examiner.</p> <p><u>Duty</u> Make the necessary arrangements for them to examine the Neighbourhood Plan, potentially including a Hearing.</p>	<p>Within six weeks of close of consultation on proposed Neighbourhood Plan (Stage 5 Regulation 16)</p> <p>(included within timescale above)</p> <p>(included within timescale above) <i>Note – if an appropriate examiner is not available a timescale will be agreed between both parties.</i></p>	Planning Policy Team
7)	Publication of the examiner's report and plan proposal decisions (Regulations 18)	<p><u>Duty</u> Consider the examiner's report and prepare a Decision Statement that sets out its decision and the reasons for this decision.</p> <p><i>Note – decisions may include 1) to decline to consider; 2) to refuse; 3) what action to take in response to the examiner's report, such as send</i></p>	<p>Four weeks from receiving examiner's report.</p> <p><i>Note – in cases when there are issues with the examiner's report that prevent or delay a referendum</i></p>	Planning Policy Team

		<p><i>the plan to referendum; 4) what modifications, if any, are needed; 5) whether to extend the referendum area; or 6) if the LPA is not satisfied with the Neighbourhood Plan.</i></p> <p><u>Duty</u> Publicise the Decision Statement (and in some instances the examiner's report) in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.</p> <p><u>Duty</u> Note the need to arrange the Neighbourhood Plan referendum if appropriate.</p>	<p><i>the Council will discuss timescales for taking the plan forward on an individual basis.</i></p> <p>(included within timescale above)</p> <p>(included within timescale above but will involve notification to the Elections Team)</p>	
8)	Referendum (see the Neighbourhood Planning (Referendums) Regulations 2012)	<p><u>Duty</u> Organise, hold and publicise the results of the Neighbourhood Plan referendum. <i>Note – if more than half of those voting have voted in favour of the Neighbourhood Plan, the District Council must make the plan and bring it into force as part of the Development Plan for that area. If the referendum result is against the Neighbourhood Plan, the plan would not come into force and the process would need to begin again to proceed.</i></p> <p><u>Duty</u> Note the referendum decision.</p> <p><u>Duty</u> Prepare a Decision Statement that sets out whether the District Council will make or refuse to make the Neighbourhood Plan.</p>	<p>To be arranged to take place within twelve weeks of the decision statement. <i>Note – in cases when there is an impending election in the area the Council will investigate whether the referendum can be carried out in tandem with that election.</i></p> <p>(included within timescale above but will involve notification to the Planning Policy Team) Three weeks from decision of the Neighbourhood Plan referendum.</p>	Elections Team
9)	Decision on a plan proposal (Regulation 19)	<p><u>Duty</u> Publicise the Decision Statement in order to bring it to the attention of people who live, work or carry on business in the area to which the</p>	<p>Four weeks from decision of the Neighbourhood Plan referendum.</p>	Planning Policy Team

		Neighbourhood Plan relates.		
10)	Publicising neighbourhood development (Regulation 20)	a plan	<u>Duty</u> Publicise the made Neighbourhood Plan in order to bring it to the attention of people who live, work or carry on business in the area to which the Neighbourhood Plan relates.	Three weeks from the decision of the Council to make (adopt) the Neighbourhood Plan.
				Planning Policy Team

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Document History

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Approvals

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Signed approval forms are filed in the project/documentation files.

Name	Signature	Title	Date of Issue	Version
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	Joint ICT Service		
	Staff at all service partners via intranets		

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1. Executive Summary

The Joint ICT Service is a shared service partnership between Bolsover, Derbyshire Dales and North East Derbyshire District Councils. The full three partner service came into effect on January 1st 2011 with three key aims:

- Deliver cost savings in an increasingly difficult financial climate
- Mitigate the risk to the partners due to lack of resource
- Provide a platform for delivery of shared solutions, shared expertise and future shared services

The previous Joint ICT Service Strategy, covering 2011-2013, focussed primarily on delivering cost savings, embedding the new shared service and delivering the identified technology strategy. This strategy and associated action plan was delivered.

Across all three partners there is now a focus on Growth and Transformation and ICT is correctly acknowledged as a key delivery mechanism for the partner's strategies. At the time of writing specific projects have not been clearly defined across the partners but the overall programmes are noted.

The strategy will focus on the following areas:

- Service Delivery
- Service Improvement
- Customer engagement
- Procurement
- Partnership working
- Emerging Information Trends
- Technology roadmap
- Measures of Success
- Business Planning
- Financial Management
- Risk Management
- External influences
- Governance

For each partner, based on the technology roadmap, a five year capital investment programme will be produced which will be reviewed at least annually.

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2. Service Delivery

The fundamental principles of the Joint ICT Service delivery are that ICT users will receive an improved service, increased capability and flexibility in capacity to meet demand. To attain this, the ICT Service will work to the best practice processes of the IT Infrastructure Library (ITIL).

To determine the success of service delivery key performance indicators(KPI's) are defined in the Service Level Agreement(SLA), monitored on a monthly basis and targets reviewed annually.

Annual Customer Satisfaction Surveys are undertaken to gauge the perception of users of the service in conjunction with the KPI's. Moving forward we will look to undertake randomised ad hoc surveys against incidents and service requests.

Management Information from the Service Desk Application will be used to monitor trends through categorisation and analysis of incident and problems to deliver continuous improvement.

Projects will be delivered using the NEDDC Project Management Methodology to ensure that project benefits are understood and a full analysis of the realisation of those benefits is undertaken. Projects are monitored through a project register and reported via Service Reviews and governance channels.

3. Service Improvement

The joint ICT service will also work with service areas at all partners to assist in the delivery of innovative solutions to support partner service improvement plans and transformation agendas. Best practice will be noted and shared where appropriate across partners.

Opportunities to share or host applications across two or all partners at one site will be considered and recommendations made as appropriate. In addition economies of scale therefore may provide opportunities for Councils to have access to software that they previously couldn't afford as a single Council.

Consideration of Open Source tools for development will be considered as a means of avoiding vendor 'lock in' and to deliver savings.

Whilst the website of each council is managed outside of IT, the joint service will contribute towards the enabling of transactional websites allowing for a reduction in transaction costs.

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Seek to maximise productivity and efficient use of ICT tools through their delivery of ICT Training to staff, members and external partners through a variety of mediums, such as e-learning, one-to-one, departmental workshops in addition to the traditional classroom based delivery.

Planned service improvements are in the Service Improvement Action Plan in Appendix A.

4. Customer Engagement

In addition to the measure of success through KPI's and surveys the joint ICT Service will engage with the partners, service areas and users to ensure a fuller understanding of the needs and issues facing our users and partners. This will be achieved by:

- User representation on a Joint Management Team
- Monthly Service Review meetings with partners
- Regular briefings with portfolio members for ICT
- Quarterly attendance at Directorate meetings
- Participation at User Group meetings
- Participation at vendor meetings
- Floor walking and ad hoc feedback
- Building positive relationships
- ICT information section on Intranets

5. Procurement

To ensure that best value is achieved the Joint ICT Service will seek to maximise opportunities for joint procurements between the partners and where possible with partners outside of the service. The Joint ICT Service will continue to seek external funding opportunities and for partnership solutions within Local Government and the 3rd sector.

The Joint ICT Service will work to ensure that all procurement will provide value for money and ensure procurement policies of the partners are followed. Joint procurement of products or services will be undertaken by NEDDC as the host authority and will abide by the procurement policies of NEDDC.

Where appropriate framework agreements, including the G-Cloud, will be used where they can demonstrate best value.

The impact on the environment will be considered in all ICT Procurements to ensure ICT contributes to the Climate Change objectives of all partners.

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Specialist procurement advice is available to the Joint ICT Service through a service agreement in place between Bolsover, North East Derbyshire and Chesterfield NHS Trust.

6. Partnership Working

The Joint ICT Service will consider further partnership working where there are clear benefits to the current partners, benefits would be improved service, risk mitigation or cost reductions.

Due to the existing Growth and Transformation agendas at all partners the focus of the Joint ICT Service will be on supporting these and will not be actively pursuing any extension of the current Joint ICT Service with further partners,

7. Emerging Trends and External Influence

7.2 *Cloud/G-Cloud*

Cloud computing is not a new concept but is essentially a 'rebranding' of the concept of vendors hosting both infrastructure and technology solutions for their customers. In recent years this has however become more prevalent and cost effective due to lower cost communication links and new technology solutions that enable 'cloud' suppliers to deliver more cost effective solutions. The partner organisations have already taken advantage of some smaller scale solutions such as mobile inspection software and public room bookings. The most significant cloud procurement so far is the Customer Information Systems deployed at Bolsover and North East Derbyshire. In many cases however cloud solutions have been unable to demonstrate savings over locally hosted solutions. The Joint ICT Service will consider cloud solutions and further adoption is likely as solutions become more competitive.

Government Cloud Computing (also called G-cloud) is a U.K. government programme to promote government-wide adoption of cloud computing. The initiative focuses on cloud computing's capability for economic growth, capitalizing on cloud's cost savings and flexibility to create a more efficient, accessible means of delivering public services. The G-Cloud includes the framework agreements that were formally available via the Government Procurement Service(GPS). In addition this is the prime vehicle for sourcing Public Service Network(PSN) accredited solutions. The G-Cloud has been used to procure Wide Area Networks(WAN) for Bolsover district Council and the Customer Information System adopted at Bolsover and North East Derbyshire. The G-Cloud should become the first point of call when looking for new technology solutions but equally any solutions must also demonstrate best value.

7.2 *Bring or Choose Your Own Device*

Bring Your Own Device(BYOD) has been much lauded in the trade and national press over the last couple of years as a means to save organisations money through avoiding equipment replacement costs and to allow employees to work the device of their choice. However many organisations and particularly the public sector, have found the security implications and the necessary mitigation costs prohibitive. In addition, other than email and calendar public sector vendors do not yet have applications that are tablet or smartphone ready. The Joint ICT Service will be trialling Mobile Device Management(MDM) solutions and provide guidance to senior management on the opportunities that can be BYOD can deliver. In addition features of the Customer Information System recently implemented at Bolsover and North East Derbyshire through the self service forms may provide opportunities for mobile working which may provide further demand for BYOD solutions.

Choose Your Own Device is also a prevalent concept. This proposes that staff should have a wider choice of which device the organisation should provide. Cost and they additional support complexity are currently a barrier to promoting a solution such as this.

7.3 *Open Data*

The concept of Open Data is that organisations make available data that can be beneficial for 3rd parties to conduct research or stimulate economic growth. The Government is now promoting the use and re-use of data though it's own open data initiative through the data.gov.uk website. In addition we are now required by the EU Inspire Directive to make spatial data available for public use. This has recently been kick started through government funding and work is underway to make the required spatial data available. It is likely that further requirements to publish data will come from both Government and EU directives but we should also consider how we can promote economic growth and public research through publishing datasets we have available.

7.4 *Big Data*

Again this has been a hot topic across the trade and national press. Again this is nothing new as organisations have been performing analytics on very large data sets for over 20 years. Given the nature of the service we deliver and the relatively small data sets we work with this is not an area we should invest time in at present.

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7.5 Digital By Design/Digital First

A part of the [Government ICT Strategy](#) a new [Government Design Service](#) (GDS) has been set up to promote the use of digital as the first choice of delivering transactional services across the public sector. The GDS provides a list of principles and advice on the delivery of digital services. All three Councils are embracing channel shift as part of their transformation programmes and the Joint ICT Service will continue to advise and seek out best practice across the public sector.

8. Technology Roadmap

8.1 Key Issues

Major technology refreshes have been completed as part of the action plan for 2011-2013 and we now have a broadly common Infrastructure in place at all three partners. The key area for consideration over the period of this strategy is:

- Server Operating Systems – support for Windows Server 2003 will cease in July 2015
- End of Support for Office 2007 in 2017, This will affect Bolsover and North East Derbyshire only. BDC have licenses in place for an upgrade, NEDDC do not and this will be a significant cost.

We are required to ensure we maintain supported patched software to comply with controls of the Government Public Service Network Connect Code of Connection (CoCo).

8.2 Internal opportunities

The rationalisation of disparate technologies amongst the three partners has led to cost savings and increased the ability to fully support these solutions. There are still a number of areas in how we deploy directory services and resources such as filing systems across the partners.

Key areas of focus are:

- Shared hosting of business applications
- Innovative in house solutions
- Use of open source software

8.3 *External opportunities*

A number of external initiatives may deliver opportunities to the partnership. The Joint ICT Service will look to influence these initiatives where possible. Key areas of interest are:

- Provision of software applications through a Government Application Suite (G-AS), a list of recommended applications within agreed procurement framework agreements in place.
- The Delivery of services and business applications through a 'Government Cloud' or 'G-Cloud', a web based delivery of business software with an agreed procurement framework.
- Taking advantage of the Public Sector Network for future shared service solutions within the public sector

8.4 *Risks and Barriers*

8.4.1 Funding

A five year capital expenditure plans have been produced for all partners and funding is in place to cover the key expenditure areas. These plans will be updated annually in advance of the budget setting process.

8.4.2 Resource and capability

Whilst the Joint ICT Service has inherent flexibility of resource, the demands of major projects require the Joint ICT Service to implement more sophisticated resource management activities to ensure resource demands are managed and full analysis of capability over demand can be understood. A quarterly update of planned projects and capacity will be produced for review by senior management and for presentation to the Joint Management Team.

Maintaining a skilled workforce is critical for the delivery of key projects and the ongoing support and maintenance of the technologies employed. The Joint ICT Service will produce training plans on an annual basis through the Employee Development and Performance Review Process (EDPR). Training will be provided through peer knowledge transfer, self learning and targeted external training.

The ICT Structure will be reviewed annually to ensure that the required resource and capabilities are in place to meet the requirements of the service. In addition if staff leave the structure will be reviewed to consider if replacement has to be made or if savings can be delivered to the service with suitable adjustments to meet service requirements.

8.4.3 Roadmap

Planned improvements are in the Service Improvement Action Plan in Appendix A.

9. Measures of Success

The Joint ICT Service employs a number of measures to monitor performance.

9.1 SLA Metrics

As part of the SLA a number of KPI's are defined:

- Systems availability
- First time fix percentage
- Percentage of incidents and service requests resolved within agreed timescales

These KPI's are reported monthly to management and staff and reviewed quarterly by the Joint Management Team and ICT Shared Service Committee.

9.2 Annual User Satisfaction Surveys

Annual surveys are undertaken with all ICT Users. The survey is based on 12 criteria which initially formed part of baseline reviews undertaken by the Audit Commission at each partner. The results are analysed and published and contribute to the service improvement planning process.

9.3 Ad Hoc Satisfaction Surveys

The Joint ICT Service is looking to introduce ad hoc user surveys using feature within our Incident and Request management tool, SupportWorks. This will enable us to undertake satisfaction surveys based on resolved incidents and service requests.

9.4 Feedback from User Groups

User representatives on the Joint Management Team (JMT) co-ordinate views of user groups to feed back to the JMT. These will supplement the satisfaction surveys to feed into or validate the service improvement plans of the Joint ICT Service.

10. Risk Management

A risk register will be maintained for the Joint ICT Service in accordance with the Risk Management Processes in use at NEDDC which acts as the host authority.

In addition the Joint ICT Service will contribute to the partner service risk registers and associated action plans.

11. Business Development

The Joint ICT Service will work with partners to produce partner business plans according to the local standard reporting framework and timetables.

The Joint ICT Service will pro actively work with partners to explore opportunities for common solutions to business challenges and facilitate the sharing of best practice between the partners.

The Joint ICT Service will provide appropriately skilled resource to deliver business solutions to the partners. All projects will be approved through agreed processes at the partners. Resource usage will be monitored and reported back on a quarterly basis.

Customer engagement activities will be a key source for these activities.

12. Financial Management

The Joint ICT Service has the following financial responsibilities:

- Management of the Joint ICT Service budget
- Budget setting advice and monitoring of delegated partner ICT budgets
- Provision and annual review of 5 year Capital Investment plans for each partner
- Management of Project budgets either from external funding or partner capital budgets
- Ensuring best value procurement is undertaken in accordance with partner procurement rules

13. External Influences

A number of external influences do or may influence the ICT Strategy and delivery of key elements. These include:

- Changes in Government policy
- Comprehensive Spending Reviews
- Local Government reorganisation
- [Government ICT Strategy](#)
- National, regional and local funding streams
- Revised requirements for connection to the Public Service Network

14. External Input

To develop this strategy and continue to review technologies and services the following are key inputs:

- SOCITM – Covers ICT and it's role in the public sector
- Local CIO Council – The ICT Manager represents District authorities on this body
- Cabinet Office – responsible for Government ICT
- [Government ICT Strategy](#)
- Networking with peers both in the public and private sectors
- Conferences, seminars and webinars
- Trade publications
- Vendor roadmaps for products used by partners

Best practice and proven technologies will underpin the ICT Strategy.

14. Governance

A strong governance model is in place for the Joint ICT Service:

14.1 *Shared Service Joint Committee*

Membership: 3 members each from BDC, DDDC and NEDDC

Support Officers ICT Service Manager, Joint ICT Service
Client Manager, Derbyshire Dales
Client Manager, Strategic Alliance
Monitoring Officer, Strategic Alliance

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Responsibilities: Strategic and budgetary
Frequency: At least twice annually

14.2 *Joint Management Team*

Membership: Client Manager, Strategic Alliance
ICT Service Manager, Joint ICT Service
Client Manager, Derbyshire Dales
User Representative, NEDDC
User Representative, Derbyshire Dales
User Representatives, BDC
Responsibilities: Service Review
Financial Monitoring
Project Prioritisation
Act as Change Advisory Board (CAB)
Frequency: Quarterly

The terms of the Service Level Agreement will be governed by the Joint Service Partnership Agreement and will be reviewed annually by the Shared Service Joint Service Committee.

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Appendix A – Service Improvement Action Plan

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Build Capacity within the Service Desk	Service Desk Manager	March 2015	Efficiency improvements Improved KPI targets Improved customer satisfaction	Staff time		
Work within the Local CIO Council and SOCITM to lobby Government and vendors on pragmatic solutions for the public sector	ICT Manager	March 2015	Transformation opportunities	Staff time Travel expenses		
Quarterly resource management updates	Business Development Manager	July 2015 and ongoing	Identify capacity constraints by team	Staff time		
Continued professional development for ICT staff	ICT Manager	April 2011 and annually thereafter	Staff with relevant skills and professional qualifications where appropriate	Staff time £10,000 per annum	Requirements identified for 2014-15.	.

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Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Maintain compliance with the PSN Code of Connection	ICT Manager	November 2014 and annually thereafter	Ensure compliance at all partners	Staff time		
Common ICT Policies	ICT Manager	August 2014	Common policies based on best practice guidelines	Staff time	Approved at NEDDC and BDC, progressing at Derbyshire Dales	
Introduction of full formal change control	Business Development manager	March 2015	Improved resource planning	Staff time	Release requests embedded in ways of working.	
Contribution to the Transformation programmes at each partner	Business Development Manager/ ICT Manager	March 2017	Delivery of transformational projects leading to savings and service delivery improvements	Staff time		
Review joint backup solution	ICT Manager	March 2015	Recommendation on common solution	Staff time and targeted expenditure		
Introduce ad hoc user surveys	Service Desk Manager	December 2014	Ongoing review of performance leading to targeted improvements	Staff time, some		

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Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
				consultancy may be required		
Introduce telephone call reporting	Service Desk Manager	September 2014	Ability to measure abandoned calls and call wait times to facilitate	Staff time and targeted expenditure	Continuing issue with the proposed vendor solution delaying implementation	
Review storage capacity	ICT Manager	August 2014 and annually thereafter	System that is correctly sized to meet business needs	Staff time and targeted investment		
Disaster recovery tests	ICT Manager	March 2015	Full annual test at each partner site	Staff time	New procedures now tested and tests undertaken at all partners	
Migrate to Server 2008 or 2012	ICT Manager	June 2015	Ensure supported platforms for server infrastructure at all partners	Staff time and targeted investment	Work underway and key risk areas identified	

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