

CABINET

MINUTES OF MEETING HELD ON 18 FEBRUARY 2015

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CABINET

MINUTES OF MEETING HELD ON 18 FEBRUARY 2015

Present:

Councillor Mrs E A Hill Deputy Leader (in the Chair)

Councillor N Barker

“ N Foster

“ M Gordon

Councillor P R Kerry

“ Mrs L Robinson

“ P Williams

Councillor Mrs E A Hill, Deputy Leader in the Chair

602 Apology for Absence

An apology for absence from the meeting was received from Councillor G Baxter, MBE, Leader of the Council.

603 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 declared an other interest which was not significant in Report No EAH/06/15/NC – External Wall Insulation (EWI) and Capital Repairs Programme for North East Derbyshire District Council Non Traditional Housing Stock – as they were both Council appointed representatives on the Rykneld Homes Board. It was noted that as both Members had declared an other interest which was not significant they could remain in the meeting and speak and vote on the above matter.

Councillor P Williams declared an other interest which was significant in Report No PRK/09/15/BM – Medium Term Financial Plan – as she was a Council appointed representative on Groundwork Creswell and it was proposed to provide a loan to Cresta which was a subsidiary of Groundwork Creswell.

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

604 Minutes of Last Meeting

RESOLVED – That the Minutes of the special meeting of the Cabinet held on 2 February 2015 be approved as a correct record and signed by the Leader.

605 Performance Management – Quarter 3 2014/2015

Cabinet considered Report No GBXR/01/15/BP of Councillor G Baxter MBE. The purpose of the report was to provide a summary of the performance of the Council for the third quarter 2014/15, October to December 2014. The report detailed progress on all key tasks and performance indicators that contributed directly to the priorities within the Council's Corporate Plan 2011/15.

The report also provided a range of other corporate information, including staff sickness absence, accidents and complaints. The report provided Members, officers and the public with accurate and timely information which identified any underperformance or lack of process to be addressed as well as acknowledging good performance.

The report submitted included information on the following:-

- Appendix 1 – Create Jobs, Build Skills, Attract Investment
- Appendix 2 – Improve People’s Health
- Appendix 3 - Look after the Environment
- Appendix 4 - Increase Housing Choice
- Appendix 5 – High Performing Council
- Appendix 6 – Sickness Absence and Accident Statistics
- Appendix 7 – Complaints

Key Actions and Performance Indicators

Overall, for the period under review, 100% of the key tasks were achieving or on track to delivery their respective targets and 69% of the performance indicators were on target.

Sickness Absence

The Council’s staff sickness absence figure for the third quarter was 3.15 days, cumulatively this equated to an annual projected figure of 11.5 days, which was significantly above the target of 8.5 days. The proportion of long term sickness over the year was 67% of the total of absenteeism, this represented a similar proportion when compared to previous quarters.

Accidents

There were nine accidents reported during the third quarter 2014/15, no days were lost as a result of those accidents and none were reportable under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR).

Complaints

The Council received 27 complaints during the third quarter 2014/15. Of these 24 (89%) were responded to within the target time of 15 days. The number of complaints received during the period had decreased considerably when compared to previous quarters.

Performance management contributed to the organisation’s overall management arrangements and was focused to ensure the effective and efficient delivery of the Council’s vision. The quarterly performance process provided an opportunity for Members, officers, key partners and the public to scrutinise the Council’s performance.

In terms of risk management and finance, the Council's Strategic Risk Register identified the need for robust performance monitoring arrangements to manage effectively the organisation.

The options for Cabinet's consideration were detailed at paragraphs 1.1 to 5.3.1 of the report. There were no options considered and rejected, as part of the ongoing development of the performance system a number of enhancements had been made to the methodology for the collection of information.

RESOLVED – That Cabinet:-

- (1) Considered and noted the implications of the report and its appendices.
- (2) Notes the current position and the high level of achievement for Key Tasks (100% achieved or on track) and the lower than anticipated levels of achievement of Performance Indicators (69% achieved) as outlined in the table at page 2 of the report.
- (3) Notes that a number of indicators as detailed in Appendix 1 to 5 of the report which support the following corporate priorities are not performing to the expected levels:-
 - Ensure streets are clear of litter, fly tipping, graffiti and dog fouling;
 - Ensure a high standard local environment;
 - Help deal with the issues of climate change;
 - Improve the standard of housing;
 - Ensure residents have confidence in the Council;
 - Provide good value, high performing services;
 - Provide excellent customer service.
- (4) Notes the explanations for the lower than anticipated performance as detailed in Appendices 3, 4 and 5 of the report.
- (5) Notes the circumstances and the appropriate action outlined on pages 11, 13 and 15 of the report to address underperformance and that resource issues and the implementation of key ICT systems continue to be contributory factors to the current position in these areas.
- (6) Notes that the underlying trend is already showing an improvement which can be attributed to the action taken by the relevant senior officers and services managers.

Reasons for Decisions:-

The reasons for the decisions are as follows:-

- (1) The quarterly performance report provides an opportunity for Members, officers, key partners and the public to scrutinise the Council's performance.

- (2) Performance Management contributes to the organisation's overall management arrangements that are focused to ensure the effective and efficient delivery of the Council's vision.

(Assistant Director – Customer Service and Improvement/
Improvement Manager)

606 Replacement Statement of Community Involvement – Getting Involved in Planning Applications (leaflet 3)

Cabinet considered Report No NF/05/15/AK of Councillor N Foster. The purpose of the report was to advise Members of changes proposed to the Statement of Community Involvement and the method by which the Council involves the public in planning applications.

The Statement of Community Involvement had been adopted by Council in April 2014. The document had been reviewed together with the Statement of Community Involvement process, new software had been purchased to assist the development of the automatic application processing system. It was proposed to introduce more effective arrangements for publicity in respect of planning applications.

The Statement of Community Involvement was a statutory document, changes to it were subject to a formal consultation process prior to adoption by Council. The changes proposed related to public involvement in Planning Applications. The remainder of the document remained unchanged. The main reasons for the changes proposed were to:-

- Provide customers with enhanced facilities for transacting online through the Public Access facility.
- Provide all documents to view through Public Access.
- Signpost customers and provide links to other sources of information, and provide arrangements for customers to self service.
- Front load the process so that the initial level of notification (including notification letters and site notices) exceeds the legal minimum with more efficient automated processes thereafter.
- Limit the expense of press advertising to a minimum.

The proposals within the report would improve the level of information on planning applications available to the public and enable them to make use of the public access facility. The new procedures would provide efficiencies and help realise the benefits of the software investment made by the Council.

The options for Cabinet's consideration were set out at paragraphs 1.1 to 5.3.1 of the report. The alternative options considered and rejected were detailed at paragraph 4.1 of the report. The proposals in the report accorded with the legal requirements for publicity in respect of planning applications and were compliant with the relevant data protection legislation.

RESOLVED – That Cabinet approves the changes proposed to the method by which the Council involves the community in planning applications as detailed in the draft revision to the Statement of Community Involvement Leaflet 3 “Getting Involved in Planning Applications” and that it be approved for consultation.

Reasons for Decision:-

The reasons for the decision are as follows:-

- (1) The revised process will improve the level of information on planning applications available and will enable customers to self service and make full use of the Council’s public access facility.
- (2) The new procedures will reduce printing and postage costs and the need for paperwork and further correspondence following the initial notification letter. This will provide efficiencies and provide better value for money for customers.

(Assistant Director – Planning & Environmental Health/
Planning Manager)

607 North East Derbyshire District Council Housing and Economic Development Strategy 2015-2020

Cabinet considered Report No EAH/01/15/RS of Councillor Mrs E A Hill, supported by Councillor M Gordon, jointly with Councillor P R Kerry. The purpose of the report was to request approval of the final draft of the Housing and Economic Development Strategy. The Council’s current Housing Strategy was due to expire in March 2015, its Economic Development Strategy expired in 2013. In recognition of the Council’s Growth Agenda, Economic Development and Strategic Housing now formed the Economic Growth Team. A joint Housing and Economic Development Strategy had been prepared in recognition of the work the team delivers on the Growth Agenda for the District.

The Strategy proposed covered a four year period and would identify specific themes relating to both Housing and Economic Development, and detail common topics and priorities across both themes. The Strategy provided the basis for the production of future regeneration frameworks for Killamarsh and Dronfield and identified a spatial picture of key housing and economic development issues in the District. The key strategic objectives identified were:-

- Supporting enterprise: maintaining and growing the business base.
- Maximising employment, skills and training opportunities.
- Unlocking the potential of major employment and housing sites.
- Town Centres: realise the vitality and viability of town centres.
- Supporting the rural economy, including through tourism.
- Maximise affordable housing to rent and buy through new build and making best use of existing stock.
- Enable people to live in and sustain healthy homes.
- Prevention of homelessness.

In addition to the priorities outlined within the Strategy there were a number of cost cutting themes:--

- Tackling health inequalities and promotion of good health and well being.
- Tackling deprivation, including the impact of welfare reforms on communities and the economy.

The following principles underlined the document:-

- Ensure good quality and design.
- Address equality and diversity issues.

The production of the Housing and Economic Development Strategy would provide a robust framework which would meet the District's housing and economic development needs and contribute towards growth within the District. It will also outline mechanisms for maximising funding and grant opportunities to support delivery of the Council's key strategic priorities. The Strategy will also provide key targets for meeting the needs of homelessness and potential homeless households.

In terms of consultation and equality impact, a programme of consultation was carried out from 26 November 2014 to 7 January 2015. An Equality Impact Assessment had been carried out and this was detailed at Appendix 2 of the report.

Cabinet requested that its thanks be recorded to the author of the report, Ms Rebecca Slack for a comprehensive and well drafted Strategy.

RESOLVED – That Cabinet approves the Council's Housing and Economic Development Strategy attached as **Appendix A** to these Minutes.

Reason for Decision:-

Approval of the Housing and Economic Development Strategy provides a strategic framework for meeting the Council's housing and economic development objectives.

(Chief Executive/
Assistant Director – Economic Growth/
Housing Strategy and Enabling Manager)

608 North Derbyshire Ambition Housing Project

Cabinet considered Report No EAH/02/15/AWC of Councillor Mrs E A Hill, supported by Councillor M Gordon. The purpose of the report was to:-

- Note the success of the funding bid to the Department for Communities and Local Government under its Single Homelessness funding round for a county wide initiative which had secured £250,000. The North East Derbyshire area would manage approximately £160,000 of that funding.
- Endorse the role of the District Council as a sub contractor to Derby City Council to deliver the Ambition Housing Project element, it being noted that

Derby City Council had been identified as the accountable body for the grant from the Department for Communities and Local Government.

The Ambition Housing Project would cover the Districts of North East Derbyshire, Bolsover, Chesterfield and Derbyshire Dales Councils. It would align to the Sheffield City Region Ambition Project and would enable the relevant authorities to work with agencies such as the Department for Works and Pensions and money advice groups. The grant from the Department for Local Government and Communities was for an integrated approach to address the housing needs of a range of homelessness and potentially homeless young people aged 16-25 years old. The project would adopt a holistic approach with a range of partners to support young people into housing and to enable them to sustain that housing through support to employment and training. The project would run until March 2016.

A key aim of the Project was to develop a Pathways approach to housing for young people, including creating a single point of access. This would provide a process where the housing needs, employment, together with training needs, financial inclusion and health issues were addressed by a multi-agency team around an individual's particular needs.

The Ambition Housing Project would be led and contract managed by this District Council, with additional fully funded temporary staff recruited who would link into other projects funded through the Department for Communities and Local Government Single Homelessness Grant.

The options for Cabinet's consideration were detailed at paragraphs 1.1 to 5.3.2 of the report. The only option considered and rejected was not to be part of the Derbyshire wide consortium during the bidding process, this was discounted as Homelessness Link advised that a county wide bid would probably be considered more favourably by the Department for Communities and Local Government.

RESOLVED – That Cabinet:-

- (1) Notes the success of the bid submitted to the Department for Communities and Local Government for the Ambition Housing Project.
- (2) Notes that the Housing Strategy and Enabling Team will be working to develop a suitable staffing structure to support the delivery of the Ambition Housing Project.
- (3) Notes that any proposed staffing structure will be endorsed by partner Local Authorities across the county, including Derby City Council, who are acting as the accountable body for the Department for Communities and Local Government Single Homelessness Grant.
- (4) Requests that the Chief Executive following consultation with the Portfolio Members for Housing Strategy and Social Inclusion exercise his delegated authority to implement the agreed staffing structure to deliver the North Derbyshire Ambition Housing Project.

- (5) Notes that funding for any staffing for the Ambition Housing Project will be funded via the Department for Communities and Local Government Single Homelessness Grant.

Reason for Decisions:-

The Ambition Housing Project will provide the housing element for both the Sheffield City Region Ambition Project and Talent Match, this will provide a holistic support service to young people for employment, training, financial inclusion and health related issues.

(Chief Executive/
Assistant Director – Economic Growth/
Housing Strategy and Enabling Manager)

609 External Wall Insulation (EWI) and Capital Repairs Programme for NEDDC Non Traditional Housing Stock

Cabinet considered Report No EAH/03/15/NC of Councillor Mrs E A Hill, supported by Councillor M Gordon. The purpose of the report was to advise Members of proposals for an External Wall Insulation Programme and related capital repairs for up to 323 non traditional Council owned houses. The project would attract Energy Company Obligation (ECO) funding to reduce the cost of the works. The scheme would be the next step in addressing long term problems with the Council's non traditional housing stock.

The report detailed proposals for a further phase of external wall insulation work, together with an assessment of the related capital works to be completed as part of the project. Officers had considered the options for dealing with non traditional property types in order to continue their long term plan to improve the houses concerned. It was proposed that external wall insulation be fitted to improve the thermal performance of the properties and ensure that they were made weather tight. This would not require the tenants to be decanted, although it was recognised that some disruption to tenants was inevitable. A comprehensive communication liaison plan for discussion with tenants would be developed and delivered alongside the work programmed. Detailed consultation would be undertaken with the communities affected, including open events where both tenants and owner occupiers would be able to discuss the proposals in detail.

In summary the key features of the external wall insulation proposals were:-

- Wherever possible costs will be reduced by maximising Energy Company Obligation funding and any other eligible grants.
- The improvements will keep the properties in good condition and prolong their useful life for a period in excess of 30 years. The Council will receive warranties covering the work for a 30 year period.
- The improvements will improve significantly the living conditions of tenants.
- It will contribute to the Council's/Rykneld Homes Limited commitment to reduce CO2 emissions.

- The momentum from this programme may increase uptake of similar works amongst private householders in surrounding areas.
- It will help to reduce fuel poverty and mitigate the impact of welfare reforms which are strategic local objectives.
- Agreement to the External Wall Insulation Programme will also provide an opportunity to address the maintenance problems of these buildings.
- The programme will be used to increase residents' involvement in the management of their housing which should be sustained beyond the lifetime of the project.

Having considered the initial proposal for work of up to 1,000 properties over a two year period, it was considered that work to tackle approximately 300 properties was now the most appropriate way to address the thermal insulation problems of the non traditional properties.

On the basis of work undertaken the following Wards and number of properties had been identified which would benefit most from the works proposed:-

Ward Area	Approx No.
North Wingfield	148
Pilsley	76
Tupton	64
Dronfield (Snapehill)	14
Grassmoor	21
Total	323

The preliminary work undertaken to-date indicated that there was sufficient information to enable Cabinet to take an informed decision about whether to proceed with the project. To support the procurement process Rykneld Homes Limited will use a specialist external wall consultant to independently consider each of the submissions.

Whilst the scheme was funded fully from Reserves it should be noted that it left the Housing Revenue Account with a limited level of available capital resources (£0.4m uncommitted). Officers would work to reinstate the level of reserves at the earliest opportunity. Cabinet was requested to note that if a significant requirement for new expenditure was identified during 2015/16, or if an overspend occurred on the Programme then it may be necessary to rely on either the use of Housing Revenue Account revenue balances or Prudential Borrowing to fund such costs.

The options for Cabinet's consideration were set out at paragraphs 1.1 to 13.6 of the report. The alternative options considered and rejected were detailed at paragraphs 12.1 to 12.4 of the report. The risks associated with the project were summarised in a table at paragraph 13.3 of the report.

RESOLVED – That Cabinet:

- (1) Endorses the proposals in respect of the External Wall Insulation contract as set out within this report and acknowledge their inclusion within the Capital Programme to be considered and approved by Council as part of the process of approval of the Medium Term Financial Plan.
- (2) Grants delegated authority to the Executive Director of Transformation (NEDDC housing client Director) following consultation with the Rykneld Homes Limited Director of Property Services and Development and the Portfolio Members for Housing Strategy and Social Inclusion to agree both the final details of the scheme and the awarding of the External Wall Insulation work contract (including the Energy Company Obligation [ECO] funding element) to the preferred contractor following the procurement process.
- (3) Approves that Rykneld Homes Limited manage the additional proposed capital improvement works (as set out in table 2 of the report) using its established procedures to procure the required works in the same way it delivers the Council's annual Housing Revenue Account (HRA) Capital Programme.
- (4) Receives a bi-monthly progress report following the award of the External Wall insulation contract.

Reasons for Decisions:-

- (1) The External Wall Insulation (EWI) Programme will keep the properties identified in the report in good condition and prolong their use beyond at least 30 years while reducing future maintenance problems.
- (2) The decisions will enable the delivery of long term solutions to part of the Council's current non traditional housing stock, significantly improving the housing conditions of the tenants.

(Managing Director – Rykneld Homes Limited/
Director of Property Services and Development – Rykneld Homes Limited/
Executive Director – Transformation)

Cabinet noted that as Councillors N Barker and Mrs E A Hill had declared an other interest which was not significant, they could speak and vote on the above matter.

610 Risk Management Update, Partnership Working and Strategic Risk Register

Cabinet considered Report No PRK/07/15/BM of Councillor P R Kerry. The purpose of the report was to:-

- Update Members concerning the current position regarding Risk Management and seek approval for the revised Strategic Risk Register as at 31 December 2014 at part of the suite of Finance, Performance and Risk reports.
- Advise Members of the arrangements currently in place to manage partnership working, including the associated risks.

The Council had a well established framework and approach to Risk Management which featured a Risk Management Strategy. The Council's objectives in respect of Risk Management were detailed at paragraph 1.2 of the report.

The revised Risk Register as at 31 December 2014 was set out in Appendix 1 of the report. The intention of the quarterly review of the Risk Register was to secure the following objectives:-

- Identify any newly emerging risks which needed to be added to the Register and remove any risks that had been resolved to maintain a focus on current risks.
- Revising the Risk Register ensured that existing risks were reviewed, that appropriate mitigation remained in place and where necessary the assessment was revisited.

In overall terms, the key element which emerged from the review of the Strategic Risk Register was the ongoing requirement for the Council to maintain its current work in respect of service delivery, performance and governance. This was against a background of an ongoing requirement to ensure that expenditure remained in accordance with the level of resources and that the financial balances were maintained.

While the initiatives necessary to secure the continued improvement of the Council were being progressed all of them brought risks which needed to be managed effectively. The Risk Management Framework sought to ensure that these risks continued to be addressed.

The Council placed increased reliance upon partnership working arrangements, these carried a range of associated risks including financial, operational and reputational. The issues in respect of the Council's partnership arrangements were detailed at paragraphs 1.8 to 1.17 of the report.

The issues for Cabinet's consideration were detailed at paragraphs 1.1 to 5.3.1 of the report. The alternative options considered and rejected were detailed at paragraph 4.1 of the report.

RESOLVED – That Cabinet:

- (1) Approves the Council's Strategic Risk Register as at 31 December 2014 attached as **Appendix B** to these Minutes.
- (2) Requests that an update of the Council's Strategic Risk Register as at 31 March 2015 be submitted to a future meeting of Cabinet for its approval.

Reason for Decisions:-

The report enabled Cabinet to consider the risks identified within the Strategic Risk Register which assists the Council in maintaining effective governance arrangements, services and financial performance.

(Executive Director – Operations)

611 Medium Term Financial Plan 2015/16 to 2017/18

Cabinet considered Report No PRK/08/15/BM of Councillor P R Kerry. The purpose of the report was to:-

- Secure approval of the proposed budget for 2015/16 as part of the consideration of the Council's Medium Term Financial Plan for the years 2015/16 to 2017/18.
- Provide Members with an overview of the Council's financial position to inform the decision making process.

The Medium Term Financial Plan covered the following three areas:-

- General Fund Revenue Account.
- Housing Revenue Account (HRA).
- Capital Programme.

Once Cabinet had considered the report, its recommendations would be reported to Council at its meeting on 23 February 2015 to secure approval of the Council's budget for the financial year 2015/16. Cabinet was requested to note that the report had been considered by the Audit and Corporate Governance Scrutiny Committee at its meeting on 5 February 2015.

The Council's Section 151 Officer was satisfied that the methodology used to calculate the estimates was robust and provided Members with reliable information on which to base their decisions. The Section 151 Officer was also satisfied that the level of reserves proposed, although at a relatively low level, were adequate to cover the issues and potential risks which the Council faced. In arriving at this assessment that the methodology adopted was robust, the Section 151 Officer was satisfied that the assumptions on which the estimates were based were reasonable and that they were applied consistently across the Council's activities. The reasons underlying these conclusions were detailed at page 3 of the report.

General Fund Revenue Account

The Council had set its original budget for 2014/15 on the basis that it was necessary to secure savings of £0.371m. To secure this outcome the Council had already secured overall savings and efficiencies of £0.518m, giving a projected saving in the year of £0.148m. This provided a firm basis to address the Council's forecast financial position over the period of the Medium Term Financial Plan.

In terms of the 2015/16 budget, this indicated a shortfall of £0.5m. Given the Council's previous performance in achieving savings targets, £0.5m while challenging should be achievable. Based on the information to-date the Council was anticipating a further shortfall of £1.3m in 2016/17, followed by a further shortfall of £0.9m in 2017/18. The Council need to maintain its work on the growth and transformation agenda to secure the projected financial savings of £2.2m anticipated to be required over the period 2016/17 and 2017/18.

Housing Revenue Account (HRA)

With regard to the Housing Revenue Account, the key issue was the level of the average rent increase required to comply with the Government's rent guidelines for social housing. The average rent increase proposed for 2015/16 was 2.2%, which would result in an average rent for a council house increasing from £83.78p per week (on a 48 week basis) to £85.52p per week. The 2.2% increase was also proposed in respect of non dwelling rents such as garages and hard standings.

There was a correction at page 33 of the report in respect of the four furnished HRA properties reserved for the Council's homelessness service, the revised rent for the three bedroom properties would increase to £195.71p and not the £194.18p quoted in the report.

Capital Programme

With respect to the Capital Programme, the majority of the expenditure would continue to be in respect of the Housing Revenue Account Programme which was funded by capital resources ring fenced to the Council's Housing Revenue Account. Regarding the next financial year, expenditure of £12.5m was projected, this figure reducing to £10m in 2016/17 and £7m in 2017/18.

The scale of the 2015/16 Capital Programme would be reduced from that within the current financial year as a result of the conclusion of the Decent Homes Programme, together with a number of smaller schemes ending.

In terms of the General Fund Capital Programme, the main item of expenditure would continue to be on vehicle replacement funded by Prudential Borrowing. The Programme required investment of £2m mainly for the replacement of the Council's refuse vehicle fleet.

Work at the Council's Mill Lane site, Wingerworth would be completed by March 2015, although the second phase of the remedial work at the site at a cost of £0.275m would be commenced in the early part of the new financial year. There was also the ongoing requirement for work in respect of private sector housing together with asset refurbishment across the range of the Council's assets.

The options for Cabinet's consideration were detailed at paragraphs 1 to 5.3 of the report. The alternative options considered and rejected were detailed throughout the report.

Resolved to Recommend to Council:-

- (a) That the view of the Chief Financial Officer that the estimates included in the Medium Term Financial Plan 2014/15 to 2017/18 are robust and that the level of financial reserves whilst at minimum levels are adequate, be accepted.
- (b) That officers be required to report back to Cabinet and to the Audit and Corporate Governance Scrutiny Committee on at least a quarterly basis regarding the overall position in respect of the Council's budgets, these reports to include updates on progress in achieving the agreed range of savings and

efficiencies necessary to achieve the agreed savings target for the 2015/16 financial year.

GENERAL FUND – Resolved to Recommend to Council:-

- (a) That no Council Tax increase be levied for the financial year 2015/16 with the Council accepting the proposed Government grant compensation arrangements and that this recommendation be submitted for approval by Council at its meeting on 23 February 2015.
- (b) That the Medium Term Financial Plan in respect of the General Fund as set out in **Appendix C** to these Minutes be approved for the Estimated Outturn Budget 2014/15 with a spending requirement of £14,171,936, together with the original budget for 2015/16 with a spending requirement of £13,900,613 as detailed in **Appendix C, Table 1** to these Minutes.
- (c) That Officers be requested to continue to progress the implementation of measures designed to secure the forecast position in respect of the financial year 2014/15 and the agreed savings targets in respect of 2015/16 with progress to be reported back to both Cabinet and the Audit and Corporate Governance Scrutiny Committee on a quarterly basis.
- (d) That the initial £0.060m of any surplus generated in the financial year 2014/15 be recommended to be used to increase the General Fund balances to a position of £1.600m with the remainder being allocated to the Invest to Save reserve.

HOUSING REVENUE ACCOUNT – Resolved to Recommend to Council:-

- (a) That Council set its rent increases for Council Houses in line with Government policy, increasing rent levels by the increase in the Consumer Price Inflation plus 1% which in respect of 2015/16, giving a rent increase of 2.2%, recommended to apply from 1 April 2015.
- (b) That the rent in respect of the Council's Homeless Units and Non Dwelling Rents be recommended to increase by 2.2%, to apply from 1 April 2015.
- (c) That the Housing Revenue Account as set out in **Appendix D** to these Minutes be approved as the Estimated Outturn Budget in respect of the financial year 2014/15, as the Original Budget in respect of the financial year 2015/16, and the financial projection in respect of the financial years 2016/17 and 2017/18.

CAPITAL PROGRAMME – Resolved to Recommend to Council:-

- (a) That the Capital Programme for 2014/15 to 2017/18 as set out in **Appendix E** to these Minutes be approved.

- (b) That the use of any unapplied capital receipts at the year end be used to repay part of the £3m Prudential Borrowing undertaken to progress the Mill Lane, Wingerworth Regeneration Scheme.
- (c) That the Council's Asset Management Group be requested to identify suitable assets for disposal in order to fund the Council's Capital Programme, to reduce revenue costs and support the wider regeneration of the District.

Reasons for Decisions:-

The report presented a budget for consideration by Cabinet and approval by Council, it set out budgets in respect of the General Fund, Housing Revenue Account and Capital Programme, which are fully funded within the year and which complied with the Council's legal obligation to agree a balanced budget.

(Executive Director – Operations)

612 North East Derbyshire Health and Well Being Approach

Cabinet considered Report No LR/03/15/SL of Councillor L Robinson. The purpose of the report was to:-

- Review the North East Derbyshire Health and Well Being Strategy, and agreed that it be combined with the Derbyshire County Council Locality Public Health Plan.
- Consider the objectives, structure and operation of the "Healthy North East Derbyshire" and the intended North East Derbyshire Health and Well Being Partnership to be supported by the Council.
- Consider the submission of an application to become an associate member of the Healthy Communities as part of the UK Healthy Cities Network.

The report covered the following areas:-

Health and Well Being Strategy

The Council's Health and Well Being Strategy 2011 to 2014 was due to be refreshed to ensure it continued to support the Corporate Plan, was reflective of the health issues and the local strategic priorities within the District.

As part of the refresh process it was proposed that the Council's Strategy includes the Locality Public Health Plan. In terms of the Locality Public Health Plan, it was proposed that the Council's Partnership Team monitor the projects commissioned in partnership with Derbyshire County Council Public Health staff or other appropriate partners.

Healthy North East Derbyshire Partnership

Cabinet was advised that a robust partnership arrangement was required in order to be able to deliver successfully an area wide Health and Well Being Strategy, which incorporated the Locality Public Health Plan. The aim of the Partnership was

“improve the health and wellbeing of people living in North East Derbyshire District”.
The functions of the Partnership would be:-

- Provide Derbyshire County Council Public Health with a framework to better engage with partners in the District on how to target, develop and deliver their Locality Public Health Plan.
- Provide other partners, including the Council, with a framework to engage with partners in the District and how to target, develop and deliver their particular health plans/priorities.

It was proposed that Derbyshire County Council Public Health Team service and chair meetings of the Healthy North East Derbyshire Partnership, with the Council’s Partnership Team focusing on the contracting, monitoring, performance management and partnership development responsibilities. Following discussions with Derbyshire County Council, it was proposed that a Community Development worker be located within the Council’s Partnership Team to support the delivery of the Health and Well Being Strategy.

Healthy Communities

Healthy Cities was part of the UK Healthy Cities Network, which was designed to engage local authorities and their partners in health development. The UK Healthy Cities Network Phase VI 2014/18 had the following four priorities for policy action.

- Investing in health through a life course and empowering people.
- Tackling the European Region’s major health challenges of infectious and non-communicable diseases.
- Strengthening people centred systems and public health capacity and emergency preparedness and surveillance; and
- Creating resilient communities and supportive environments.

An inter-authority agreement with Derbyshire County Council would be put in place regarding the management of the Locality Public Health Plan monies to minimise the risk to the District Council. Cabinet requested that its thanks be recorded to the author of the report, Mr Steve Lee, for a comprehensive document.

The human resource implications of the proposals were detailed at paragraphs 5.3.1 to 5.3.3 of the report.

RESOLVED – That Cabinet:-

- (1) Approves the development of a new Health and Wellbeing Strategy which underpins both the Council’s corporate approach to addressing health issues and includes the partnership Locality Public Health Plan for the District.
- (2) Approves that the management of the Locality Public Health Plan monies for North East Derbyshire in partnership with Derbyshire County Council, be the responsibility of the Council’s Partnership Team.
- (3) Approves support for the establishment of a Healthy North East Derbyshire Partnership for the District.

- (4) Requests that the Chief Executive uses his delegated authority, following consultation with the Portfolio Member for Community Safety and Health (including Anti-Social Behaviour and Health), to approve the principle to employ a dedicated North East Derbyshire Community Development worker for Healthy Communities, subject to full job evaluation and Derbyshire County Council funding the position.
- (5) Approves the submission of a North East Derbyshire Healthy Communities application on behalf of both the Authority and local partners.

Reasons for Decisions:-

The reasons for the decisions were:-

- (1) It is important that the Council continues to show and monitor its commitment to the health of its residents, visitors and workers by having a fit for purpose Health and Wellbeing Strategy which complements the Corporate Plan and reflects local health issues, strategic priorities and local delivery mechanisms. This can be embedded further by including the Locality Public Health Plan for the District.
- (2) Managing the Locality Public Health Plan monies for North East Derbyshire through the Partnership Team will provide the Council with greater influence in how and where the funding is allocated to achieve the Health and Wellbeing Strategy aims.
- (3) Establishing a Healthy North East Derbyshire Partnership for the District will provide a more co-ordinated framework for delivering the Health and Wellbeing Strategy between various partner agencies working to address shared priorities.
- (4) Hosting a dedicated North East Derbyshire Community Development worker would provide the Council will greater influence on the focus of their work to address local health inequalities within the District. This would be subject to Derbyshire County Council funding the role.
- (5) Becoming a member of Healthy Communities, part of the UK Healthy Cities Network, will give the Council and its partner's access to information, support and best practice and enhance the positive impact made against health inequalities.

(Chief Executive/
Strategic Partnership Co-ordinator)

613 Urgent Business (Public Session)

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

614 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].

615 Medium Term Financial Plan

Cabinet considered Report No PRK/09/15/BM of Councillor P R Kerry. The purpose of the report was to:-

- Request approval of revised opening hours in respect of the Sharley Park Leisure Centre, Clay Cross.
- To request that the Chief Executive use his delegated authority to increase the staffing establishment for the Customer Services Team for a six month period to reflect increased staffing level requirements in respect of the Council's move from Saltergate to its new offices at Mill Lane, Wingerworth.
- Agree further proposals in respect of interim loan funding to facilitate the sale of houses built under the Lifetime Homes Scheme.

Sharley Park Leisure Centre

Proposals in respect of increasing the opening hours at the Sharley Park Leisure Centre, Clay Cross, and the financial implications for the Council were detailed at paragraphs 1.1 to 1.2 of the report.

Customer Services

The Council would commence the process of relocation to its new offices in Mill Lane, Wingerworth, with effect from March 2015. In staffing terms the key issue for Cabinet's consideration was that Customer Services who manage the Contact Centre will be required to operate an additional public contact point at Mill Lane, Wingerworth from mid April 2015.

It was proposed that a temporary Customer Services Advisor be appointed for a period of six months, together with a temporary Customer Services Co-ordinator, for a period of three months to assist during the relocation process.

It was proposed that the Chief Executive be requested to utilise his delegated authority in respect of approving the relevant staffing arrangements. The details of the proposals in respect of Customer Services were set out at paragraphs 1.3 to 1.4 of the report.

Lifetime Homes

At its last meeting, Cabinet had agreed a loan of up to £30,000 to facilitate the completion of the two properties built as part of the Groundwork Creswell work on the Lifetime Homes Scheme. It was now proposed that a loan be provided to Cresta, a subsidiary of Groundwork Creswell, of up to £15,000 to enable a property to be completed in order to facilitate its sale. Details in respect of the loan and the reasons for it were detailed at paragraphs 1.5 to 1.6 of the report. It was confirmed

that the Council's Legal Department would work to ensure that appropriate contractual arrangements were in place to protect the Council's interests on this matter.

The proposals within the report were designed to secure more efficient and effective Council services and to provide improvements for customers with no detrimental effect to other service users or employees. The costs associated with the proposals in the report would be met from within existing approved budgets.

The options for Cabinet's consideration were detailed at paragraphs 1.1 to 5.3.1 of the report. The alternative options considered and rejected were detailed throughout the report.

RESOLVED – That Cabinet:

- (1) Agrees to increase the opening hours at Sharley Park Leisure Centre, Clay Cross, with the Centre opening at 7.00 am on weekdays, on the basis that the additional costs will generate an enhanced level of income to the Council.
- (2) Requests that the Chief Executive exercise his delegated authority to agree any changes in respect of the Council's Customer Services staffing establishment as outlined in the report that are necessary during the period of transition to Mill Lane, Wingerworth.
- (3) Grants delegated authority to the Executive Director – Operations following consultation with the Portfolio Member for Economy, Finance and Regeneration to agree a loan to Cresta (part of Groundwork Creswell) of up to £15,000 in order to fund the completion of one of the homes under the Lifetime Home Scheme in order to assist in securing a sale.

Reason for Decisions:-

The decisions arising from the approval of the report will help to progress a number of key Council projects to improve the service that the Council offers to local residents.

(Executive Director – Operations/
Chief Executive)

Councillor P Williams, having declared an other interest which was significant in the above item, left the meeting and did not participate in the discussion or voting on the matter.

616 Urgent Business (Private Session)

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

Appendix A

HOUSING AND ECONOMIC DEVELOPMENT STRATEGY 2015-2020

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NORTH EAST DERBYSHIRE HOUSING AND ECONOMIC DEVELOPMENT STRATEGY 2015-2020

JOINT FOREWORD - Councillor Hill and Councillor Kerry

Welcome to North East Derbyshire District Council's first joint Housing and Economic Development Strategy which outlines the council's priorities for achieving economic development locally and securing a choice and access to a range of good quality housing for its residents.

The Strategy has been written at a time when the Government is encouraging Local Enterprise Partnerships to recognise the key contribution that housing makes to the Economic Growth agenda and as such this council recognises and is prioritising the need for a joint approach to economic development and housing delivery locally.

This strategy provides a vision for the district as to how we will work with partners both in the statutory, business and voluntary and community sectors to develop and deliver more jobs and training opportunities, enable and encourage the development of new and existing businesses , develop skills and deliver appropriate housing choices.

Insert Cllr Hill and Cllr Kerry pictures and signature

EXECUTIVE SUMMARY

1. Introduction

The Council's Housing and Economic Development Strategy 2015-2020 is driven by a number of key Government agendas which impact on our residents and communities locally and the need to encourage economic growth including through developing existing and new business, creation of new job and training opportunities and housing growth including more affordable and appropriate housing to meet current and future housing needs and demands.

North East Derbyshire District Council and Bolsover District Council produced their joint 5 year Growth Strategy which has identified the following strategic priorities:

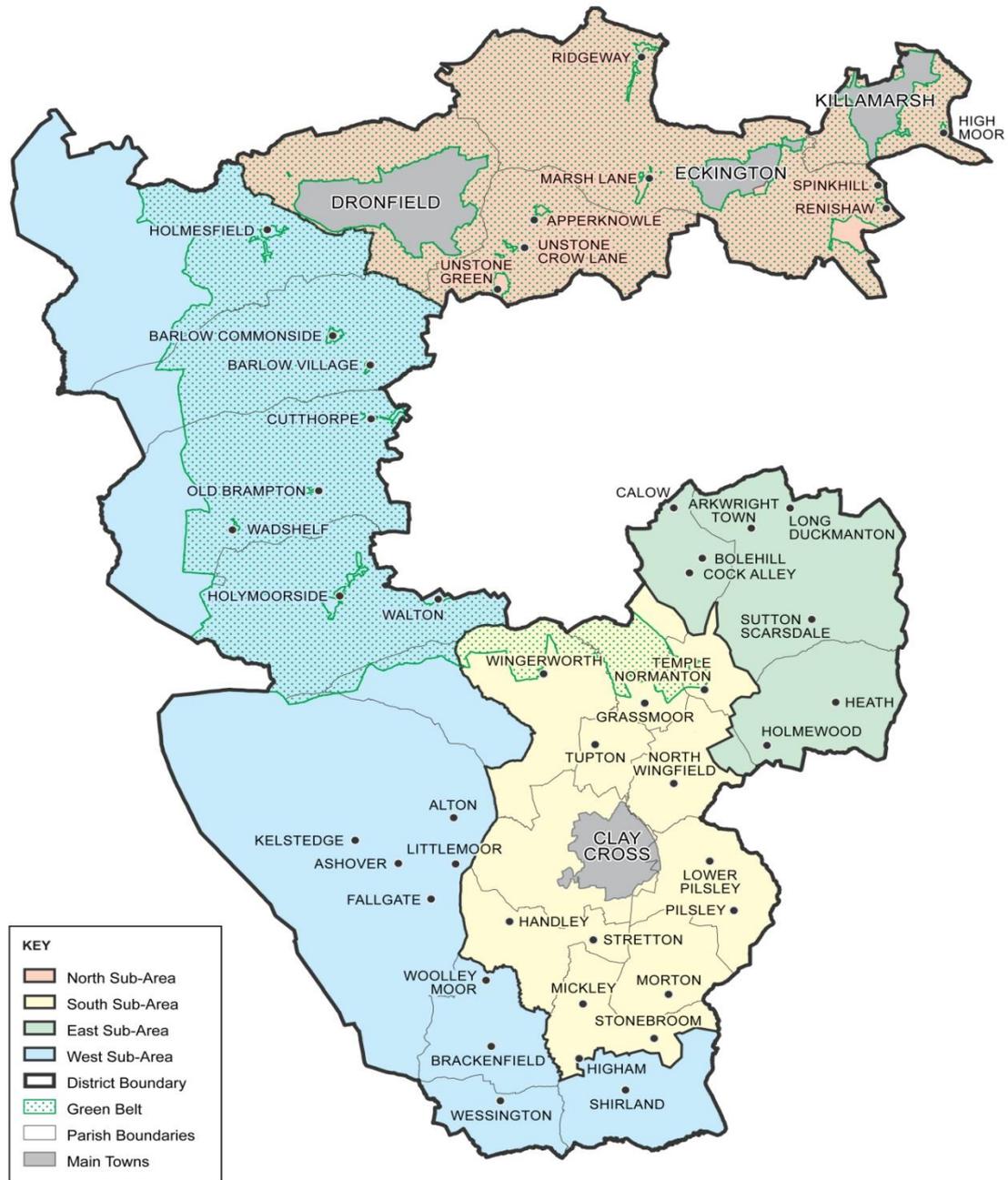
- Supporting Enterprise: Maintaining and Growing the business base
- Enabling Housing Growth: Increasing the supply, quality and range of housing to meet the needs of a growing population and support economic growth
- Unlocking Development Potential: Unlocking the capacity of major employment sites

The Housing and Economic Development Strategy is one of the key delivery frameworks along with the emerging Local Plan in achieving those aims. In order to do so it has some key challenges to face, but also some key opportunities to take advantage of.

In addition to creating a strategic framework for meeting the housing and economic development needs of the district the strategy also seeks to provide some spatial priorities and targets based around the following transformational areas identified within the emerging Local Plan:

- North
- South
- East
- West

North East Derbyshire Transformational Sub Area Map



The key strategic objectives have been identified through a process of consultation with key stakeholders, analysis of key data relating to the district and national and regional policy, which have highlighted key issues and risk for the district. This

Strategy identifies how we will address these issues to deliver employment, training, jobs and decent housing which meet local needs. Highlighted are some of the key challenges and opportunities affecting the district:

Key Challenges facing North East Derbyshire

- Continued impact of Welfare Reform on the local economy, household debt and access to affordable housing
- 937 council tenants are affected by the under occupation charge (April 2014)
- Over 90% of applicants on Choice Move waiting list requiring 1 or 2 bed properties (April 2014)
- Only 54% of the Council's housing stock is 1 or 2 bedrooms
- Shortage of smaller market housing for older people to downsize into
- An ageing population
- Shortage of wheelchair accessible homes across tenure
- 25.7% of all households have a recognised support need, of these 42.3% are living in unsuitable accommodation
- Reductions in funding for housing related support
- 482 additional affordable homes required to meet identified need annually (Strategic Housing Market Assessment 2013)
- 492 recorded empty properties (October 2014)

Key Opportunities for North East Derbyshire

- The district is situated on the edge of the Peak district, a key tourist destination
- The number of key funding opportunities ranging from the Strategic Economic Plans for the Local Enterprise Partnership (LEPs) to DCLG's Single Homelessness funding
- Joint working opportunities including closer links with health and other key strategic partnerships
- The development of the Avenue in the south (which is the Homes and Communities Agency's (HCA)'s single largest regeneration scheme), the former Biwater Site, Coalite Site and Callywhite Lane
- New innovative ways of enabling growth in partnership with the LEPs including Joint Investment Funds, Growth Hubs and Housing Zones
- Excellent road links and funding for infrastructure

- The district contains wards where more than 1/3 of the population have no qualifications
- Unemployment levels in young people are higher than the entire working age population,
- Geographical pockets of low educational achievement
- Lack of in depth support and advice services for new businesses.
- 21% of our residents are suffering from fuel poverty
- Lack of public realm funding for market towns
- Majority of residents are in highly skilled occupations work outside of the district.

around the M1

- Our ALMO Rykneld Homes has recently obtained Registered Provider status which allows them to build new affordable and social housing
- Evidence that new start up businesses are more resilient than the national trend
- Sheffield City Region Ambition Project due to be launched 2015 to assist young people into employment and training
- A large number of micro - enterprises in the district to create a more diverse and adaptable economy
- The Housing and Health agenda is realising more prominence on the Health and Well Being Board paving the way for more joint working and potential funding opportunities.

The Strategy will ensure that the limited resources of the Council and its partners, as well as potential funding opportunities, are targeted effectively and in a coordinated way to face local challenges and deliver against the key strategic objectives highlighted.

The Council will deliver the following key strategic objectives to address the key issues identified:

Objective 1: Supporting enterprise: maintaining and growing the business base

Objective 2: Maximising employment, skills and training opportunities

- Objective 3: Unlocking the potential of major employment and housing sites
- Objective 4: Town Centres: realise the vitality and viability of town centres
- Objective 5: Supporting the rural economy , including tourism
- Objective 6: Maximising affordable housing to rent and buy through new build and making best use of existing stock
- Objective 7: Enable people to live in and sustain healthy homes
- Objective 8: Prevent and reduce homelessness.

2. Shaping the Strategy

Housing and economic growth is a key priority for the Council, its partners and its residents. It affects people's health and well being, their life opportunities and their living standards. Engaging a wide range of residents, businesses and partner agencies has therefore been essential in shaping this document.

Consultation

The Council carried out a comprehensive period of consultation on the identified key strategic objectives and key areas of work. This consultation was carried out during the period 26th November 2014 to 13th January 2015. This was done through a variety of channels including an online survey for residents and businesses and a series of stakeholder events for elected members, the Council's officers and partner agencies.

Evidence Base

The Strategy is based on a robust evidence base including data gathered from key documents such as:

- The North Derbyshire and Bassetlaw Strategic Housing Market Assessment 2013
- The 2012 North East Derbyshire Housing Needs, Market and Affordability Study
- Variety of data sources such as ONS, Census, Housing Register, Hometrack, Nomis and statutory Government returns such as P1ES

Achievements Over The Last 5 years

The current North Derbyshire Economic Development Strategy and the Council's Housing Strategy expire in April 2015. During the life of those documents the following key achievements included:

Economic Development	Housing
<ul style="list-style-type: none"> Procurement of funding for Ambition Project to enable young people to achieve employment, skills and training 	<ul style="list-style-type: none"> Delivery of 79 new affordable units (2012-2014)
<ul style="list-style-type: none"> Eckington and Clay Cross Town Centre Development Framework adopted 	<ul style="list-style-type: none"> Proactive work to minimise effects of welfare reforms, resulting in 37 council tenants assisted to move into smaller accommodation and the number of council tenants affected by the single occupancy rate falling from 1068 in April 2013 to 937 in April 2014
<ul style="list-style-type: none"> Enhanced public realm initiatives enabled in Eckington 	<ul style="list-style-type: none"> Completion of 2 bungalows built to Lifetime Homes Standard in partnership with Groundwork Creswell, Ashfield and Mansfield
<ul style="list-style-type: none"> Eckington Town Team established 	<ul style="list-style-type: none"> Joint work with Groundwork Creswell, Ashfield and Mansfield and Action Housing to bring empty properties back into use resulting in an additional 10 affordable housing units
<ul style="list-style-type: none"> Significant progress made on The Avenue site including adoption of the Avenue Area Strategic Framework 	<ul style="list-style-type: none"> Following successful bid to DCLG single homelessness funding - commissioning of Private Rented Access Scheme
<ul style="list-style-type: none"> Key Account Manager Initiative launched with major employers in the District 	<ul style="list-style-type: none"> Rykneld Homes - number of Decent Homes delivered
<ul style="list-style-type: none"> Redevelopment of the former Biwater site underway 	<ul style="list-style-type: none"> Appointment of Developer for first phase of housing on The Avenue site
<ul style="list-style-type: none"> Building for Life 12 adopted to provide framework for improvements in design quality locally 	<ul style="list-style-type: none"> Rykneld Homes' programme to refurbish existing Tarran Bungalows is well underway and due for completion in 2015
<ul style="list-style-type: none"> Since 2012, 444 residents supported into employment through the Working Communities Project 	<ul style="list-style-type: none"> 374 households prevented from becoming homeless in 2012 - 2014 (P1E returns)
<ul style="list-style-type: none"> Since 2012, 1195 residents have been supported with skills 	<ul style="list-style-type: none"> Affordable warmth initiatives have included 48 council properties

development through the Working Communities Project	being clad under the Energy Company Obligation Scheme and connected 120 residents to mains gas within the district
<ul style="list-style-type: none"> • Since 2012 , 4 successful sector based work academies to support people with skills development and employability skills resulting in 205 residents securing employment 	<ul style="list-style-type: none"> • Joint Empty Properties Officer recruited for the Council and its Strategic Partner Bolsover District Council
<ul style="list-style-type: none"> • Through stipulating employment conditions 15 apprenticeships have been created and filled by local young people 	<ul style="list-style-type: none"> • Successful bid to DCLG for the Ambition Housing Project in North Derbyshire for 2015 -2017 to link with employment initiatives

3. National, Sub Regional and Local Policy Context

The development of the key priorities and action plan have been shaped and influenced by national policy and initiatives. Many of which bring with them additional resources in the form of funding, expertise, best practice and support from central Government and other key funders, such as the Homes and Communities Agency (HCA) and the Sheffield City Region (SCR) Local Enterprise Partnership (LEP) and D2N2 LEP, which covers Derbyshire and Nottinghamshire.

National

The key driving policies and strategies at a national level are:

Department for Business Innovation and Skills (BIS) - The Plan for Growth - March 2011

The Plan for Growth (<https://www.gov.uk/government/publications/plan-for-growth-5>) was in response to a decade of contraction in the UK economy and a reduction in its competitiveness. The document identifies four overarching ambitions.

Overarching ambitions:

- To create the most competitive tax system in the G20;
- To make the UK one of the best places in Europe to start, finance and grow a business;
- To encourage investment and exports as a route to a more balanced economy; and
- To create a more educated workforce that is the most flexible in Europe

Government's Response to the Heseltine Review - March 2013

Following a commission by the Prime Minister, Lord Heseltine presented his report *No Stone Unturned* (<https://www.gov.uk/government/publications/no-stone-untuned-in-pursuit-of-growth>) to the Government on 31 October 2012. The Government agreed to implement 81 of the recommendations.

The core proposition of the report being a decentralised approach that empowers Local Enterprise Partnerships (LEPs) to drive forward growth in their areas.

Some of the key actions include:

- Creation of a Single Local Growth Fund, allocated via LEPs;
- LEPs to develop strategic multi-year plans for local growth;
- Reforming the planning system to reduce costs and bring speed and certainty to businesses;
- Addressing under-investment in the UK's infrastructure while providing investment opportunities to the private sector;
- Creating a Business Bank to help address structural gaps in the supply of long-term patient capital to small and medium sized enterprises (SMEs);
- Enhancing the global competitiveness of UK supply chain;
- Forging closer links between employers and education providers.

National Planning Policy Framework (NPPF)

The NPPF (<https://www.gov.uk/government/publications/national-planning-policy-framework--2>) was created in 2012 and set out the Government's planning policies for England with the main purpose to ensure that planning contributes to achieving sustainable development. The policy identifies the following three key factors necessary to achieve sustainable development:

- **An economic role** - by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth and innovation; and by identifying and coordinating development requirements, including the provision of infrastructure;
- **A social role** - supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality built environment, with accessible local services that reflect the community's needs and supports its health, social and cultural well-being;
- **An environmental role** - contributing to protecting and enhancing our natural, built and historic environment and, as part of this, helping to improve biodiversity, use natural resources prudently, minimise waste and

pollution, and mitigate and adapt to climate change including moving to a low carbon economy.

Housing in rural areas should be located where it will enhance or maintain the vitality of those communities.

Planning Policy for Traveller Sites came into effect at the same time as the NPPF. Local Authorities will make their own assessment of need for Gypsies and Travellers and meet this need through the identification of sites. The Derbyshire Gypsy and Traveller Accommodation Assessment is currently being developed at a county level.

Laying the Foundations: A Housing Strategy for England 2011

The Government's housing strategy 'Laying the Foundations: A Housing Strategy for England' (<https://www.gov.uk/government/publications/laying-the-foundations-a-housing-strategy-for-england--2>) was published in 2011. The aim was to help drive local economies and create jobs by unblocking the housing market and stimulating house building.

The main objectives are:

- Increasing supply leading to more homes and stable growth
- Reform of social and affordable housing
- Recognition of the increasing role of the Private Rented Sector
- Bringing forward Empty Homes
- Measures to support vulnerable groups
- Quality, sustainability and design

In recent years there has been a number of further announcements from the government aimed at bringing forward housing sites through repayable loans; the Help to Buy schemes to assist first time buyers and other house purchasers to purchase a home whilst mortgage finance is difficult to obtain without a large deposit; and the promotion of Custom and Self Build.

Localism Act 2011

The Localism Act 2011 introduced a number of significant reforms which impacted significantly on the way we as a council work with partners to deliver housing.

Changes to policy include:

- Housing Revenue Account (HRA) Reforms
- Introduction of the affordable rent model
- Greater flexibility in how local authorities and social housing providers allocate their properties and the ability to discharge homelessness duty

into the private rented sector

- Increased right to buy discounts for social tenants
- Introduction of the New Homes Bonus (NHB)
- Welfare Reforms
- Introduction of greater powers for parish and town councils to produce their own Neighbourhood Plans.

These key policy changes were significant in the development of the Council's 2012-15 Housing Strategy. For example the Council and its ALMO, and strategic housing partner, Rykneld Homes (RH) carried out a comprehensive 12 month review of its Choice Based Lettings and Allocations Policy together with extensive monitoring of the impact of welfare reforms on access to housing locally and the impact of the single room subsidy on the ability to downsize and rent arrears. The council has also taken advantage of the HRA reforms and the rent collected from tenants is now retained by the Council to enable its ALMO, RH to further develop the housing service and through achieving Registered Provider status develop additional social housing stock to meet identified needs.

The maximisation of New Homes Bonus (NHB) is a key priority for the Council as part of its current growth agenda and aspiration to increase housing growth, including affordable housing. The Council has set a target to increase NHB payment by £950,000 by 2020. This will be as a result of new housing units developed for both sale and rent, including affordable housing and also by reducing the number of empty properties in the district.

Sub Regional

North East Derbyshire sits within both the Sheffield City Region Local Enterprise Partnership (LEP) and the D2N2 LEP.

The SCR LEP includes the four South Yorkshire Authorities, Derbyshire Dales District Council and the four Authorities which make up the North Derbyshire Housing Market Area (HMA) North East Derbyshire, Bolsover, Chesterfield and Bassetlaw.

Sheffield City Region (SCR) Local Enterprise Partnership



SCR Strategic Economic Plan - A Focused 10 Year Plan for Private Sector Growth 2015-2025 - March 2014

This plan was written by SCR in response to the Government's request for LEPs to submit plans for growth for their areas. In this plan, SCR set out the issues facing the area, how they are going to tackle those issues, and also what they felt they needed from the Government in order to be able to achieve that.

The plan set out a number of key achievements that SCR felt needed to be met in order to narrow the gap between the region and other parts of the country.

SCR key achievements needed:

- Creating 70,000 additional jobs;
- Creating/attracting an additional 6,000 businesses;
- Creating an additional 30,000 highly skilled occupations;
- An increase in Gross Value Added (GVA) for the area of £3billion.

By meeting these achievements, it was felt that the benefit to the UK would be felt through higher levels of productivity, innovation and exports in key sectors such as digital technologies, engineering, manufacturing and low carbon. The benefits would also come in the form of a reduced cost of the SCR on public finances, by addressing unemployment.

The plan also sets out how SCR will meet the achievements.

The implementation plan to meet the achievements include:

- Creation of a Growth Hub -one-stop shop for business advice and support ;
- Through the Growth Hub, the creation of ‘Growth Deals’ to businesses with the greatest potential to grow;
- Attracting more businesses to the area, through the creation of a strong promotional strategy for the area and creating a team to procure significant foreign direct investment focused on the region’s sector specialism’s;
- Encouraging businesses to export more, through the creation of an ‘Export Challenge’ project;
- Improving skills in the region through the creation of a Single Skills Fund, a ‘Progress to Work’ programme for young people and diverting resources to education to ensure young people get help into work through the curriculum;
- Improving infrastructure through the Infrastructure Investment Programme (SCRIF), ensuring that the benefits of High Speed Rail (HS2) in the area are maximised and the creation of a housing development strategy for the region.

In order to be able to implement these changes, the Growth Plan had a number of “asks” of Government, including:

- The devolution of skills funding for the region to SCR;
- £12million per annum for Business Support, plus a further £2.7million for set-up costs for the programmes;
- £40million for 2015/16 to develop local connectivity schemes for the HS2 development and to bring forward priority infrastructure and transport schemes. Also required a commitment of further funding post 2016.
- A ring fenced allocation of up to £50m in loan and equity funding from existing HCA resources to achieve accelerated housing delivery over the next 2 years

The UK's Most Inspirational Postcode: D2N2's Strategic Economic Plan

In their SEP submission to Government D2N2 set out a number of targets that D2N2 felt needed to be met in order to narrow the gap between the region and other parts of the country. These were:

Key achievements that D2N2 felt was needed:

- Deliver 55,000 new jobs in the private sector;
- Accelerate the delivery of 77,000 new homes;
- Deliver a step change in skills outcomes;
- Increase business base;
- Share the benefits of growth across all communities.

In order to drive forward delivery, the plan targets four key areas:

- Innovation-led economic growth
- Accelerating commercial and residential development;
- A D2N2 Skills Deal;
- HS2 and East Midlands connectivity.

Within each of these key areas, D2N2 made a number of requests of Government and also had a number of priority actions. These include:

- **Innovation-led economic growth** - the creation of a Business Growth Fund to help support SMEs and inward investors in key sectors to accelerate growth.
- **Accelerating commercial and residential development** - support in bringing forward and improving a number of key sites across the area, including Markham Vale Enterprise Zone. Priority actions included a Large Sites programme with the HCA and improving superfast broadband connectivity across the area.
- **A D2N2 Skills Deal** - requested the creation and improvement of a number of education centres throughout the area, including a centre for higher levels skills in Chesterfield. Priority actions include setting up Sector Consultative Task Groups, and encouraging the take up of Apprenticeships through an Apprenticeship Hub.
- **HS2 and East Midlands Connectivity** - creation of a HS2 College in Derby. Priority actions include creating a taskforce to fully capture the benefits of HS2, and improvements to connectivity to ensure HS2 can be taken up by a large number of people.

Derbyshire Combined Authority - to update following consultation in New Year Derbyshire Economic Strategy Statement (DESS)

In 2014 Derbyshire Economic Partnership (DEP) published the DESS which brings together the ambitions and growth objectives of all the Derbyshire local Authorities and private and third sector partners.

The DESS has the following vision:

“supporting economic growth in tomorrow’s Derbyshire: preserving what makes the County special and promoting activity that is inclusive to all regardless of geography or economic disadvantage”

The DESS has 3 strategic themes:

- Boosting Investment and Place Making
- Fostering Enterprise and Business Growth
- Creating the Workforce to Support Growth

A copy of the report can be found at

<http://www.derbyshireeconomicpartnership.org.uk/derbyshire-economic-partnership/derbyshire-economic-strategy-statement/>

North Derbyshire and Bassetlaw Housing Market Area Assessment (HMA)

North East Derbyshire is part of the North Derbyshire and Bassetlaw HMA, together with neighbouring authorities Chesterfield, Bolsover and Bassetlaw. Collaborative working has taken place over the years, most recently on a jointly commissioned 2013 Strategic Housing Market Assessment (SHMA) (<http://www.ne-derbyshire.gov.uk/housing/strategic-housing-service/housing-consultation/strategic-housing-market-assessment/>). The SHMA considers future housing need to 2031 and the data and evidence gathered has shaped the priorities and targets outlined within this Strategy and the Council’s Growth Strategy and Corporate Plan and its emerging Local Plan.

Derbyshire Partnerships

The Council works closely with its 7 Derbyshire district and borough council partners and Derbyshire County Council (DCC) to deliver its housing and economic functions. This includes close work with (DCC) on a number of key areas of work including;

- Delivery of housing related support and adaptations with DCC’s Adult Social Care Team
- Transport and Infrastructure (through its Regeneration Team)

In addition to work with DCC the Council is an active participant in a number of county forums, often working collaboratively to draw down funding in areas such as housing and health, affordable warmth, housing related support and economic development.

The Local Policy Context

North East Derbyshire Corporate Plan

The Council is currently developing its new Corporate Plan which will be published in the Summer of 2015.

The existing Corporate Plan, *Shaping the Future* which (2011 to 2015/16) sets out the council's priorities and strategic objectives. These include strategic objectives to *Increase Housing Choice* and *Create jobs, build skills, attract investment*.

North East Derbyshire and Bolsover Growth Strategy and Action Plan

The Growth Strategy for Bolsover and North East Derbyshire sets out our growth ambition, priorities and the approach the Councils will take to enable the growth of the local economy. The Growth Strategy aligns with the growth plans of the SCR and D2N2 LEPs. This Housing and Economic Development Strategy will be a key delivery mechanism for the following three strategic priorities identified within the Growth Strategy

- Supporting Enterprise
- Enabling Housing Growth
- Unblocking Development Potential

Local Plan

The current Local Plan was adopted in 2005 and covered the period up until 2011. The new Local Plan is currently being prepared in accordance with the NPPF. Policies relating to affordable housing and economic growth will be included in the Local Plan.

Local Plan Objectives relating to housing and economic growth:

- Growing the local economy to create stability and prosperity, regenerating the most deprived areas, and sharing in the economic benefits of regeneration and sustainable growth in the wider Sheffield City Region and D2N2 area; encouraging rural diversification that recognises the District's tourism assets
- Providing new housing with a range of housing types and tenures, local employment opportunities and accessible services to meet needs;
- Requiring high quality design in new development which addresses climate change, creates a sense of place and improves the local quality of life, and reduces the potential for crime and anti social behaviour;

North East Derbyshire District Council's Homelessness Strategy 2012-14

The Strategy was designed to be a short term strategy as at the time of writing there was uncertainty about the impact of welfare reforms on homelessness and access to affordable accommodation.

The key strategic priorities identified within the strategy are:

- Prevent homelessness by maximising available accommodation across all sectors
- Prevent homelessness by improving support services for those at risk of homelessness
- Improve services and availability of accommodation for homeless households

A North Derbyshire Homelessness Prevention Strategy is currently under development which will reflect the need to adopt homelessness strategies and initiatives at a sub regional basis.

The Strategy will also outline a sub regional response to the proposed cuts to Derbyshire County Council's housing related support budget (formerly supporting people) which will result in a marked reduction in support for vulnerable households including people affected by domestic abuse, young vulnerable people, older people, learning disabilities and mental health.

Sustainable Community Strategy for Chesterfield and North East Derbyshire (2009 - 2026)

The Sustainable Community Strategy was produced by the Local Strategic Partnership CHART which covered both North East Derbyshire and Chesterfield. Although CHART no longer exists the Strategy is still being driven through various other forums and council departments. The following Strategic priorities are reflected within this Housing and Economic Development Strategy:

- Tackling Fuel Poverty
- Increasing Access to Household Support Services
- Tackling Work
- Worklessness
- Stimulating Economic Activity

HRA Business Plan RS to insert

4. District Profile

The district of North East Derbyshire has a variety of distinctive communities and both rural and urban areas contributing to the diverse range of landscapes and economies. The district lies at the north of Derbyshire and the East Midlands region with the borough of Chesterfield sitting in the centre of the district. Although Chesterfield is an important service centre for the district, the south tends to also look towards Derby and Nottingham for employment and service provision and the

north towards Sheffield. Hence the need to forge close links with both the D2N2 and Sheffield City Region LEPS.

This chapter provides an overview of some of the key socio economic data for the district highlighting some of the key challenges and opportunities. More detailed data can be found at appendix 1 relating to a range of socio economic areas including age, employment, businesses and housing.

Overview of the Socio Economic Profile for the District

The district has a population of approximately **99,300** and is growing although at a slower rate than the national average. The number of residents who are aged 65 plus, however, is increasing at a much faster rate of growth than the national average with the number of residents of working age (16-64) falling. (See appendix 1, figure 2).

Employment - the majority of North East Derbyshire (NED) residents in employment, (50.1%) are in the most highly skilled occupations, this figure is higher than the national average. However, the average earnings of NED residents (£486.20 gross per week in 2012) is much higher than the average earnings of jobs based in NED (£448.60 gross per week in 2012), meaning that most of the residents in highly skilled occupations work outside the district. Appendix 1, figure 3 demonstrates that a third of residents are employed in public administration, education and health, with only 4% being in construction.

Qualifications - although there has been an increase in qualifications across the district, the increase has been at a slower rate than the national average, leaving the district in danger of falling behind with some wards having around a third of its residents with no qualifications.

Unemployment - the district has a lower unemployment rate for its working age population than the national average, which has historically been the case. Unemployment levels, however, in **young people (16-24)** are higher than those for the entire working age population, but are still generally in line with the national average. Finally, when examining Key Out of Work Benefits (e.g. JSA, ESA, Lone Parents etc), it can be seen that NED has a lower claimant rate than the national average, and that the rate has been falling. Appendix 1, figure 4 provides an overview of the JSA claimant rate by age group in comparison with the national average.

Access to Broadband - as a mainly rural district it inevitably suffers from a relatively poor broadband infrastructure. In order to be able to compete with businesses located elsewhere, many businesses now require access to not only broadband, but 'superfast' broadband.

In recognition of these issues, and the fact that broadband coverage is key to economic growth, DCC has been allocated £7.39million of funding to improve broadband coverage in those areas where the market will not provide a solution. The aim of the project is that every area in Derbyshire will have access to broadband of speeds up to 2mbps, and that 90% of the county will have access to 'superfast' broadband by 2017.

Travel to Work Patterns - figures shows that 39,672 residents of North East Derbyshire are of working age, and of these 32.8% work in the district, the remainder mostly commute to other areas within the two LEP's (D2N2 and SCR) with the majority commuting to Sheffield and Chesterfield. (Source; SHMA 2013) Figures also show that the district is a net exporter of labour, with a net flow of - 17,177 working age commuters. This is the largest outflow of labour in Derbyshire (Source: Derbyshire Local Economic Assessment 2014, page 19).

The table below provides an overview of the patterns of travel to work for the working population of North East Derbyshire both within the district and to key urban areas. Appendix1, figure 5 provides a more detail analysis of travel to work across Derbyshire and the East Midlands as a whole and demonstrates that the majority of residents travel to Sheffield and Chesterfield, as opposed to cities in the South such as Nottingham.

Source: UK Travel to Work Areas, SHMA 2013

NED Residents Location of Employment		
Location of Employment	Number	%
North East Derbyshire	12,997	32.8
Chesterfield	6,050	15.3
Bolsover	1,034	2.6
Bassetlaw	289	0.7
Derbyshire Dales	1,220	3.1
Amber Valley	1,206	3.0
Elsewhere in Derbyshire	1,525	3.8
Sheffield	9,122	23.0

Transport Links

Road - access to a good road network is vital for an economy to thrive. A large proportion of people drive to work, and the majority of freight in the UK is delivered via roads.

Access to the M1 motorway is relatively easy from the district, with junctions 28, 29, 29a and 30 all located close by in the district of Bolsover.

From the district, over 90% of the UK population can be reached within a 4 hour drive. Edinburgh is 4.5 hours away, while London is only 2 hours 50 minutes away.

As the 'spine' of the country's road network, the M1 provides links to many key cities, as well as to other access routes (e.g. ports, rail, airports etc) and, through them, access to northern Europe. This means that businesses, particularly those in the Warehouse and Distribution sector, view this part of the country as a prime location.

With regards freight transport by road, Sutton-in-Ashfield International Freight Terminal is located approximately 12 miles away and provides inland customs and excise clearance on goods from overseas. Nottingham East Midland Airport also offers full customs clearance facilities for surface freight.

Rail - access to rail services are as follows;

Freight Services - Doncaster International Railport is approximately 27 miles away, near junction 3 of the M18. It uses inter-modal transport which allows long freight hauls by rail and shorter road journeys for speedy delivery times into Europe. In 2008, its throughput was 37,000 containers a year.

Passenger Services - Chesterfield is the main line station, providing frequent direct links to key cities across the country. Dronfield also has a train station that provides regular services to Sheffield and Chesterfield on the Midlands Mainline.

Air - the following airports are within an 80 mile radius of the area:

Airport	Travel time from Chesterfield (by road)
Birmingham International	1 hour 10 minutes
Doncaster Robin Hood Airport	30 minutes
Humberside	1 hour 10 minutes
Leeds Bradford International	1 hour
Manchester	1 hour 5 minutes
East Midlands Airport	40 minutes

The 2 closest are Robin Hood Airport Doncaster and East Midlands Airport. Robin Hood Airport Doncaster serves more than 40 destinations and is capable of handling approximately 2 million passengers and 50,000 tonnes of freight per annum. East Midlands Airport is the UK's leading express freight airport and the 11th busiest passenger airport in the UK. It is also the UK's largest pure cargo airport, handling 300,000 tonnes of freight in 2013.

Ports - The following ports are located within an 80 mile radius of the area and provide excellent access for freight and passengers to Continental Europe and America:

Port	Locations Sailed to
Goole	Northern Britain, Europe
Grimsby	Northern Europe, Scandinavia, Baltic
Immingham	Scandinavia, Northern Europe, Baltic, US, Far East, South Africa, Turkey
Liverpool	East Coast of North America, Iberian Peninsula, Mediterranean, Ireland, Scandinavia, Northern Europe
Hull	Holland, Poland, Latvia and the Baltic, Scandinavia, Mediterranean, Middle East, West Africa, South America, Asia, South Pacific

Doncaster iPort -planned to open in 2016/17 and will offer a direct connection to the South Yorkshire Joint Line and will accept euro gauge container traffic, offering a connectivity boost for freight that needs to move by part road/rail and sea. The iPort will provide links to all the UK's major ports and strategic rail freight terminals. It will benefit from customs clearance (as an inland port), direct motorway access and a direct access terminal.

Households Without a Car or Van - the following table shows the number of households in the district who do not own a car compared with regional and national figures.

Source: Census 2011

Area	All Households	Households with no cars or vans	% Households No Cars or Vans
North East Derbyshire	43,070	8,042	18.7
East Midlands	1,895,604	418,999	22.1
England	22,063,368	5,691,251	25.8

Access to a car or van is increasingly vital for people in today's economy, as it means that people can travel to a large area for employment, shopping etc. This is particularly acute for North East Derbyshire, which is mainly a rural district and so means that residents in certain areas have to travel significant distances to access services, employment etc. Therefore, any household that does not have access to a car or van may face significant economic disadvantage.

Census data shows that the district has a much lower percentage of households without access to a car or van than either the regional or national average. However, this figure does hide the fact that there are certain wards that have an issue. (See appendix 1, figure 6). Looking at the transformational areas, the North has one ward (Eckington South) with a higher average than the national figure, the East has one ward (Holmewood & Heath) and the South has 3 wards (Clay Cross North, Clay Cross South and Grassmoor).

High Speed Two Rail Network - HS2 will adopt the worldwide standard and enable the major cities of the Midlands and the North to be connected to the extensive, Europe-wide, high-speed network. HS2 will generate £59.8billion in user benefits when the entire network is completed, as well as £13.3billion in wider economic benefits.

The HS2 project has been split into 2 phases, with phase two developing the eastern leg in which North East Derbyshire is situated with a target date for completion in 2027. The track will pass through Killamarsh and Renishaw in the North of the district. The closest stations will be at Meadowhall in Sheffield and Toton, situated between Nottingham and Derby.

Phase two is forecast to support the creation of between 48,700 and 70,300 jobs, as well as between 5,200 and 7,600 new homes. It will create approximately 10,000 construction jobs and 1,400 operation and maintenance jobs. Within this, the eastern leg will create between 1,500 and 1,600 jobs and between 150 and 800 new homes at the East Midlands Hub and between 4,000 and 5,400 jobs and between 250 and 300 new homes at Sheffield Meadowhall.

Employment Sites - the Council commissioned **Aspinall Verdi in 2014** to undertake a review of the district's employment sites, which built upon the economic land requirements forecasting undertaken by Nathaniel Lichfield & Partners in 2013.

The district has seen relatively low levels of take up of available employment land. Between 1991 and 2013, take up was approximately 45ha, equating to approximately 2.07ha per annum. However, since 2008, the take up has slowed considerably, averaging only 0.23ha per annum.

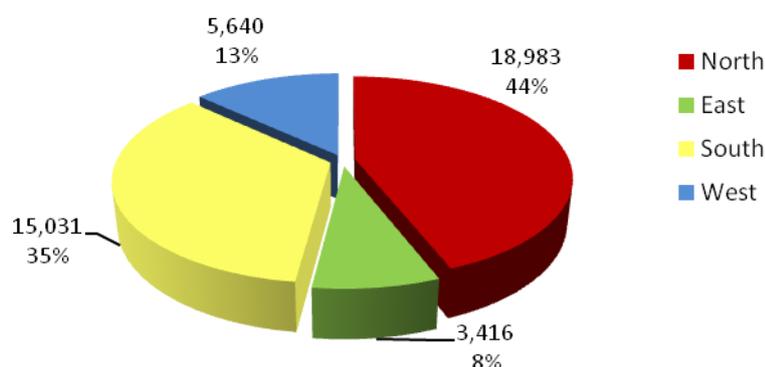
When looking at the geography of the district, it can be seen that the southern areas have a slightly higher take up than those in the north. These have been mainly focused upon Coney Green and Holmewood in the south, and Westthorpe Fields in the north.

Forecasting of future employment land requirements has established that a figure of approximately 50ha will be required to meet requirements up to 2031. Analysis has revealed that North East Derbyshire has approximately 73.9ha of available employment land currently. However, much of this land is constrained, and will require significant unlocking to bring forward.

Housing Profile

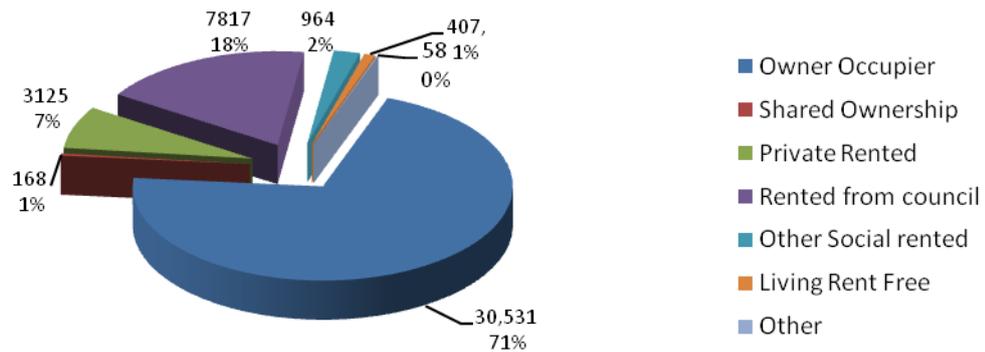
In 2013 there were 43,070 occupied properties in the district with 44.1% living in the North transformational area compared to 7.9% in the East, however this sub area also has the least number of wards (2), in comparison to the North which boasts 12 wards.

Number of Properties for Each Transformational Area (Source; Hometrack, based on ONS 2013 data)



Tenure - 71% of residents are owner occupiers, 18% are rented from the Council and 7% are privately rented.

% Household Supply by Tenure for the NED District - Source; Hometrack based on ONS 2013 data



Appendix 1, figure 7, provides further data on tenure for each transformational area showing that there is little difference in tenure types across each of the four areas.

Property Types - analysis of the ONS 2013 data found that each transformational area has a majority of semi-detached properties with the exception of the West which has more detached. (See appendix 1, figure 8)

Average Property Prices - The average price for the district is £157,957 but there is a large gap in prices with the East having the lowest average property price at £129,729 rising to £214,124 in the more affluent west. (Hometrack, July 2014)

The most significant difference in property prices are for terraced properties, with terraced properties in the West and North being double the price of those in the East. This will have a key impact on the ability of first time buyers to purchase in the West and the North of the district. Appendix 1, figure 9 gives a fuller breakdown of property prices for terraces, semi detached and detached across the district.

Affordability - data from Hometrack in 2014 showed that the district’s highest house price to income ratio (lower quartile) is for the Ashover ward in the West, followed closely by areas of Dronfield in the North, being consistent with the higher property prices. Killamarsh East ward in the North has the lowest house price to income ratio, followed closely by Holmewood and Heath ward in the East and Shirland ward in the West. (See appendix 1, figure 10 for more detailed prices)

Property sales - The annual number of properties sold during 2013 was 1,188, the majority being in the North transformational area, which equates to 49% of the total sales. The least amount of properties sold was in the East transformational area at 5%. (Hometrack, based on HM Land Registry 2013).

The North transformational area saw the highest property turnover during 2013 with the lowest being in the East.

Private Sector Housing - the District has in the region of 34,289 private sector dwellings (Hometrack based on ONS 2013 data) this compares to 30,761 recorded in the 2007 Private Sector Stock Condition Survey. The survey found that 23.1% were constructed pre 1945 and a further 16.2% pre 1919. The oldest housing age

profiles were associated with the private rented sector and in the Central Eckington and Clay Cross/Danesmoor areas.

The private rented sector had almost doubled in size from a figure of 1,625 in 2007 to 3,125 in 2013 (ONS data) and plays an increasingly important role in meeting housing demand and need. The sector is involved in 43% of all moves in the district.

Affordable Housing - the current affordable housing need for the district is 560 properties per year. (Source: SHMA 2013).

In October 2014 the number of new build properties in progress for each transformational area which have an affordable housing contribution was 432 new properties and of these 365 (84.5%) are affordable. The majority of which are located in the South transformational area with slightly less units in the North but considerably less in the West and no units in the East. Objective 6 Maximise Affordable Housing to rent and buy through new build and making best use of existing stock provides more detail regarding planned delivery of affordable housing.

Impact of welfare reforms affordability - Welfare Reforms introduced changes to the way housing benefit is paid to claimants in private rented accommodation known as the Local Housing Allowance (LHA).

The LHA is based upon the number of bedrooms the tenant or their household needs. The exception to this rule is for single people aged up to the age of 35 who will only be entitled to the Shared Room Rate. The reforms extended the shared room rate from under 25s to under 35s, meaning that any single person under the age of 35 will only be allowed the shared room rate which ranges between £50 - £63.00 across the district. On average the market rent will be in the region of £28 per week more than the shared room rate making any private rented accommodation unaffordable for a single person under 35 receiving benefits.

Green Infrastructure

Green infrastructure plays an important role in attaining sustainable economic and housing growth, through the creation of attractive communities where people want to live, work and visit. It can boost an economy by improving land values, reducing land management costs and enhancing the environmental backdrop that will assist in attracting inward investment. It also helps to boost the district's tourism draw as a destination, whilst at the same time contributing to improving the health (both physical and mental) of the district's residents.

North East Derbyshire's Green Infrastructure Hierarchy - Currently, North East Derbyshire has the following nodes (destination points) and corridors (paths which connect them):

Nodes

- Renishaw Hall
- Linacre Reservoir

Corridors

- Chesterfield Canal/Cuckoo Way
- Wildlife Corridor: West including Linacre Reservoir

- Sharley Park Trans Pennine Trail
- Grassmoor County Park Five Pitts Trail
- Ogston Reservoir Wildlife Corridor: Moss Valley
- Avenue Site Wildlife Corridor: Wingerworth/Chesterfield
buffer
- Kenning Park Wildlife Corridor: East Unstone
- Egstow Quarry

The district also benefits from an extensive Rights of Way network, which provides a good foundation for linkages between Green Infrastructure assets. The Rights of Way network in North East Derbyshire totals as follows:

Footpaths	Bridleways	Restricted Byways	Byways Open to All Traffic	Total (km)	% of Derbyshire Network
526	81	5	0	612	11.8

Business Profile for the District

North East Derbyshire District Council has been collecting data on its businesses since February 2014. Although this is a relatively short period of time and does not allow for long-term trends to emerge, it does enable us to take a snapshot of the business economy and spot any likely trends that begin to emerge.

Since February 2014, the total number of businesses has fallen slightly from 5,439 to 5,299 in November 2014. However, this reduction is only by 2.5% of the February 2014 figure.

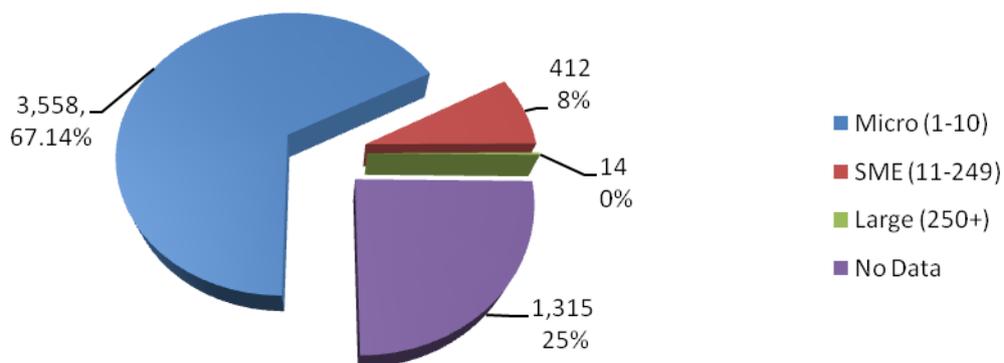
Number of Businesses in NED

Date	Number of Businesses
February 2014	5,439
May 2014	5,444
July 2014	5,388
September 2014	5,320
November 2014	5,299

Of the most important business sectors, North East Derbyshire (NED) has the largest number of businesses in the Construction, Manufacturing and the Hotels & Restaurants sectors. As with the total businesses figures, the number of businesses in the Construction and Hotels and Restaurant sectors has fallen over the period, although again by relatively small amounts. However the Manufacturing sector has seen a small rise in the number of businesses over the same period. Appendix 1, figure 11 provides a more detailed summary of the different business sectors.

When breaking down NED’s businesses by size (based upon the number of employees), the vast majority of businesses are micro-enterprises (89% of businesses who have provided employee figures). Of the total businesses, only 14 are large (250 or more employees).

Number of Businesses by Size Based on Number of Employee’s - November 2014



As well as examining the number of businesses in the district, it is also important to examine how they are performing. To this end, two factors are also routinely analysed - the number of businesses that export and the number of businesses that are growing (growth in this case is defined as an increase in sales revenue).

Business Performance - businesses that export is an important performance indicator, as it shows businesses that have a successful product, and also how much money is being brought into the area from other countries. Exporting businesses will potentially be more resilient, as they are less reliant upon one single market for their sales revenue. Growing businesses is also an important performance indicator, because if a business is seeing its sales revenue increase, this will eventually lead to that business employing new members of staff and also potentially moving to larger premises.

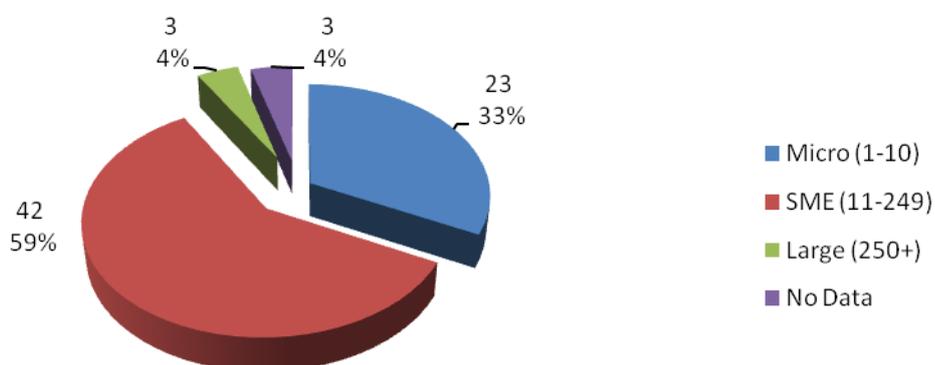
The number of businesses that export in NED is a relatively small percentage of the business population (approximately 1%), but the total is growing, from 66 businesses in February 2014 to 71 businesses in November 2014. When breaking these figures down into sectors, the two largest sectors in terms of number of exporting businesses are the Manufacturing and the Wholesale, Retail & Repair sectors. However, the two largest sectors in terms of exporting businesses as a percentage of the sector are the Manufacturing and the Mining & Quarrying sectors. (See appendix 1, figure 12)

When looking at businesses who export, the value of the sales revenue generated through exporting is also important. In November 2014, the mean value of revenue from exporting for NED was £6,276,890 and the largest single value was £33,311,670. When breaking the figures down by sector, in November 2014 the best performing sector was the manufacturing sector with a mean value of £7,710,056 and a maximum value of £33,311.670. (See appendix 1, figure 13 for more in depth analysis).

Finally, when looking at the size of the businesses that export (based upon the number of employees), the majority of businesses (59% in November 2014) were

SMEs (i.e. employing between 11 and 249 employees). Very few (only 4%) were large businesses (250 or more employees).

Number of Exporters Businesses by Size Based on Number of Employees -November 2014



Business Sectors - The number of businesses in NED which are growing is fairly small, equating to approximately 1% of the total number of businesses. However, this figure should be caveated by the fact that the vast majority of businesses (91%) have not provided their sales data to be included. The number of growing businesses as a percentage of those who have provided data is approximately 11%. When breaking down the businesses by sector the best performing sectors in terms of number of growing businesses are the Real Estate, Renting & Business Activity and the Wholesale, Retail & Repair sectors, whilst the best performing sectors in terms of number of growing businesses as a percentage of the sector total, are the Mining & Quarrying and the Electricity, Gas & Water Supply sectors. (See appendix 1, figure 14 for more in depth analysis)

Figures for the number of declining businesses (i.e. businesses showing a fall in sales revenue) in NED are again fairly small, making up just under 1% of the total number of businesses and approximately 9% of the number of businesses that provided data.

Analysing sectors, the worst performing sectors in terms of number of declining businesses are the Real Estate, Renting & Business Activity and the Manufacturing sectors, whilst the worst performing sectors in terms of number of declining businesses as percentage of the sector total are the Electricity, Gas & Water Supply and the Financial Intermediation sectors. (See appendix 1, figure 15)

Town Centres Businesses - NED is comprised of four major towns - Clay Cross, Dronfield, Eckington and Killamarsh. When looking at the number of businesses in each town, it can be seen that Dronfield has vastly more businesses than the other towns combined. The reason for this is unclear, as all four towns are approximately the same size and have approximately the same population size. It must also be remembered that the information in the databases comes from what the businesses have provided, and therefore there is the potential for errors in the locations provided. As with the number of businesses in NED overall, the number of businesses in Clay Cross, Eckington and Killamarash has slightly reduced over the time period, whilst the number in Dronfield has actually risen slightly.

Number of Businesses within Each NED Major Town

Town	Number of Businesses 2014						
	Feb	May	Jul	Aug	Sep	Oct	Nov
Clay Cross	131	120	121	114	112	113	108
Dronfield	1,326	1,331	1,315	1,308	1,338	1,327	1,337
Killamarsh	106	103	94	93	95	96	92
Eckington	101	99	97	80	83	83	77

When breaking down the number of businesses in each town by major sector, it can be seen that for Clay Cross, Eckington and Killamarsh the busiest sector is the manufacturing sector, whilst for Dronfield it is the Construction sector. (See appendix 1, figure 16 for more in depth analysis)

Conclusion

In conclusion, NED has over 5,000 businesses, at a rate of approximately 1 business per 18 residents based upon the census population data from 2012 (Source: NOMIS).

In terms of the sectors, by far the most important sector in NED is the Manufacturing sector. Not only does it have a relatively large number of businesses compared to other sectors, but also a higher proportion of exporters and the highest export values generated of all the exporting sectors. However, it does also have a number of declining businesses, which shows that the sector is a fragile one that may need further support.

The vast majority of businesses in NED are micro-enterprises (1-10 employees). This means that the local economy is more resilient and not reliant upon one or two major employers.

Finally, the most business populous town in NED is Dronfield.

Major Development Sites

Put some photos in The Avenue

The Avenue site is located adjacent to the A61, to the east of the village of Wingerworth and close to the villages of Grassmoor and Tupton.

The site is on the land of the former Avenue Coking Works, which produced smokeless fuel (coke) until the works closed in 1992. Since then the site has remained as unused brownfield land. Due to its former uses, the area was extremely contaminated. In 2007, planning permission was granted for the remediation of the site. This process has been underway now for a number of years and is expected to be completed sometime in 2016. The cost of this remediation work is approximately £172million, which has been funded by Government grants.

The total area of the site is approximately 120 hectares. This is broken down as follows:

- Homes and Communities Agency = 98 hectares
- North East Derbyshire District Council = 11 hectares
- Taylor Wimpey = 11 hectares

A masterplan has been created for the re-development of the HCA allocation of land. Of the 98 hectares of HCA land, 28.2 hectares is developable, with the remaining 70 hectares of undevelopable land being used to create a Country Park. The 28 hectares of developable land is then split down into a mixture of uses, including 13.4 hectares of residential use, 2.8 hectares of employment use, 0.4 hectares for community use and 1.8 hectares for school use. The 13.4 hectares of residential land will be developed to provide up to 469 dwellings (<http://www.ne-derbyshire.gov.uk/environment-planning/planning/planning-policy/avenue-area-strategic-framework/>) .

The aim of all partners involved is that the Avenue re-development becomes an exemplar site in all aspects (residential, employment and open space).

Former Biwater Site

The site is located in Clay Cross, set between Furnace Hill Road and Derby Road. The site is on the land of the former Biwaters Pipeworks (and before that was the site of the Clay Cross Company, set up by George Stephenson). The total site area covers approximately 82.7 hectares. Due to the nature of the works on the site in the past, much of the land was contaminated. Remediation work was begun by a previous owner, although it was not completed before the site came into the possession of its current owners (St Modwen's).

St Modwen's have created a Masterplan for the development. This will see the creation of:

- Up to 980 new dwellings (of which approximately 108 will be affordable homes);
- 125,300sqft of employment land;
- 31,160sqft of retail land (including a new discount food store and fast food restaurant);
- 10,785sqft of hospitality land (including a new 60 bed hotel and a food-based pub);
- Significant areas of open/green space;
- New road access points on Derby Road and Market Street
- New sport facilities

It has been estimated that the development will create 700 new jobs, broken down as follows:

- 370 office-based jobs;
- 175 industrial/warehouse jobs;
- 45 jobs in non-food retail;
- 40 jobs in the foodstore;
- 35 jobs in the restaurant;
- 35 jobs in the hotel.

It is envisioned that work on the site will commence in 2015.

Coalite

The Coalite site is approximately 61 hectares and is a cross boundary site, split between the districts of North East Derbyshire and Bolsover. It is located 1.5 miles north-west of Bolsover town centre and 1.2 miles to the east of junction 29a of the M1 and the Markham Vale Enterprise Zone, with 50% of the site lying within the district of North East Derbyshire. The site is on the land of the former Coalite Chemical Works. . The site has remained unused since 2004.

There is a legacy of contamination on the site due to its historical uses associated with coal mining, and coal oil chemical processing and as such is in need of remediation.

The Council through its emerging Local Plan recognises the scale of the site and the need for a collaborative approach to its long term regeneration in view of its location, by seeking to safeguard the land from inappropriate, piecemeal development that may undermine or prevent the comprehensive reclamation and re development of the whole site in accordance with an agreed masterplan.

Markham Vale

The Markham Vale project is an 85 hectare scheme based around the regeneration of the former Markham colliery. The site area encompasses Bolsover District, Chesterfield Borough, and a small 4.7ha plot of land between Long Duckmanton and the M1 motorway in North East Derbyshire. Outline planning permission for the scheme was granted by partner authorities in 2005, and the regeneration project commenced in 2006 with initial phases of development now completed. Further development will be assisted by Enterprise Zone status which was granted on part of the site in 2013.

The Tourism Sector in North East Derbyshire 2006-11

Expenditure across all sectors increased between 2006 and 2011, the greatest being in the accommodation sector, which saw a 43% increase and the lowest in the transport sector with only a 17% increase.

The sectors with the largest amount of expenditure, are the Indirect Expenditure sector with £29.94m spent in 2011 and the Shopping sector with £29.05m spent in

2011. The lowest expenditure from visitors is the Accommodation sector, with just £3.14m spent in 2011. (See appendix 1, figure 17)

When analysing the breakdown of tourism expenditure by the type of visitor, those using serviced accommodation such as hotels and bed and breakfasts have seen an 80% increase, as well as the largest increase in visitor numbers with a 36% increase. Non-serviced accommodation saw the lowest increase (9%) in expenditure over the period with visitor numbers using this sector actually falling by 8%.

The category of visitor that brings in the most revenue, is the Day Visitor category, with £87.9million spent in 2011. The category of visitor which raises the least revenue is the Serviced Accommodation category, which raised just £5.23million in 2011. These two categories also provide the largest and smallest amount of visitors. Day Visitors provides the largest amount, with 2.79million in 2011, while Serviced Accommodation provides the smallest amount, with 26,400 in 2011. (see appendix 1, figure 18)

The sector with the greatest increase in employment over the time period is the Accommodation sector, with a 23% increase. The sector with the lowest increase over the same period is the Transport sector, with an 8% increase. The sectors which have the largest employment figures are the Shopping sector (with 500 FTE's in 2011) and the Food & Drink sector (with 394 FTE's in 2011). (See appendix 1, figure 19)

Conclusions - the biggest growth area in the Tourism sector in the district between 2006 and 2011 was serviced accommodation. However, in terms of amount of expenditure, accommodation is still relatively small compared to other categories.

In terms of types of visitors, the majority of visitors to the district are Day Visitors, and this correlates to Day Visitors having the largest expenditure of all visitor types.

5. Profile of Transformational Sub Areas

The majority of the district's population live within the four main towns of Dronfield, Eckington and Killamarsh to the north and Clay Cross in the south. Each town has a centre with shops, services, leisure and cultural facilities. These towns have a key role in providing the economic and social hearts of the district with each contributing to sustainable living, and economic growth opportunities.

The Council's emerging Local plan has identified 4 transformational areas, the:

- North
- South
- East
- West

North

This area is made up of the following wards:

- Dronfield Woodhouse
- Dronfield South
- Dronfield North
- Gosforth Valley
- Coal Aston
- Ridgeway & Marsh Lane
- Unstone
- Eckington North
- Eckington South
- Renishaw
- Killamarsh West
- Killamarsh East

The North includes 3 of the districts towns, Dronfield, Eckington and Killamarsh which are all tightly constrained by the green belt. This area borders Sheffield, which lies to the north, and many of the residents living in this area are either employed in or draw their employment from Sheffield and its local towns. The area is relatively affluent, although there are pockets of deprivation.

Indices of Multiple Deprivation (IMD) 2010 - Many of the wards in the North are within the top 20% best performing areas including Dronfield South and Dronfield Woodhouse being in the top performing area for crime and disorder and barriers to housing and services.

Areas that fall into the bottom 20% (poorest performers) include Eckington South for employment and Eckington South, Killamarsh East and West for education, skills and training.

Housing - 44.1% of the district's residents live in the North with some of the most affordable housing located in Eckington and Killamarsh. Dronfield, however, is a high demand area for housing, keeping prices relatively high, resulting in affordability problems and high demand for social and affordable housing. There is also a lack of new housing development proposed for the North of the district, with the majority currently taking place in the South.

Age profile - The wards of Killamarsh West, Renishaw, Eckington North and Killamarsh East have a higher density of residents of working age (16-64), while

Coal Aston and Dronfield Woodhouse have a higher density of 65+ residents and Dronfield North and Dronfield Woodhouse have a high density of 85+ residents.

Unemployment Rates - This transformational area does not have a serious problem with unemployment. None of the wards in the area have a higher unemployment rate than the national average, and some wards have unemployment rates less than half the national average. Also, nearly all of the wards have seen a drop in their rate throughout the year.

Youth unemployment (under 25) - The area does have some slight issues with wards having higher rates than the national average. However, only Killamarsh East seems to consistently have a higher rate, with other wards fluctuating month by month.

Long-term unemployment (over 1 year) - The area also has some issues with Wards including Dronfield North, Dronfield Woodhouse, Killamarsh East, Killamarsh West and Unstone consistently having a higher rate than the national average.

Skills and Training - 75% of the wards have a higher percentage of residents with no qualifications than the national average, with Eckington South and Renishaw having more than a third of their resident population who do not have a qualification. In tandem with this, the majority of the area (83.3%) has a lower percentage of residents with higher level qualifications than the national average. Eckington South and Renishaw have less than 10% of their population with higher level qualifications.

Health statistics - show that 6 out of the 13 wards (46.2%) have a higher proportion of residents who are considered to have bad health than the national average and 8 out of the 13 wards (64.5%) have a higher proportion of residents who are considered to have very bad health than the national average.

Businesses - Dronfield town centre has by far the highest number of businesses compared to the other 3 town centres. Figures in July 2014 shows there were 1,315 businesses compared to 121 in Clay Cross, 94 in Killamarsh and 97 in Eckington. Construction dominated in Dronfield and Eckington with manufacturing being the busiest in Killamarsh.

East

This area is made up of the following wards:

- Holmewood & Heath
- Sutton

IMD 2010 - in the overall rankings the East has 1 LSOA in the bottom 20% in the country. This is located in the ward of Holmewood & Heath. Holmewood & Heath also provides all the LSOAs in the bottom 20% in the country in the individual Domain Indicators. These are in the Income, employment, Health Deprivation & Disability and Education, Skills & Training. Also Holmewood and Heath is in the

bottom 5% in the country for employment. However, the area also has some areas of strength in terms of barriers to housing and services in the Sutton ward which is in the top 20% in the country.

Housing - The East has the lowest average house values in the district at £129.729 compared to £214.124 in the more affluent rural West.

Unemployment Rates - unemployment rates for 2014 show that Holmewood and Heath and Sutton are quite different in their makeup. Holmewood & Heath suffers from higher than average levels of unemployment, with a rate that is consistently above the national one. It also has issues with both youth unemployment and long-term unemployment, with rates in both that are again consistently above the national rate. However, Sutton ward does not have a problem with unemployment, and has rates that are consistently lower than the national one across all three data sets.

Skills and Training - there are low levels of educational attainment in the East transformational sub area. Both wards have a higher percentage of residents with no qualifications than the national average. Also, Holmewood & Heath has more than 1/3 of its residents with no qualifications. When looking at people with higher level qualifications, both areas have a lower percentage than the national average, with Holmewood & Heath having less than 10% (8.4%) of its residents with a higher level qualification.

Health - both wards in this area have a higher percentage of residents who are considered to have bad health than the national average, and both wards also have a higher percentage of residents who are considered to have very bad health than the national average.

West

This area is made up of the following wards:

- Ashover
- Barlow & Holmesfield
- Brampton & Walton
- Shirland

This West transformational sub area is located on the edge of the Peak District National Park and the majority of the villages such as Ashover, Barlow and Holmesfield are considered affluent and in high housing demand whereas Shirland stands out as being in the bottom 20% of LSOA in the country.

IMD 2010 findings - the area is very mixed in terms of its economy, with areas of both prosperity and deprivation. This is evidenced by the fact that when looking at the overall rankings, it has 1 LSOA in the top 20% in the country (Brampton & Walton ward) and 1 LSOA in the bottom 20% in the country (Shirland ward).

Housing - this transformational area has the highest overall average property price (£214,124) in comparison to each sub area across all property types, with the lowest being in the east at just £129,729. It also has the highest percentage of properties that are owned outright adding to the affluence of the area.

Population - this area has an ageing population. The wards of Ashover and Brampton & Walton have a high density of residents of ages 65+ and 85+.

Unemployment - rates for 2014 show that there is no real issue with unemployment. During the year, none of the wards have a higher rate of unemployment than the national average. In fact, the wards of Ashover and Barlow & Holmesfield both have rates that are less than half the national average.

Youth unemployment and long-term unemployment - the wards of Barlow & Holmesfield and Brampton & Walton have rates of long-term unemployment consistently higher than the national average, whilst both Brampton & Walton and Shirland wards have rates of youth unemployment consistently higher than nationally.

Skills and training - levels of qualifications in the area are relatively high. The wards of Ashover, Barlow & Holmesfield and Brampton & Walton all have a lower percentage of residents with no qualifications than the national average and a higher percentage of residents with higher level qualifications than nationally. The exception is Shirland ward, which does have a higher percentage of residents with no qualifications and a lower percentage of residents with higher level qualifications than the national level.

Health Statistics - the area has 2 out of 4 wards (50%) with a higher percentage of residents who are considered to have bad health than the national average and 3 out of 4 wards (75%) with a higher percentage of residents who are considered to have very bad health than the national average.

South

This area is made up of the following wards:

- Clay Cross North and South
- Grassmoor
- North Wingfield Central
- Pilsley & Morton
- Tupton
- Wingerworth

IMD 2010 findings - this area has some of the most deprived communities in the whole of the district. However, this does not extend throughout the entire area,

with some communities being amongst the most affluent in the district and country.

When looking at the overall rankings, the area has 4 LSOAs in the bottom 20% in the country. These are in the wards of:

- Clay Cross North, Clay Cross South, Grassmoor, North Wingfield Central

The 7 individual Domain Indicators show that the area has a lot of LSOAs within the bottom 20% in the country. These are related to income, employment, health and disability and education, skills & training domain.

However, Wingerworth is in contrast performs well having LSOAs in the top 5% in the country, including income, crime and disorder and living environment order. Clay Cross South performs well in living environment and barriers to housing and services, being in the top performing 5% in the country. North Wingfield also features in the top 5% for barriers to housing and services.

Population - demographics show that there are wards with quite different needs and requirements. The ward of North Wingfield Central has a high density of residents who are of working age (16-64). However, the ward of Wingerworth has a high density of residents who are 65+ and the ward of Clay Cross North has a high density of 85+ residents.

Unemployment - throughout the year, the wards of Clay Cross North, Clay Cross South, Grassmoor and North Wingfield Central all have unemployment rates higher than the national average. However, it must be said that the rates in these wards are falling, and at a generally faster rate than nationally.

The area also has issues with youth unemployment and long-term unemployment, with the majority of wards showing persistently higher rates than the national average for both measures. Youth unemployment is particularly problematic, with many wards showing rates at close to double the national average on a regular basis.

Education and Skills - skills and training levels within the area are also not especially high, with 6 out of the 7 wards (85.7%) having a higher percentage of residents with no qualifications than the national average. This includes the wards of Clay Cross North, Clay Cross South and Grassmoor, all of which have more than 1/3 of residents with no qualifications. Only the ward of Wingerworth has a lower percentage than the national average. Also, the area has relatively few residents with higher level qualifications. Again, 6 out of the 7 wards have a lower percentage than the national average, with Clay Cross South and Grassmoor having less than 10% of residents with higher level qualifications. Again only Wingerworth ward is the exception to this.

Health - there are 6 out of 7 wards (85.7%) with a higher percentage of residents who are considered to have bad health than the national average and 7 out of 7 wards (100%) with a higher percentage of residents who are considered to have very bad health than the national average.

6. The Town Centres

Dronfield - this is the largest in the district, and is the only one with a train station. It provides a wide range of services, including retail, employment, leisure, financial and health services.

Between 2008 and 2013, the total number of business units in the town rose by 3 to 219 units, although the total floor space fell by 1,688.22sqm.

The majority of business units in the town are shops with 62 units, 28.3% of the total number of units. This has risen from 55 units in 2008. The lowest category, other than residential is hotels with 2 units.

The number of vacant units rose considerably during the period, from 19 units in 2008, to 33 units in 2013. This has now made vacant units the second highest category in 2013, after shops.

When breaking down the town centre outlets by type, it can be seen that the highest usage is Service Retail (e.g. Beauticians etc) with 45 units in 2013, risen from 43 in 2008. After this Comparison retail (i.e. non-necessary items) is the next highest, with 40 units in 2013, risen from 37 units in 2008. Convenience retail (i.e. necessary items) in the town centre is relatively low, with only 8 units in 2013 (the same as in 2008). Also, the number of offices in the town centre has fallen considerably, from 27 units in 2008, to 18 units in 2013.

When looking at the breakdown of types of retail, Dronfield has a solid base of independent/local retailers, mixed with some large national chains including NatWest, Dominoes Pizza and Sainsburys.

Dronfield is well served by public transport with its train station being on the Midland Mainline route linking it to Chesterfield and Sheffield and regular buses to and from Chesterfield and Sheffield, as well as the smaller surrounding villages such as Coal Aston, Apperknowle, Barlow and Holmesfield.

The town centre also has a significant amount of public car parking, much of it being free. In 2013, there were 15 car parks providing 468 spaces together with on-street parking, providing around 46 spaces.

The town centre is covered by a conservation area, and the built environment of the town is of a relatively high quality, with buildings of architectural and heritage value.

The town centre is surrounded by green belt land, which while putting constraints onto further development, does greatly enhance the character of the town. There are a number of public open spaces and parks within easy access from the town centre.

Eckington - is situated in the north of the district, to the east of Dronfield. The town centre provides a number of services including retail, leisure and

employment. These service the needs of the town itself as well as the nearby villages, such as Mosborough, Renishaw and Marsh Lane.

A large part of the town centre falls within the Eckington and Renishaw Conservation Area, and the town centre does have some high quality historic buildings. However, these are often situated alongside more modern buildings of poorer quality.

In 2012, NEDDC published the **Eckington Town Centre Development Framework**, (<http://www.ne-derbyshire.gov.uk/business/urban-design-academy/eckington-town-centre-development/>) a Supplementary Planning Document (SPD) which aims to guide future development in the town centre.

Between 2008 and 2013, the total number of business units within the town centre has remained the same (109), although there has been a reduction in the total floor space.

Other than homes, the largest number of units are for retail with 24 units, which increased from 19 in 2008. The number of vacant units in the town centre fell between 2008-2013, from 17 to 7.

When breaking down the town centre outlets by type, it can be seen that the most dominant type (apart from residential) is Service Retail (e.g. Hairdressers etc), with a total of 20 units in 2013 (the same as in 2008). After this, the next highest is Comparison retail (e.g. non-necessary items) with 16 units in 2013 (risen from 12 in 2008). The lowest usage types are pubs and community facilities, both of which have 2 units in 2013.

Examination of the retailers in the town centre show that the town is mainly comprised of local retailers and independents. National retail representation fell in 2013 seeing the closure of the Natwest and Halifax branches in the town.

Eckington is relatively well serviced by public transport, with regular bus services to Sheffield, Chesterfield, Dronfield, Killamarsh and Mansfield. However, the frequency of these services is limited, with most being no more than once every half hour.

The town has a reasonable amount of public car parking, with a total of 7 car parks providing 138 spaces, plus 23 roadside parking spaces. The majority of this is free. However, some of the parking is not located in the most accessible place, and signage for car parking is poor, meaning that some car parks are constantly full, whilst others are relatively empty.

The town centre has little to no green or public open space, and there is limited green space or public parks nearby.

Just outside the town centre is Renishaw Hall, a country house built in 1625 and home to the Sitwell family. The house and its Italianate gardens are open to the public and are a major tourist attraction for the area. However, links between the town centre and the Hall are not as strong as they could be, and therefore the town centre does not fully benefit from the added day visitors.

The town centre is covered by a Town Team, which was set up in 2013. This is a not-for-profit organisation made up of local businesses, residents and public sector stakeholders, and has the aim of regenerating the town centre to bring more visitors to the town. It has organised a number of initiatives since its inception, including Christmas lights and a Heritage Centre, as well as numerous others. The Town Team was set up through the Government's Portas Pilot initiative.

Recent regeneration activity in the town centre includes the re-surfacing of Market Street along with street furniture improvements. This was done as part of Yorkshire Water improvement works through the town centre and was paid for by Yorkshire Water and from money given to the Town Team through the Portas Pilot scheme.

Killamarsh - is situated in the north of the district, to the north of Chesterfield and the south of Sheffield. It forms a focal point for the surrounding area and provides an array of services including retail, employment, leisure, health and financial services.

Between 2008 and 2013, the total number of business units in the town centre rose by 2 to 81 units, and the total floorspace rose by 207.18sqm to 8,087.9sqm. The majority of business units in the town centre are shops), with 33 units in 2013, risen from 30 units in 2008, accounting for 40.7% of the total units. The lowest type of usage is food and drink with just 1 unit in 2013, the same as in 2008.

The number of vacant units in the town centre has fallen slightly over the period, from 6 units in 2008 to 5 units in 2013, and the vacant floorspace has also fallen drastically from 1,449.3sqm in 2008 to 253.3sqm in 2013.

When examining the breakdown of outlets by type, it shows that the majority of units are Service retail (e.g. Travel Agents etc). with 22 units in 2013, risen from 21 units in 2008. The second highest after this is Comparison retail (i.e. non-necessary items) with 19 units in 2013, risen from 15 in 2008. Convenience retail (i.e. necessary items) is relatively low in the town centre, with only 4 units in 2013, the same as in 2008. There are very few offices within the town centre, with only 2 units in 2013, risen from 1 unit in 2008.

When looking at the type of retailer in the town, it can be seen that the town is mainly made up of independent retailers, with only a small selection of national chain outlets in 2013 including Co-op and Peak Pharmacy.

Killamarsh is well served by public transport, with regular buses to and from Chesterfield, Sheffield, Rotherham and Worksop, as well as the smaller surrounding settlements. There is also a Sheffield Supertram station just outside the town centre.

There is also a public car parking available in the town centre, with much of it being free. In 2013 there were 6 public car parks providing 106 spaces. There is also on-street parking of around 23 spaces provided.

The town centre benefits from relatively good access to the surrounding public open spaces and parks. This includes access to the Trans Pennine Trail. However, there are no open spaces in the town centre itself.

Recent developments in the town centre include the renovation of the Parkside Shopping Centre, which now includes a new Aldi superstore for the town.

The town centre is also covered by Killamarsh Community Trust (Association), a local regeneration social enterprise made up of representatives from the public and private sectors as well as local residents. This undertakes projects and events aimed at regenerating Killamarsh.

Clay Cross - is situated in the south of the district and is the only town centre serving that area. It provides a wide array of amenities and services not found elsewhere in its surrounding area, including retail, leisure, employment, as well as health and financial services.

The town centre is covered by a Conservation Area, which covers the High Street and Market Street areas, and which has been in place since 2010. However, despite this, the build quality of much of the town centre is not of a high standard.

In 2010 GMI Rovinian created a brand new development in the town centre, called the New Bridge Street development. This included a new Tesco superstore, as well as two other large retail units, a row of smaller retail units, a Doctor's surgery and Pharmacy, a Bus Station and a new town centre car park. It also included the creation of new roads and traffic management systems, and the beginning of the implementation of the 'Esplanade'. Currently, this goes along Bridge Street, passing the Tesco superstore and ends at the Bus Station, although it is hoped that future developments will allow this to continue.

Between 2008 and 2013, the total number of business units within the town centre rose by 31, which resulted in an increase in floorspace of 59.9% to 49,993.1sqm. The main reason for this increase was the New Bridge Street development.

The majority of businesses within the town centre are shops with 34.2% of total businesses in 2013, accounting for 19,191.9sqm of floorspace.

The number of vacant units rose between 2008 and 2013, from 15 units (2,453.14sqm) in 2008 to 22 units (2,785.48sqm) in 2013.

When breaking down the town centre outlets by type, it can be seen that the most dominant is the comparison retail offer (i.e. non-necessary items) with a total of 66 units in 2013 (risen from 46 units in 2008). The next highest after this is Service Retail with 57 units in 2013 (risen from 47 in 2008). Compared to this, the town centre has a small number of office units, with only 6 in 2013 (fallen from 8 in 2008).

When looking at the breakdown of types of retail, Clay Cross has a solid base of independent retailers mixed with some large national chains. National chains represented in the town include Tesco's, Discount UK, Pets at Home, Iceland, Card Factory, Domino's Pizza, William Hill and Betfred, as well as a Lloyds bank, a NatWest and a Halifax Building Society.

Clay Cross is well served by public transport, with regular bus services to Chesterfield, Bolsover, Alfreton, Matlock, Derby and Nottingham, as well as many of the surrounding smaller settlements such as Holmewood, Tupton, Grassmoor and North Wingfield.

Traffic management and traffic congestion are still issues for the town, with the A61 running through the town centre. A new road layout was created for the New Bridge Street development, but this has not greatly helped the issue and in some cases has created new problems. The town centre is served by a number of car parks, with the majority of them being free to use.

Clay Cross town centre is covered by the **Clay Cross Regeneration Framework**. This document was originally published in 2009 and updated in 2013. This document aims to provide over-arching strategic guidance for all physical regeneration work that is undertaken in the town centre. It has been adopted by the Council and is supported by key partners.

Derbyshire County Council expects to complete the building of an Extra Care facility in the town centre by 2015. This is on the site of the former Clay Cross Junior school. The area surrounding this site is all in public sector ownership and a Development Brief for the area, which sets out the Council's aspirations for the site. This includes a mixture of retail and office space, with some residential, as well as large areas of public space.

The town centre is well served by public green space and parks. This includes Egstow Park to the north, Kenning Park to the west and Sharley Park to the east.

7. Cross Cutting Themes and Underlying Principles

To support the key strategic objectives the strategy also has a number of important cross cutting themes running throughout the strategy which have a significant impact on the delivery of these objectives.

The cross cutting themes which have been identified are:

- Tackling health inequalities and the promotion of good health and well being
- Tackling deprivation, including the impact of welfare reforms on communities and the economy

The underlying principles adopted in the delivery of these objectives are to:

- Ensure good quality and design
- Ensure equality and diversity for all our residents

Tackling Health Inequalities and the Promotion of Good Health and Well Being

Through the Health and Social Care Act 2012 the Government introduced its health reforms. The bill required top tier local authorities to set up Health and Well Being Boards. DCC Council facilitates the Derbyshire Health and Well Being Board which is designed to bring local commissioners together to identify and enable initiatives to improve health and well being outcomes. The boards are also responsible for developing the Joint Strategic Needs Assessment (JSNA) which will identify local needs including housing and health related issues and in doing so shape any future priorities for collective action amongst agencies such as Adult Social Care, the Clinical Commissioning Groups (CCGs), Housing Authorities and voluntary and community sectors.

In recognition of the need to influence this Board and its agenda a Derbyshire Housing and Health Group has been established which seeks to highlight the important role of housing in tackling health inequalities and works in partnership to secure additional funding for delivering housing related health improvements. These have included procuring funding for affordable warmth initiatives to combat fuel poverty, additional domestic abuse services and hospital discharge protocols.

Housing has proactively been engaged in developing the future JSNA for the district.

As part of a drive for more greater integration between agencies, a Health and Housing Memorandum of Understanding (MoU) ([A Memorandum of Understanding \(MoU\) to support joint action on improving health through the home \(pdf - 521Kb\)](#)) between government departments, its agencies such NHS England, Public Health England and the Homes and Communities Agency, has been signed by sector professional and trade bodies and leading learning networks.

The MoU details areas of improvement and the action plan that will ensure organisations work together include specific areas around housing and work initiatives:

- Information exchange and decision-making across government, health, social care and housing sectors;
- Coordinate health, social care, and housing policy;
- Enable improved collaboration and integration of healthcare and housing in the planning, commissioning and delivery of homes and services;
- Promote the housing sector contribution to: addressing the wider determinants of health; health equity; improvements to patient experience and
- Develop the workforce across sectors so that they are confident and skilled in understanding the relationship between where people live and their health and wellbeing and are able to identify suitable solutions to improve outcomes.

North East Derbyshire District Council Health and Well Being Strategy 2011 - 2014

The Council's Health and Well Being Strategy is now due for renewal and is currently being revised in line with the Corporate Plan. The 2011 -2014 Strategy had the following key priorities relating to housing and economic development:

Housing - allocation, standards, adaptations and meeting the needs of vulnerable people

Regeneration - supporting people into work, attracting new jobs and prosperity into the area

This Housing and Economic Development Strategy seeks to ensure health inequalities and promotion of good health and well being through a number of key actions including:

- Prevention of homelessness (*see Key Strategic Objective: Prevent and reduce homelessness*)
- Employment and training initiatives (*see Key Strategic Objective: Maximise affordable housing to rent and buy through new build and making best use of existing stock*)
- Ensuring affordable warmth (*see Key Strategic Objective: Enable people to live in and sustain healthy homes*)
- Developing appropriate housing solutions for people with physical and sensory disabilities (*see Key Strategic Objective: Enable people to live in and sustain healthy homes*)
- Procurement of funding to develop more effective hospital discharge initiatives. (*see Key Strategic Objective: Prevent and reduce homelessness*)

There is also evidence which links employment and health. A DWP report (Burton and Wadell) concluded that;

“... being in the right type of work is good for your health. It improves self esteem, quality of life and well being... Unemployment progressively damages health and results in more sickness, disability, mental illness, obesity, use of medication and medical services and decreased life expectancy”

This Strategy has the following key strategic objective: *Maximising employment, skills and training opportunities* which will seek to secure additional employment to the district but also build on existing projects such as The Working Communities Project and the recently launched Ambition project (see also Key Strategic Objective: Prevent and reduce homelessness). In addition to improving employment opportunities other factors need to be involved, including links to support agencies, such as mental health providers to assist in the transition into employment, training and employment through help with issues, such as self

esteem. This will help people to sustain employment and progress into more meaningful employment and training opportunities.

Housing and Health Consultation event - As part of the development of this strategy the Council's Strategic Housing Team held a consultation event with the North Derbyshire CCG and local housing providers to explore future joint working around the housing and health agenda locally. The following key themes came out of the event which will be addressed within this strategy:

- Support for vulnerable people and homeless people with chaotic lifestyles, including drug and alcohol abuse and mental health, through work with GPs, Adult Social Care, housing providers, specialist agencies and hospitals
- Ensuring hospital discharge procedures are effective in returning patients back into a safe home environment
- Vulnerable Adults Risk Management Panels (see Key Objective: Enable people to live in and sustain healthy homes for more details)
- Working with people with learning disabilities
- Ensuring there is sufficient new build in the district to meet the needs of people who are wheelchair users

Tackling Deprivation, Including the Impacts of Welfare Reforms on Communities and the Economy

The Government introduced wide reaching welfare reforms following its Autumn Statement in 2011, which has led to a significant impact on the way the Council and its ALMO Rykneld Homes (RH) allocate housing and the use of the private rented sector due to reductions in eligible levels of housing benefit. The key driver for the Government in introducing Welfare Reforms was to reduce the benefits bill.

Since the last strategy was published the Council has and continues to work closely with RH including undertaking a comprehensive 12 month Allocations and Lettings review in preparation for the introduction of the housing benefit single occupancy rules which reduced the level of housing benefit for any household under occupying. Residents of pensionable ages were not affected.

RH also responded by providing more resources into debt advice through its Financial Inclusion Team and working closely with those tenants affected by the single occupancy rates to help them access smaller more affordable accommodation.

Appendix 2 shows monitoring data for the year from April 2013 to March 2014 and shows the number of tenants affected and number of tenants assisted to downsize.

The Council has also worked proactively with those affected by awarding Discretionary Housing Payments as a temporary measure whilst accessing smaller accommodation to avoid rent arrears and homelessness.

The Council will continue to monitor the impact of the reforms to respond to any increases in rent arrears.

In North East Derbyshire 1,068 households were affected by the single room subsidy which was 13.2% of the total number of council tenancies. After the first 6 months 10.9% of those cases affected had been successfully downsized and with 24.3% awaiting a suitable property to downsize to.

By April 2014 the number of tenants affected had fallen to 937 with 97 tenants (10.35%) who had not paid the shortfall between the housing benefit payment and full rental charge.

How have the Council and RH responded:

- Changes to allocations policy and greater promotion of mutual exchange
- Ongoing monitoring of the impacts of the welfare reforms locally to inform future policy decisions around the allocation of council housing
- Use of Discretionary Housing Payments (DHP) for those seeking to downsize
- Financial inclusion officers and debt advice
- Additional funding to Law Centre for mortgage advice /court representation at repossession hearings

8. Underlying Principles

Quality and Design

As a planning authority we have high aspirations in terms of quality of development and the built environment, and as such we will resist poor design. Our expectations and standards are reflected in national planning guidance and locally adopted policies. ‘**The National Planning Policy Framework (2012)**’ has a strong design theme throughout, and states that planning should ‘always seek to secure high quality design and a good standard of amenity for all existing and future occupants of land and buildings’. This is a fundamental principle that we support and which we are implementing in a number of ways:

- Building for Life 20 was adopted in 2011 as a planning policy by the District, with all housing schemes of 10 units or more appraised by this design tool. Subsequently, Building for Life 12 was adopted in 2014.

- Together with our partner authorities in Bassetlaw, Bolsover and Chesterfield, we have produced and adopted the ‘**Successful Places: a Guide to Sustainable Housing Layout and Design (2013)**’ policy. This document establishes a number of design principles by which all housing developments will be assessed against throughout the planning process. It also creates a common design standard across all four local authority areas.
- The authority has developed an Urban Design Academy which has improved and increased the design skills and knowledge of those Members and officers who regularly engage with the development sector.
- We encourage developers to present major schemes to OPUN, an architecture/design advisory service. We regularly host OPUN design reviews where independent appraisals of schemes are carried out, often to the benefit of the developer in terms of an improved proposal and a more rapid route through the planning process.
- We have adopted development frameworks for two of our major towns (Eckington and Clay Cross) which provide design guidance for all development in the town centres. In addition, two of our strategic sites (The Avenue and the former Biwater site) are the subject of design briefs.

All of the above strategies and initiatives have been put in place to facilitate a more professional and collaborative approach to development design, and ultimately to enable high quality buildings and places to be delivered across the district.

9. Statement of Equality and Diversity

The Equality Act 2010 replaced previous anti discrimination laws with a single act. The act covers nine protected characteristics, which cannot be used as reason to treat people unfairly. Every person has one or more of the protected characteristics, so the act protects everyone against unfair treatment. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Gender
- Sexual orientation

Within the act is a Public Sector Quality Duty, which came into force on 5th April 2011. The Equality Duty applies to all public bodies and others carrying out public

functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective: accessible to all: and which meet different people’s needs.

To ensure that this strategy does not discriminate unlawfully, the strategy and its associated action plan have been subject to an Equality Impact Assessment (EIA). An EIA identifies whether any groups will be treated differently as a result of a strategy, and if so how this is justified.

10. KEY STRATEGIC OBJECTIVES

Key Strategic Objective 1: Supporting Enterprise - Maintaining and Growing the Business Base

Evidence

North East Derbyshire has a business community of approximately 5,300 businesses in 2014. The majority of these (89%) are micro-enterprises (1-10 employees).

Figures show that the number of new start businesses in the district is declining with there being just 265 new enterprise births in 2012 as opposed to 410 in 2005 (a 35.4% decrease compared to a 20.4% decrease across Derbyshire as whole and just 3.2% nationally). However, figures also show that since 2011 North East Derbyshire has a better new-start survival rate than the national average.

New Starts Survival Rates

Area	New Starts	1 yr survival %	2 yr survival %	3yr survival %	4yr survival %	5yr survival %	Change in new starts from previous year %
2007							
NED	395	97.5	82.3	64.6	55.7	46.8	0
Derbyshire	3,285	95.9	81.6	65.1	54.5	46.9	0
England	246,700	95.4	81.3	62.9	51.9	44.4	0
2008							
NED	310	95.2	77.4	59.7	51.6		-21.5
Derbyshire	2,735	94.7	77.1	61.6	51.7		-55
England	236,345	92.1	73.9	57.9	48.8		-4.2
2009							
NED	295	93.2	72.9	59.3			-4.8
Derbyshire	2,460	92.7	75.4	61.2			-10.1
England	209,035	90.9	73.9	59.7			-11.6
2010							
NED	280	89.3	76.8				-5.1
Derbyshire	2,330	88.8	75.5				-5.3
England	207,520	86.8	72.5				-0.72
2011							
NED	310	95.2					10.7
Derbyshire	2,455	93.5					5.4
England	232,460	93.1					12

Productivity figures show that the district has a much lower Gross Value Added (GVA) per head figure than nationally, although the difference has been reducing over the years. A low GVA value means that businesses are not producing goods and/or services of as high a value as other areas. Low productivity businesses are less likely to experience growth and are more susceptible to fluctuations in the national economy.

This evidence all suggests that action is needed to ensure that North East Derbyshire's business community does not decline any further, and to act as a catalyst to encourage further growth.

To meet this objective, the Council will undertake the following actions:

- Support for the Local Economic Partnership's (LEPs) Growth Hubs
- Support for businesses to export goods and services;
- Development of a Relevant and Targeted Business Support Mechanism

Action 1.1: Support for the LEP Growth Hubs

As part of their Growth Deals with the Government, both Sheffield City Region (SCR) and Derby and Derbyshire and Nottingham and Nottinghamshire (D2N2) LEPs have agreed to develop Growth Hubs as a priority.

It is envisioned by both LEPs that these Growth Hubs will be a key support mechanism for local businesses. They will draw together all forms of business support currently available in the area under one umbrella, as well as creating entirely new forms of support as well. Businesses will contact the Growth Hubs directly either through a new helpline, via the websites, or directly through the new business advisers. The businesses will be offered a bespoke package of support that fulfils their needs. In this way the Hubs will streamline support systems for businesses.

The support that businesses will receive from the Hubs will include access to financial support for new projects, support for new starts, links to business networks, access to training, and support to export.

NEDDC will be a key partner in the delivery of both LEP Growth Hubs, and will work to ensure that North East Derbyshire businesses benefit as much as possible from this exciting new mechanism of business support, both through promoting the Hubs and their work to our businesses, ensuring that the support they provide is targeted to the needs of our businesses.

Action 1.2: Support for Businesses to Export Goods and Services

Exporting is an excellent way for businesses to not only increase their revenues, but to also broaden their customer base. This is beneficial, as it makes the business more resilient to any fluctuations in the economy.

However, only a limited number of businesses in North East Derbyshire do export in some capacity (approximately 1.3% of the business population). This means that the vast majority are missing out on these benefits.

Therefore, the Council will undertake a series of activities such as holding workshops, or establishing a mentoring scheme to actively promote exporting, and to remove some of the barriers businesses face to becoming exporters. The Council will work closely with both the LEPs and UKTI to deliver this support.

Action 1.3: Development of a Relevant and Targeted Business Support Mechanism

The council has implemented a Key Account Management (KAM) system as part of its ongoing business support package. This system sees the Council actively working with its key local employers to develop a close, one-to-one relationship between a nominated Council officer and a key management member from the business. This relationship sees the officer develop a keen understanding of the business and its needs, and also sees them act as a guide for the business, helping them to make linkages with not only other Council departments, but also external agencies, so that their issues can be resolved swiftly and successfully. This system sees the Council removing any blockages that the business might be facing in gaining the support they need to grow.

The KAM system has proven extremely successful, with officers developing important relationships with 50 of the districts key employers. This system now needs to be further expanded to reach a larger number of businesses, and ultimately enabling a larger rate of growth for the district.

As part of this support service, the Council will also develop stronger working relationships with the Further and Higher Education bodies, to encourage them to provide support, such as Research and Development support, to help them to grow and become more innovative.

To encourage more peer-to-peer and supply chain networking, and also to promote the businesses and products that are made in the district, the Council will also introduce a 'Made in North East Derbyshire' event, which will showcase local businesses and their products, particularly those in the Engineering sector.

Key Strategic Objective 2: Maximising Employment, Skills and Training Opportunities

Evidence

North East Derbyshire has an unemployment rate that is lower than the national average, which has historically been the case. Also, examination of Key Out of Work Benefits statistics shows that again the district has a lower claimant rate than the national average, although this has changed since May 2012, when although the total figures still fell, they actually rose above the level for England

for the first time since 2004. The district also has a consistently higher rate of working age people claiming key out of work benefits for 5 years or more than the national average.

Unemployment rates

Date	Unemployment Rate 16-64		
	NED	Derbyshire	England
2004	3.5	3.3	4.8
2008	4.2	4.8	5.8
2012	7.5	6.2	8

Key Out of Work Benefit Claimant Rates 2004-2013 (NOMIS January 2015)

Date	Total			1-2 Years			2-5 Years			5 years+		
	NED	Dshire	Eng	NED	Dshire	Eng	NED	Dshire	Eng	NED	Dshire	Eng
May 2004	11.1	10.9	11.5	1.2	1.1	1.2	2.1	2.1	2.2	5.1	4.8	4.8
May 2005	10.8	10.7	11.3	1.0	1.0	1.1	2.0	2.0	2.1	5.0	4.9	4.8
May 2006	10.6	10.6	11.3	1.0	1.0	1.2	1.8	1.9	2.0	5.1	4.8	4.8
May 2007	10.2	10.2	10.9	0.9	1.0	1.1	1.7	1.7	1.9	5.1	4.8	4.7
May 2008	9.9	10.0	10.6	0.9	1.0	1.1	1.6	1.6	1.8	4.9	4.7	4.6
May 2009	11.8	11.9	12.3	1.0	1.0	1.1	1.6	1.6	1.7	4.8	4.6	4.5
May 2010	11.4	11.5	11.9	1.3	1.4	1.4	1.7	1.8	1.8	4.8	4.5	4.4
May 2011	11.1	11.2	11.6	1.0	1.0	1.2	1.7	1.8	1.8	4.8	4.5	4.3
May 2012	11.0	11.1	10.9	1.2	1.3	1.5	1.6	1.7	1.8	4.7	4.4	4.2
May 2013	10.4	10.2	9.8	1.0	1.1	1.3	1.7	1.6	1.8	4.5	4.2	4.0
May 2014	9.0	9.1	9.8	0.9	1.0	1.1	1.5	1.5	1.7	4.3	4.0	3.9

However, analysis of the Indices of Multiple Deprivation (IMD) 2010 shows that within the district, there are areas suffering from relatively high unemployment. These are in the wards of Eckington South, Holmewood & Heath, Shirland, Clay Cross North, Clay Cross South, Grassmoor and North Wingfield Central.

The levels of skills and qualifications across the district have been rising, but at a lower rate than the national average. Also, within the district, there are many wards that have a higher number of residents with no qualifications than the national average. There are also some wards where over 1/3 of the population have no qualifications.

Unemployment and the reliance upon benefits can lead to people struggling to live within their financial means and become more at risk from falling into debt. This in turn can have a negative impact upon a person's mental and physical well-being. A lack of recognised qualifications for many residents will also make it

more likely that they will struggle to find employment, or that if they do it will be low skilled and therefore low paid.

Maximising the qualification and employment levels of North East Derbyshire residents is a therefore key priority for the council.

To meet this objective, the Council will undertake the following actions:

- Work with partners to up skill both local residents and the local workforce;
- Work with partners to reduce unemployment through targeted initiatives;
- Improved access to and support for apprenticeships

Action 2.1: Work with Partners to Up Skill Both Local Residents and the Local Workforce.

Increasing the skills and qualification levels of both local residents and the local workforce will not only help to reduce unemployment levels but will also help residents to obtain higher paid employment, as well as help our businesses to become more efficient and profitable.

The Council will continue to work with both LEPS and other key partners such as Chesterfield College and local Universities to target support aimed at up skilling residents of working age and members of the local workforce who do not currently have a recognised qualification. They will also work to increase the skills of residents with lower level qualifications.

Finally, it is also important to ensure that our residents and workforce are as highly skilled as possible. This will not only help their employability and increase their salary, it will also help our local businesses to grow and encourage inward investment to the district from other businesses. Therefore, the Council will also work closely with the Universities and Colleges to ensure that as many people as possible are gaining relevant higher level qualifications.

Action 2.2: Work With Partners to Reduce Unemployment through Targeted Initiatives

The Council has developed an excellent relationship with a number of key partners, such as Jobcentre Plus, Chesterfield College and the LEPS. Through these relationships, a number of key initiatives have been created that are currently underway in the district and already helping to reduce unemployment.

This includes the Working Communities Project, a programme aimed at providing one-to-one adviser support to unemployed people and the SCR Ambition Programme, which was launched in 2014. The Ambition Programme is a 2 year programme which provides targeted support to 18-24 year old unemployed residents, offering in-depth one-to-one support and guidance from a key worker, as well as a training and development programme and work placement, with the aim of gaining that young person permanent employment. This programme is a

truly unique and ground-breaking project aimed at tackling youth unemployment, and NEDDC is playing a key role in its delivery throughout not only our district, but in neighbouring areas also.

Additional funding has also been secured from the DCLG in December 2014 to provide a housing support element to the Ambition Programme for those 18 - 24s on the scheme who may need housing related support.

Throughout future years, the Council will continue to work closely with key partners at the local, sub-regional and national level to ensure that targeted initiatives aimed at reducing unemployment continue to be implemented to the benefit of local residents, and that those initiatives continue to be at the cutting edge of tackling unemployment.

Action 2.3: Improve Access to and Support for Apprenticeships

Youth unemployment is becoming more of an issue, both locally and nationally. Many young people are leaving full-time education and are struggling to find a job. Apprenticeships provide a good solution, as they provide the young person with employment, as well as on the job training and experience, and they also provide the business with enthusiastic employees who are willing and able to learn.

The Council will work with both LEPs and other partners, to procure additional funding to facilitate apprenticeships locally and to ensure that opportunities for apprenticeships are made widely available throughout the district. They will also work to ensure that both the apprentices and the businesses are provided with the support and guidance they require to ensure the apprenticeship runs smoothly and successfully

Key Strategic Objective 3: Unlocking the Potential of Major Employment and Housing Sites

Evidence

North East Derbyshire contains several key development sites that are of major significance, these include the Avenue site in Tupton, the former Biwaters site in Clay Cross, Callywhite Lane Industrial Estate in Dronfield and the former Coalite site near Bolsover. The Council's Local Plan allocates strategic sites which are central to the delivery of the Plan's strategy and the demonstration of at least a five year supply of housing land. The development of these sites would therefore not only go a long way towards improving the local economy, but would bring forward much needed market and affordable housing in the district.

However, development on many of these sites has been stalled due to the constraints that they experience. These include site contamination, a lack of road infrastructure or a lack of utilities, amongst others. Without the removal of these constraints, it is unlikely that these sites will be developed. However, as the costs

of removing them can sometimes be quite restrictive, the private sector is often unwilling to bear them. Therefore, public sector intervention is required.

To meet this objective, the Council will undertake the following actions:

- Make best use of existing and potential resources to remove barriers to the development of employment and housing opportunities on our key sites;
- Better marketing of major sites to developers;
- Development of new housing to meet current and future demands;

Action 3.1: Make Best Use of Existing and Potential Resources to Remove Barriers to the Development of Employment and Housing Opportunities on our Key sites

Our current key sites including The Avenue, the former Biwaters site and emerging Coalite site all faced barriers to development such as the need for a new link road and remediation of contaminated land on the Avenue. Unlocking these sites by removing barriers is an expensive process and the costs are prohibitive for private sector developers, as they reduce the profitability of the site. Therefore, public sector intervention is often required.

The Government recognises this and has made funding available together with European funding for site development, to enable housing and economic growth through the LEPs and the HCA via The Growth deals and the emerging Strategic Economic Plans, described in the Sub Regional Policy section earlier in this document.

The Council will continue to work closely with both the SCR LEP and D2N2 LEP alongside the HCA to maximise funding and partnership opportunities as they arise. These funding and partnership opportunities will provide the tools to create aspirational jobs and both market and affordable housing to support growth and sustainable communities locally.

Action 3.2: Better Marketing of Major Sites to Developers

To improve the chances of receiving funding to develop our key sites it is vital that agencies recognise them as desirable sites in terms of the outcomes they can achieve in relation to employment, housing and community sustainability. Funders will need to see that sites are able to develop fully after the constraints described above have been removed.

Having a developer partner attached to the site greatly improves the chances of it receiving funding.

To attract developer partners for each of the major sites, the Council will work to

actively promote their potential. This will include activities such as creating promotional materials, press releases, holding briefing events and site tours.

Action 3.3: Development of New Housing to Meet Current and Future demands

The Council monitors housing need and demand within the district using tools such as the 2013 North Derbyshire and Bassetlaw Strategic Housing Market Assessment (SHMA), Hometrack housing market data and analysis of other local data such as the Councils housing waiting list.

The draft Local Plan contains a target of 6,000 new homes to be built in the district by 2011-2031; approximately 300 per year. Together with the identified need for affordable housing in the district (described under Objective: Maximise Affordable Housing to rent and buy through new build and making best use of existing stock) this enables the council to work pro-actively with Developers and Registered Providers, including Rykneld Homes, to agree the most sustainable and deliverable mix of both market and affordable homes.

The Council will continue to seek ways to maximise the use of new funding streams and products such as the HCA's 2015-18 Affordable Housing Programme and other mechanisms such as greater use of Market Rent models, custom build and shared ownership models.

The Council will identify and work to bring forward suitable sites for housing, including the use of any commuted sums where appropriate, to deliver additional affordable housing units.

The Key Strategic Priority section to **Maximise Affordable Housing to Rent and Buy through New Build and Making Best Use of Existing Stock** provides further detail regarding current affordable housing units both proposed and under construction.

The Avenue currently has a planning application for 469 new houses on 1.8 ha of the land, of which a minimum of 20% will be affordable. The first housing phase will commence on site in 2016.

The greater the number of new housing units made available in the district will also increase the amount of New Homes Bonus for the Council.

Key Strategic Objective 4: Realise the Vitality and Viability of Town Centres

Evidence

North East Derbyshire has 4 market towns - Clay Cross, Dronfield, Eckington and Killamarsh. These town centres are important drivers in the local economy - they act as hubs for businesses (and therefore employment) and are the service centres

for their local communities providing retail, leisure, health and financial services. They also draw in visitors from surrounding areas.

However, the town centres face a number of challenges. These include competing with the nearby towns and cities of Chesterfield and Sheffield, competing with out of town retail such as large supermarkets, and adapting to the 21st Century online shopping and service provision.

The issues facing each of the town centre are different and include challenges such as road lay out and parking facilities.

However, despite all these challenges, town centres will continue to play a key role in their communities. It is therefore important that they are supported to meet the challenges they face.

To meet this objective, the Council will undertake the following actions

- Create a Regeneration Framework or Planning Document for each town centre;
- Market and promote town centres as places to work, develop a business and visit;
- Encourage the development of a Town Team in each town centre;
- Undertake regular town centre health checks.

Action 4.1: Create a Regeneration Framework or Planning Document for each Town Centre

The regeneration of town centres is not undertaken by one sole organisation, but by multiple agencies including local residents, community groups, public sector agencies and the private sector. This can mean that work can often be duplicated, or that projects can potentially come into conflict. To avoid this situation arising, it is important that a plan is created showing what needs to happen and how it will be done. This then needs to be adopted by all relevant partners. A Regeneration Framework will do this. It lays out the current situation in the town centre and then sets out an action plan of projects that will be undertaken to improve it.

Both Clay Cross and Eckington currently have Frameworks, with only the Eckington Framework being an SPD. These have both proven successful in bringing forward projects, and ensuring that only projects that are for the good of the town occur.

The Council will therefore work to ensure that both Dronfield and Killamarsh have their own Frameworks.

Action 4.2: Market and Promote Town Centres as Places to Work, Develop a Business, and Visit

To ensure that town centres are fully regenerated, it is imperative that they are regularly used. The uses are inter-dependent upon one another (e.g. retailers

require customers, but they will not come without shops to visit) and so it's important not to focus solely upon attracting one particular type of user.

To attract the differing types of end-user, the Council will create a marketing/promotional campaign for the town centres, which actively targets the differing groups.

Action 4.3: Encourage the development of a Town Team in each Town Centre

Regeneration projects are only ever truly successful if the community becomes actively involved, from development through to implementation and upkeep. The community are the ones who know best what their area needs, what will work and what won't, and also it is they who have the most to gain in seeing the regeneration works succeed.

To ensure community involvement in town centre regeneration, the Council will work to encourage the establishment of Town Teams for each one, through promotion of their benefits to local businesses and community organisations. Town Teams are a government-led initiative developed from the Portas Review and are formal partnerships made up of the public and private sector and local residents, and are community-led initiatives.

Currently, North East Derbyshire has one formal Town Team in Eckington, although an informal town centre group meets in Clay Cross. Eckington Town Team was established in 2013 and has been very successful in running projects aimed at revitalising the town, including opening a Heritage Centre in an un-used town centre unit.

The Council will work to enable the roll out the Town Team model to Dronfield and Killamarsh, and will also work to encourage the formalisation of the Clay Cross group as well.

Action 4.4: Undertake Regular Town Centre Health Checks

To ensure that regeneration initiatives are working, as well as to spot any potential issues as they arise, it is important that up-to-date and accurate information about the town centres is available.

Therefore, the Council will undertake regular health checks of each town centre, to give an accurate assessment of its performance.

Key Strategic Objective 5: Supporting the Rural Economy, Including Tourism

Evidence

North East Derbyshire is a rural district, made up of small market towns, villages and hamlets, surrounded by countryside. It forms a part of the border of the Peak District. This makes it a beautiful place to live, work in or visit, but does come with a price. This price is the difficulty many residents face in accessing basic services, particularly those without access to their own transport. Lack of access to a car and also poor public transport links also means that residents in the more rural and remote parts of the district can struggle to find employment, as they are unable to travel to the employment centres.

However, North East Derbyshire's rurality, as well as its proximity to the Peak District, also means that the area is a draw for tourists.

North East Derbyshire has a number of Bed & Breakfasts and Hotels, but evidence suggests that whilst the Accommodation sector is growing, it is still a relatively small proportion of total tourism expenditure. Visitor numbers back this up, showing that the majority of visitors to the area are Day Visitors. However, Overnight Visitors should have the potential to spend the most (as they are in the area longer).

Therefore, it is important for the Council to work to help promote the positive aspects of its rural nature, whilst removing the negative. It will do this by continuing to work with Visit Peak, to ensure that the area is actively marketed as a tourism destination.

To meet this objective, the Council will undertake the following actions:

- Work to regenerate and Support Our Village Centres;
- Improved Access to Sustainable Transport and Green Corridors;
- Improve access to Superfast Broadband and free Wi-Fi;

Action 5.1: Work to Regenerate and Support Our Village Centres

As well as the four main towns, the district is made up of a number of smaller local villages. Although the services that these villages provides is not on the same scale as the towns, it is important to recognise that they do provide a service to many local residents, with services such as banks, post offices, healthcare, schools and small village shops. Without these services, many residents, particularly the most vulnerable, who may struggle to gain access to either their own, or public, transport, would not be able to access them as readily, and as such their quality of life would suffer.

The Council will work closely with partners, including Parish and Town Councils, to ensure that our villages are able to continue to offer residents the services they require, as well as targeting any potential gaps in provision.

Action 5.2: Improved Access to Sustainable Transport and Green Corridors

As a rural district, there are many communities that have great difficulty accessing jobs and services, due to the poor public transport connections. Therefore, the Council will work with partners, particularly the LEPs and Derbyshire County Council, to ensure that sustainable transport in rural areas is improved.

The Council will also work closely with partners to ensure that transport infrastructure throughout the district is improved to aid regeneration. An example of this is the recent announcement of £12million of funding being made available to Derbyshire County Council to make a range of improvements to the A61 to reduce traffic congestion related to upcoming developments. The Council are working closely with DCC on this project to create a range of improvements along the A61, particularly at areas such as near the Avenue site, which reduce congestion and encourage economic growth.

Another important element of transport improvements, are the development of our Green Corridors. These encourage local residents to walk or cycle to work or school, as well as for pleasure or health benefits, and also act as a tourism draw for the district. Therefore, the Council will work closely with the LEPs and other partners to encourage the development of our Green Corridor network. An example of this work is the 'Inspiring Sustainable Connectivity and Growth' project, led by DCC, which has received £750,000 of D2N2 funding to undertake improvements to the cycle/walking networks in and around Chesterfield. The Council is a key partner in this project and will work to ensure that our key green corridors are improved for the benefit of residents.

Action 5.3: Improve access to Superfast Broadband and free Wi-Fi

A negative aspect of living and running a business in a rural area is that access to broadband, and especially Superfast broadband, is limited or non-existent. This has a massive impact on both the ability of businesses located there to grow, as well as the ability of the area to attract new businesses.

Derbyshire County Council has a project called Digital Derbyshire that has identified areas of poor broadband access (many of them in North East Derbyshire) and has been allocated funding of a £27.67 million programme from the Government to improve the situation. Certain locations within the district have been identified as areas of poor broadband access. The Council will work with DCC to ensure that superfast broadband in North East Derbyshire is improved as a priority.

In designing new development, developers can help to anticipate the future needs of residents and businesses and prevent having to retrofit properties in the future by providing for the delivery of broadband infrastructure.

The Council will also work with the LEPs and other partners to encourage the

implementation of free Wi-Fi hotspots in key locations throughout the district, to enable more people, particularly the most vulnerable, to have access to the Worldwide Web.

Key Strategic Objective 6: Maximise Affordable Housing to rent and buy through new build and making best use of existing stock

Evidence

Many households in North East Derbyshire who lack their own housing or live in unsuitable housing cannot afford to buy or rent housing at market rates. These households require affordable housing. Delivering significant amounts of affordable housing to reflect identified need is a key priority within this Strategy and also the Council's Growth Strategy, Local Plan and Corporate Plan.

The North Derbyshire and Bassetlaw Strategic Housing Market Assessment 2013 calculated that the district needs an additional 482 new affordable homes each year to 2031 to meet identified need. This level of need is significant and it is unlikely that this level of new affordable housing can be achieved.

Enabling the provision of affordable housing is achieved by a range of different delivery methods including new build units for rent either at an affordable or social rent, products to assist first time buyers and making the best use of existing stock such as empty properties, private rented sector and social housing.

Due to the low number of smaller units of one and two bedroom accommodation to meet demand (particularly due to welfare reforms and the single occupancy housing benefit legislation) the **private rented sector** is vital in providing additional affordable housing units. The 2013 North Derbyshire and Bassetlaw SHMA found that in North East Derbyshire the private rented sector plays a particularly important role in meeting housing need. The SHMA estimated that the sector meets the needs of 180 households per annum with an affordable housing need. Over the last decade, the SHMA also identified that the private rented sector has been the key growth sector in the District's housing market - with an increase of 3.5% households in the sector between the 2001 and 2011 Censuses

First time buyers - according to evidence collected from the 2013 SHMA the average annual income of first-time buyer households in the district is £35,200, which is significantly higher than the average income for the District of about £21,891. The need to have savings for a deposit means many young households cannot secure a mortgage to buy a new home. On the basis of comparing equity levels and property values it is estimated that first-time buyers in the District (over the past two years) have put down an average deposit of 24%.

To meet this objective, the Council will undertake the following actions:

- Enable the development of homes for social and affordable rent on new build schemes
- Support the development of schemes to enable first time buyers to purchase their own homes.
- Make best use of existing stock including empty properties and non traditional social stock
- Maximise the use of the private rented sector

Action 6.1: Enable the Development of Homes for Social and Affordable Rent on New Build Schemes.

The Council’s emerging Corporate Plan and Growth Strategy has set an ambitious target of 100 new affordable homes to be built each year for the next 5 years.

There is already a total of 365 affordable housing units under construction which are due for completion by March 2016 as shown in the table below :

New Build Units in Progress (Source; Internal Data - Affordable Housing Current Sites Monitoring)

Transformational Sub Area	Number of Sites	Total Units	Affordable Housing Units	
			Count	%
North	4	135	135	100
East	0	0	0	0
South	6	246	185	75.2
West	2	51	45	88.2
NED District Total	12	432	365	84.5

Other key sites, which are proposed to include affordable housing units, are situated in the South of the district, The Avenue (approximately 100 units) and the former Biwaters site, now owned by St Modwens (approximately 90 units). There are also 368 units of housing on proposed sites which currently have outline planning permission. Of these 330 will be based in the South of the district and 38 in the East with a total of 34% (125) to be affordable housing.

The Council will continue to work with Registered Providers, including Rykneld Homes, to bring forward new supply and maximise opportunities to boost delivery.

The HCA’s 2015 - 2018 Affordable Homes Programme aims to increase the supply of new affordable homes by contributing to the delivery of 165,000 homes by the end of March 2018 by investing £1.7bn into affordable housing, the majority being for rented housing with some going towards purchase schemes such as Help to Buy.

Rykneld Homes are continuing to explore funding opportunities and self financing models to enable them to deliver more housing to meet existing needs locally.

As part of the recently submitted Strategic Economic Plans both the D2N2 and the SCR LEPs are seeking to have greater control at a regional level over some of the HCA funding pots. This includes an “ask” of government to create a ring fenced allocation of up to £50m in loan and equity funding from existing HCA resources to achieve accelerated housing delivery in the short term, and a commitment within the SCR to work with partners to develop a flexible Joint Investment Fund to be targeted at local housing delivery.

The Council will continue to work closely with the LEPS to develop funding bids and access funding streams made available through the LEPS.

Action 6.2: Support the Development of Schemes to Enable First Time Buyers to Purchase their Own Homes.

The government has introduced a number of national Help to Buy products to help people to access mortgage finance and housing.

The Council will continue to identify schemes that could be developed and implemented locally to support home-buyers. This includes continuing to work with Sector Treasury Services Ltd to bring forward a Local Authority Mortgage Scheme (LAMS). LAMS is a national scheme set up to assist first time buyers who can afford a mortgage but not the 20/25% deposit often required by lenders. This scheme differs from Help to Buy in that it enables the first time buyers to purchase with a 5% deposit at the same time as realising similar terms, such as lower loan rates - to those offered to people with a higher personal deposit. It also enables councils to identify particular geographical to target those mortgages.

The 2013 SHMA identified the need for 22% of the affordable housing need in the District to be met through “intermediate products” which includes homes for sale and rent at a cost above social rent, but below market levels, such as shared ownership or shared equity products.

Action 6.3: Making best use of existing stock including empty properties and non traditional social stock

Empty Properties - The HCA’s 2011 - 2015 Affordable Homes Programme also included grant funding for empty properties. Through this funding the Council worked in partnership with Groundwork Creswell, Mansfield and Ashfield and Action Housing and Support to enable the delivery of 11 affordable housing units by bringing both empty residential and commercial units back into use.

We will continue to build on this work by identifying further residential and commercial empty properties which would be suitable to convert into residential units. To enable and enhance the delivery of this priority the Council has joined

with its Strategic Partner Bolsover District Council to employ a Joint Empty Properties Officer. In addition to identifying empty properties to bring back into use they will be working with colleagues internally and externally to develop an Empty Properties Strategy for both councils by the end of 2015.

This will not only make additional housing units available, bring local employment opportunities and enhance local communities by removing long term empty properties but it will also increase the amount of New Homes Bonus available to the Council to further its growth agenda.

Non Traditional Council Stock - the Council owns 8,055 housing units and this includes approximately 3,100 non traditional construction units. These consist of a range of 27 different property types located across the district. The cost of remedial works are different for each property type and in different locations, therefore a range of measures have to be developed to address the problems associated with these properties.

Rykneld Homes has completed a major refurbishment programme to the 213 council owned Trusteel homes as well as a comprehensive programme of regeneration in 5 blocks of flats at Stonelow Green in Dronfield.

Rykneld Homes programme to replace 108 Tarran and Prefabricated bungalows and to increase the number of homes on the sites will be completed in 2015.

They will continue to work closely with the council to evaluate the councils remaining non traditional housing stock and identify long term sustainable solutions for this stock throughout the life of this Strategy .

Action 6.4: Maximise the Use of The Private Rented Sector

The Council will explore a private rented sector leasing scheme, with a provider such as Rykneld Homes providing a management service. We will work closely with private rented sector landlords to procure accommodation in the sector on a minimum of a 5 year lease. This enables the Council to offer a more sustainable 5 year tenancy for households as opposed to a 6 month short hold tenancy. The Council will also benefit from having additional units of accommodation for people on our housing waiting list.

The Council will continue to offer its landlord accreditation scheme and the regular joint North Derbyshire Private Rented Sector Forum which attracts in excess of 50 local landlords. This Forum provides the opportunity to engage with private landlords on a variety of issues including empty property schemes, improved conditions, health and safety issues and changes to benefits such as the introduction of Universal Credit and recent welfare reforms. It also provides a platform for the Council to encourage landlords to work in partnership with ourselves to enable additional housing units in the sector which are affordable.

Key Strategic Objective 7: Enable People to Live In and Sustain Healthy Homes

Evidence

The 2011 North East Derbyshire District Council Housing Needs, Market and Affordability Study estimated that almost 26% of households in North East Derbyshire contain one or more people with some sort of support need. Households are more likely to be living in unsuitable housing and have an average annual gross income of around half of that of households with no support needs.

Support Needs Households (Source: Household Survey data)			
Tenure	Household with a supported need	% of those with a support need	% of households with support needs
Owner occupied (no mortgage)	4,492	40.5	27.8
Owner occupied (with mortgage)	1,550	14.0	10.5
Social Rented	4,254	38.3	48.3
Private Rented	801	7.2	22.8
Total	11,097	100	25.7
Disability Category	Household number	% of support needs household	% of all households
Wheelchair user	921	8.3	2.1
Walking difficulty not in a wheel chair	6,753	60.9	15.6
Learning disability	509	4.6	1.2
Mental health problem	1,332	12.0	3.1
Visual/hearing impairment	2,400	21.6	5.5
Asthmatic/respiratory problem	3,109	28.0	7.2
Other physical disability	3,507	31.6	8.1
Limiting long-term illness	4,175	37.6	9.7
Unsuitable Housing	Household with a supported need	% of those with a support need	% of households with support needs
In unsuitable housing	898	8.1	42.3
Not in Unsuitable Housing	10,198	91.9	24.8
Total	11,097	100	25.7
	Annual gross	Average household	

Income and savings	household income (median)	savings (median)
Support needs	£12,300	£1,355
No support needs	£24,556	£1,165
All households	£20,803	£1,200

The level of supported housing need in the district is estimated to increase by around 4% over the next 20 years, mainly due to the ageing population. The Council needs to plan for this through the continued delivery of specialist and supported accommodation which meets the needs of those requiring support or specialist adaptations.

Reduction in housing related support funding - as with many 1st tier Authorities across the country and reductions in Government funding Derbyshire County Council (DCC) announced proposals in 2014 to reduce their Adult Social Care Housing Related Support (formerly supporting people) budget from £15m to approximately £6m. This will have a significant impact on vulnerable households and their ability to sustain their tenancy without support. Vulnerable households affected will include older people, young adults, people with physical and sensory impairment, learning disabilities or mental health and household affected by domestic abuse. Appendix 3 provides a breakdown of the proposed cuts.

Derbyshire and Nottinghamshire Disabled People’s Housing Needs Study (<http://www.ne-derbyshire.gov.uk/housing/strategic-housing-service/disabled-peoples-housing-needs-study/>)

In 2012 Local Authorities in Nottinghamshire and Derbyshire commissioned a study to assess the housing needs of disabled people. Unsurprisingly given the high level of support needs and growing older population, the study identified a high level of need for specialist housing to meet the needs of disabled people. Based on population projections for 2015, estimates of the number of people with physical disabilities in unsuitable accommodation with unmet needs range from 455 to 867 rising to 1,153 by 2030. It was also estimated that 132 households with indoor and outdoor wheelchair requirements will not have their needs met. The study concluded that this shortfall in specialist and suitable accommodation could be met by the provision of new homes designed and built to meet the needs of people with a disability.

Fuel poverty - Fuel poverty is a particular issue for the district due to the high level and growing number of older people and high levels of properties in poor condition in the private sector. In North East Derbyshire the number of households in fuel poverty is estimated at 16,881 which equates to 17% (source HACT) of all households, this is significantly higher than the Derbyshire percentage which is 13.7%. The recent Marmot Review Team report stated: ‘Countries which have more energy efficient housing have lower excess winter deaths. This is due to better preparedness for cold weather; well-insulated, well-heated, and energy-efficient homes’

To meet this objective, the Council will undertake the following actions:

- Work with partners to maximise resources locally to support and enable people to live independently
- Work with partners to deliver suitable housing and adaptations for households with a physical, sensory or mental impairment
- Work with partners in Derbyshire to enable affordable warmth for our residents

Action 7.1: Work with Partners to Maximise Resources Locally to Enable People to Live Independently

We will work with national and local funders and partners to procure and maximise funding and resources available to enable vulnerable people to live independently.

The need to procure additional funding is even more important in light of the cuts to Derbyshire County Council's Housing Related Support Budget which will have a key impact on how the Council and its partner housing providers, including Rykneld Homes, support some of their more vulnerable tenants to live independently.

Older People - DCC are proposing to end funding for older people's sheltered housing with wardens on site (category 2 provision) from April 2016 and are proposing capping the amount of funding available for the Older Person's Floating Support.

Rykneld Homes currently has a contract to services for 1 category 2 block of flats and floating support for around 200 clients. Through consultation with key stakeholders and residents they will develop an alternative service to meet the needs of older people beyond April 2016.

Vulnerable Young Adults - DCC are proposing to cut housing related support funding for young people from £1m to approximately £175k across Derbyshire. This has a potential impact on young people across all sectors.

It should be noted that although 118 young people were allocated a council property in 2013/14, the majority will be housed in the private rented sector. The sector, however, is largely unaffordable due to recent welfare reforms changes which cap housing benefit for under 35s to a shared room rent. The reduction in housing related support has led to concern amongst the council and partner agencies including Local Housing Authorities, Health and DCC's Children Services. Agencies, including the Council will commence a mapping process of housing options for young people. In addition to this a number of funding bids were submitted in 2014 to bridge this gap and to provide a new model of support to young people. The DCLG under its 2014 Single Homelessness Grant has awarded £250k to a consortium made up of the district and borough Housing Authorities in Derbyshire including Derby City Council. £150k of this funding will be to pilot a project in North Derbyshire to develop a pathways approach to housing for young

people, ensuring all relevant agencies are involved. In addition to this it will link closely to the SCR Ambition Project to ensure a close link with employment and training for those young people in housing need.

Domestic Abuse - 40% cuts have been proposed to domestic abuse provision. A joint Derbyshire wide bid has been made to the DCLG for additional refuge accommodation.

The Council will continue to work closely with its local provider Derbyshire Domestic Abuse and Sexual Violence Services (DDASVS) to look at how we support households affected either through the homelessness route, referral to DDASVS for support and advice or other alternative support as appropriate. Domestic abuse was the 3rd most common reason for homelessness in the district.

Vulnerable Adults Risk Meetings - the council is a key partner in the Derbyshire wide VARM policy and process. This policy was launched in January 2014 to ensure that vulnerable people at risk of harm to both themselves or others are supported by a multi agency approach. Council Officers were involved in 5 VARMS which ranged from hoarders to heavy drinkers at risk of fire to the property and also people with learning disabilities with no heating or cooking facilities available. The VARM process resulted in engagement of a number of agencies including Derbyshire Fire and Rescue, Drug and Alcohol Team, Mental Health Services, Police and Adult Social Care. Solutions have included the installation of fire prevention initiatives, assisting with clearing exits of rubbish and hoarded material and support into a detox programme. All these initiatives have prevented harm to the individual and their immediate neighbours. The council will continue to engage in this process and develop internal processes to respond to ensure risks to vulnerable adults are minimised.

Action 7.2: Work with partners to deliver suitable housing and adaptations for households with a physical, sensory or mental impairment

The Council carried out adaptations to its own stock and completed 642 minor (for example handrails) and major (for example stair lifts) adaptations in 2013/14. Financial assistance can also be given for adaptations to private sector homes by means of a means tested Disabled Facilities grant (DFG).

A Handy Van Service operates in the district to help vulnerable people with security and safety fittings and advice, minor household repairs and fitting of some telecare equipment.

We will work closely with DCC to identify new housing solutions for people with learning disabilities who are seeking to achieve independent living.

In recognition of the need for more specialist housing for people with physical disabilities we will work with developers and Registered Providers to provide more properties that meet the current Lifetime Homes Standard and Wheelchair Accessible Housing criteria

Action 7.3: Work with Partners in Derbyshire to Deliver Affordable Warmth for Our Residents

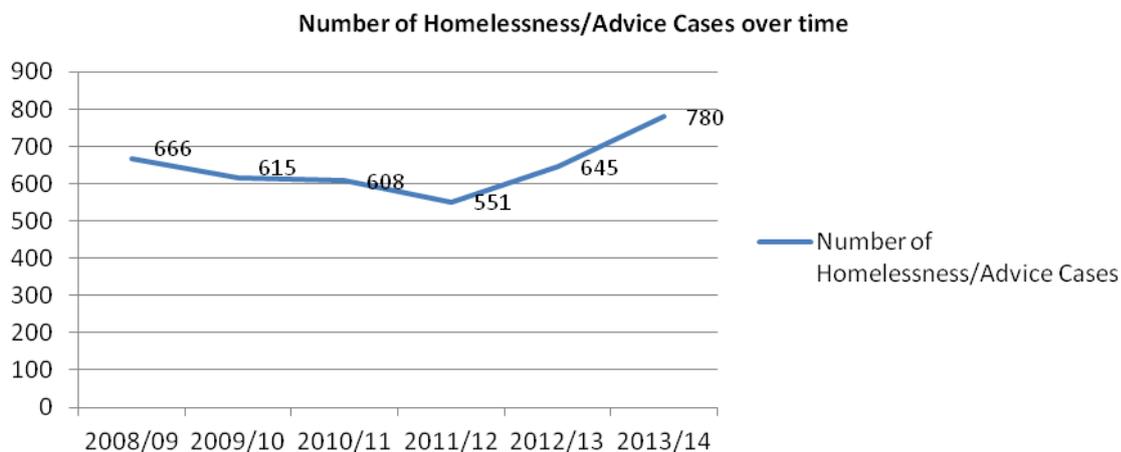
Local Authorities are required under the Home Energy Conservation Act (2013) to report on work to address fuel poverty and create affordable warmth initiatives. The Council is currently carrying out work to increase the number of hard to reach/vulnerable households who are supported to access affordable warmth/energy efficiency interventions through a coordinated and targeted approach. This work is being carried out in partnership with the Derbyshire Local Authority Energy Partnership (LAEP) whose key objective is to coordinate and secure partnership cooperation and funding for the delivery of energy efficiency measures across the county.

The LAEP will act as the provider body and will engage with the 8 Derbyshire district councils, the 5 CCGs and primary care providers across the county to coordinate an approach to target vulnerable people including those on low incomes, people with a specified long term condition and properties which are least energy efficient to receive support to improve the energy efficiency or address the affordable warmth issues in their home through tailored engagement methods. Public Health monies have also been made available to support this work.

Key Strategic Objective 8: Prevent and Reduce Homelessness

Evidence

From the 1st April 2013 to 31st March 2014 there were 780 homelessness and advice cases registered with the Councils Housing Options Team. The data shows this is the highest increase since 2008/2009.



Of the number of Homelessness/advice cases 26.4% were for young people aged 18 - 25 and of these 56.3% were single and 7.2% were couples without children and the remaining 36.4% were for young people with children. 2.7% was for people aged 65 and over and of these 78.9% were for single people.

The top three causes of homelessness for the Council in 2013/14 were:

- Non violent relationship breakdown
- Friend / relative eviction
- Fleeing Domestic Violence

To meet this objective, the Council will undertake the following actions:

- Work with partners to develop and procure homeless prevention initiatives and ensure available funding is maximised for local residents
- Work with private rented sector landlords to maximise the use of the private rented sector for single people
- We will work to deliver an excellent Housing Options Service which meets the Government's Gold Standard

Action 8.1: Work with partners to develop and procure homeless prevention initiatives and ensure available funding is maximised for local residents

The Council recognises that the development of homeless prevention initiatives are often delivered most effectively in terms of costs and best use of resources across the whole of North Derbyshire covering the boroughs and districts of North East Derbyshire , Bolsover and Chesterfield. Many of the support services in both the voluntary and community sector and statutory sectors such as Health and Social Care cover different geographical areas to those of district and borough boundaries. Voluntary advice agencies and support providers such as The North Derbyshire Law Centre and Action Housing and Support Limited cover the whole of North Derbyshire.

In recognition of these boundaries and an emphasis from funders such as the DCLG to bid at a sub regional basis for homelessness funding many of the recent and proposed homeless prevention initiatives are and will be delivered on a North Derbyshire basis.

The DCC Housing Related Support budget also contributes to the prevention of homelessness. The cuts to the budgets for young people, over 25s and domestic abuse will have a significant impact on homelessness and homelessness presentations locally. The council has a key challenge to bridge the gap once these services are decommissioned.

The Council will work with relevant partners to procure and deliver the following homeless prevention initiatives:

- **North Derbyshire Pre Tenancy Support Scheme** - to support single homeless people prior to moving into settled accommodation.
- **North Derbyshire Private Rented Access Scheme** - this scheme is currently delivered by Action Housing and Support and currently receives a mixture of Local Authority Homeless prevention grant and a proportion of the

successful Derbyshire wide grant from the DCLG single homeless funding round in 2012. This contract is due to expire in the summer of 2015. The council will undertake a review of the scheme and look at how it can best be delivered within resources beyond 2015. The scheme works closely with private rented sector landlords to encourage them to provide accommodation to potentially homeless single people.

- **North Derbyshire Hospital Discharge Project** - funding has been procured from both the Derbyshire Housing and Health pot and the 2014 DCLG Single Homelessness grant. The scheme will be developed in 2015 to support those people discharged from hospital and A&E who have no accommodation to return to. Joint work will be carried out with the hospital prior to their discharge.
- **Derbyshire County Council (DCC) housing related support schemes** -The Council is currently working closely with key partners including DCC to look at how these schemes can be remodelled and to ensure that best use is made of available funding to continue the schemes to meet local needs. Responding to these cuts together with the impacts of welfare reforms on vulnerable households locally will be a key challenge and priority for the Council and its partners over the next 5 years.
- **Ambition Housing Project** - a successful funding bid to the DCLG 2014 Single Homelessness Grant funding round has resulted in funding for 2 housing workers to be based within the existing SCR Ambition project based within the council's structure. The scheme will cover the 3 North Derbyshire authorities and Derbyshire Dales and will seek to create a pathways approach to housing for 16 - 25 year olds, identifying links to employment, training and health.
- **No Second Night Out** - the successful bid to DCLG in 2014 also resulted in funding to enable a project to be developed based in Chesterfield covering North Derbyshire to tackle street homelessness. This is part of the national No second Night Out initiative and recognises the recent increase in rough sleeping in the Chesterfield area. The council will work closely with partners to prevent street homelessness for our residents.

In recognition of the North Derbyshire approach to homeless prevention the Council will work jointly with Bolsover and Chesterfield district and borough councils and partner agencies to develop a North Derbyshire Homelessness Prevention Strategy by the summer of 2015.

Action 8.2: Work with Private Rented Sector Landlords to Maximise the Use of the Private Rented Sector for Single People

As outlined in the section on the private rented sector under *Maximise Affordable Housing to Rent or Buy through New Build and Making Best Use of Existing Stock*

we will continue to work closely with private rented sector landlords to maximise the provision of good quality and affordable accommodation in the sector for use by homeless and potentially homeless households through the provision of a bond, rent in advance and or tenancy related support. This will be a key challenge for the Council in the current climate of welfare reforms and housing related support budget cuts and their impact on the access to the private rented sector with landlords becoming reluctant to let to households on benefits due to reduced housing benefit allowances.

This sector is key to accommodating single people due to the low number of smaller units available within the Council's housing stock. A review of the demand for smaller units will be carried out jointly between RH and the Council to identify the true need and how we respond to this need.

Action 8.3: We Will Work to Deliver an Excellent Housing Options Service which Meets the Government's Gold standard.

The Council delivers a housing options service via its Housing Options Team including advice on:

- Homelessness
- Accessing accommodation in the private rented sector
- Private sector tenancies and tenants' rights, including harassment and illegal eviction
- Housing benefit issues and access to discretionary housing payments
- Mortgage and debt advice
- Assistance with applying for council housing via Rykneld Homes Choice Based Lettings system Choice Move
- Advice on access to supported housing for vulnerable people

In 2013 the Government announced its Gold Standard Challenge and dedicated a £1.7m budget to encourage the standard across the country. The Gold Standard Challenge provides a framework for providing continuous improvement in front line housing advice services.

The challenge includes a local authority sector led peer review scheme designed to help local authorities deliver more efficient and cost effective homelessness prevention services. The challenge follows a 10 step continuous improvement approach that starts with a pledge for local authorities aspiring to '*strive for continuous improvement in front line housing services*' and culminates in an application for the Gold Standard Challenge.

Through the Derbyshire Homelessness Officer's Group a joint commitment has been made by each Local Authority in Derby and Derbyshire to achieve the Gold standard and provide a peer support review. The Council has already carried out a peer review of Derby City Council and is currently awaiting a review from a neighbouring Authority.

11. Delivery of the Strategy and Action Plan

The following Action Plan has been developed to enable the delivery of the Strategy. This will be monitored internally by the Council's Economic Development and Housing Strategy and Enabling Teams and by members through its Cabinet function and the Economic Regeneration, Skills and Environment Scrutiny Committee and the Safer Homes and Neighbourhoods Scrutiny Committee and . Internal staffing resources will enable the delivery of the Strategy and its Action Plan together with effective partnership working with key stakeholders and agencies.

In addition to staff resources a key element of enabling the delivery of this strategy will be through procuring and enabling external funding into the Authority via joint work with our Local Enterprise Partnerships (LEPs) and maximising funding from national and local bidding opportunities as they arise.

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APPENDIX B

TABLE 1

STRATEGIC RISK REGISTER SUMMARY

STRATEGIC RISK REGISTER SUMMARY AS AT: 31st December 2014

	Risk	Consequences	Gross Risk (Probability x Severity)	Net Risk (Probability x Severity) Taking into Account Current Controls	Risk Owner / Lead Officer
1	Failure to deliver a balanced budget in line with the MTFP, at a time when the Council's reserves are at an acceptable rather than a robust level.	<ul style="list-style-type: none"> Impact upon ability to deliver current level of services Unable to resource acceptable levels of service. Significant adverse reputational Impact. 	4,4 16	3,4 12	SAMT / Chief Financial Officer
2	External financial / policy developments have an adverse impact on Council (poor financial settlement), or upon the local economy (employment losses / welfare reform), to which Council is unable to adopt an appropriate change of Strategic direction. It would be reasonable to anticipate an increase in the number of policy announcements / legislative changes following on from the May 2015 General Election.	<ul style="list-style-type: none"> Unable to deliver the package of services to meet changing local needs and aspirations. Unable to effectively support local communities. <ul style="list-style-type: none"> Increased demands on Council services at a time when the Council resource base is reducing. 	4,4, 16	4,3 12	SAMT / Political Leadership

	Risk	Consequences	Gross Risk (Probability x Severity)	Net Risk (Probability x Severity) Taking into Account Current Controls	Risk Owner / Lead Officer
3	Delivery of the Council's Agenda is dependent upon effective delivery of both a number of major initiatives in the Growth Strategy, the Transformation Agenda, Welfare Reform, the localised HRA Regeneration Initiatives (including Mill Lane), the Election, securing major financial savings and implementing a range of new government reforms whilst maintaining service quality, which may overstretch our reduced organisational capacity.	<ul style="list-style-type: none"> • New initiatives are not delivered in a cost-effective manner. • Failure to maintain / improve services in line with local aspirations • Failure to generate the savings required to balance the budget • Financial efficiencies weaken Governance / Internal Control arrangements. • Service deterioration / failure arising from capacity issues. 	4,4 16	4,3 12	SAMT / Chief Executive / Political Leadership.
4	Increasing difficult in recruiting to key posts or to replace key staff who leave. Recent evidence has indicated that this may be an emerging trend with some concerns that in certain areas of work our pay and grading may be in appropriate.	<ul style="list-style-type: none"> • Deterioration in services to the public and loss of productivity • Weakening of Internal Control arrangements. • Ability to deliver Corporate Service Plan, service delivery / improvement falters. 	4,4 16	4,3 12	SAMT / Asst Director HR
5	A major operational (including data protection) risk materialises resulting in a significant impact upon the Council's ability to secure its corporate objectives. Given the efficiency measures that have been	<ul style="list-style-type: none"> • Deterioration in services to the public, potentially a major initial impact upon a local resident or a group of local residents. • Severe reputational damage to the Council. • Significant staff and financial resources 	4,4 16	4,3 12	SAMT / Assistant Directors

	Risk	Consequences	Gross Risk (Probability x Severity)	Net Risk (Probability x Severity) Taking into Account Current Controls	Risk Owner / Lead Officer
	introduced to date this is considered to be an increasing issue for the Council.	<p>required to resolve position, impacting on other services.</p> <ul style="list-style-type: none"> • A major service has its operating capacity significantly affected and is required to introduce major reform in its approach to service delivery. 			
6	Failure to resource and deliver acceptable service performance improvement/ reconfiguration to maintain good external reputation.	<ul style="list-style-type: none"> • Pace of external change results in underperforming services with adverse impact on local residents. • Financial viability of the Council potentially undermined. • Significant reputational damage to the Council. 	4,4 16	3,3 9	SAMT / Chief Executive
7	Need to effectively engage with local communities and a range of local partners (through the Strategic Alliance and other Joint services) to deliver cost effective joined up services.	<ul style="list-style-type: none"> • Failure to provide effective community leadership. • Inability to deliver good quality cost effective services targeted at local needs • Failure to achieve the required MTFP savings targets. • Poor outcomes for local residents, due to failure to engage other agencies. 	4,4 16	3,3 9	Political Leadership Team / SAMT
8	Emergency Planning and Business Continuity arrangements fail to meet required standards when tested by	<ul style="list-style-type: none"> • Inability of Council to provide services as a consequence of a severe catastrophic external event (eg flooding, major terrorist 	3,5 15	2,5 10	SAMT / Director of Health and Well

	Risk	Consequences	Gross Risk (Probability x Severity)	Net Risk (Probability x Severity) Taking into Account Current Controls	Risk Owner / Lead Officer
	flu pandemic, natural disaster (flood), etc	<p>incident, flu pandemic, fire at Salter gate).</p> <ul style="list-style-type: none"> • Failure of IT infrastructure, leading to inability to effectively operate services and to safeguard income streams. • Business Continuity Plans prove ineffective in practice. 			Being
9	Governance Arrangements including Performance, Finance and Risk Management need to be maintained in order to continue to operate effectively in a rapidly changing environment.	<ul style="list-style-type: none"> • Adverse Impact upon Service Quality. • Failure to deliver high quality services which address national and local priorities. • Significant adverse reputational impact. 	3,4 12	3,3 9	Chief Financial Officer / Monitoring Officer
10	Staff morale / Sickness Levels adversely affected as a result of pace of change, tightening financial circumstances or external circumstances.	<ul style="list-style-type: none"> • Deterioration in services to the public and loss of productivity • Loss of key staff increased sickness levels • Increased pressure on other members of staff • Loss of 'goodwill'. 	3,4 12	3,3 9	SAMT / Assistant Director HR

Appendix C

General Fund Summary 2015/16 – 2017/18

Appendix D

Housing Revenue Account 2015/16 – 2017/18

Appendix E

Capital Programme 2014/15 to 2017/18