

# Public Document Pack



**North East  
Derbyshire**  
District Council

Our Ref:

Contact: Alan Maher

Tel: 01246 217391

Email: [Alan.maher@ner-derbyshire.gov.uk](mailto:Alan.maher@ner-derbyshire.gov.uk)

Date: Wednesday, 14 April 2021

To: **Members of the Cabinet**

Please attend a meeting of the Cabinet to be held on **Thursday, 22 April 2021, at 4.30 pm by CONFERENCE CALL**. Access credentials will be sent to Members separately.

The public parts of the meeting will be streamed from the Council's website on its 'You Tube' channel.

Yours sincerely



Joint Head of Corporate Governance and Monitoring Officer

## **Cabinet Members**

Councillor A Dale (Chair)  
Councillor M Foster  
Councillor P Parkin  
Councillor C Renwick

Councillor C Cupit (Vice-Chair)  
Councillor J Kenyon  
Councillor A Powell

**For further information about this meeting please contact Alan Maher, 01246 217391**

## **Notice of Meeting to be held in Private**

It is intended that part of this meeting will be held in private under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The matters to be considered in private are listed under the heading Private Session. The categories of exempt information that are likely to be disclosed during the discussion of these items, as defined in Part 1 of Schedule 12A to the Local Government Act 1972, are listed below each item.

No representations have been received requesting that these items be open to the public.

## **A G E N D A**

### **Public Session**

#### **1 Apologies for Absence**

#### **2 Declarations of Interest**

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

#### **3 Minutes of the Last Meetings (Pages 4 - 11)**

To approve as a correct record the Minutes of Cabinet held on 28 January 2021

To approve as a correct record the Minutes of Cabinet held on 18 February 2021

#### **4 Medium Term Financial Plan: Budget Monitoring October-December 2020 (Pages 12 - 26)**

Report of Councillor P Parkin, Portfolio Holder for Finance

#### **5 Council Plan Targets Performance Update October to December 2020 (Q3 - 202/21) (Pages 27 - 53)**

Report of Councillor A Dale, Leader of the Council and Portfolio Holder for Overall Strategic Leadership

#### **6 North East Derbyshire Growth Strategy 2021-24 (Pages 54 - 98)**

Report of Councillor C Renwick, Portfolio Holder for Economic Growth

#### **7 Urgent Items**

To consider any other matter which the Leader is of the opinion should be considered as a matter of urgency, in accordance with the provisions of Statutory Instrument 2012 No 2089, Regulation 11.

#### **8 Exclusion of Public**

The Leader to move:-

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 Part 1 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 item].

### Private Session

#### **9 Killamarsh Leisure Centre Update** (Pages 99 - 120)

Report of Councillor J Kenyon, Portfolio Holder for Leisure, Transformation and Climate Change

Key Decision

Paragraph 3

#### **10 Coronavirus (Covid-19) Contingency Planning Update**

Paragraph 4

#### **11 Urgent Items**

To consider any other matter which the Leader is of the opinion should be considered as a matter of urgency, in accordance with the provisions of Statutory Instrument 2012 No 2089, Regulations 5 and 11.



North East  
Derbyshire  
District Council

***We speak  
your language***

**Polish**

***Mówimy Twoim językiem***

**French**

***Nous parlons votre langue***

**Spanish**

***Hablamos su  
idioma***

**Slovak**

***Rozprávame Vaším  
jazykom***

**Chinese**

**我们会说你的语言**

If you require  
this agenda in  
**large print**

or another  
format  
please call  
us on

**01246  
217753**

If you require an adjustment to enable you to participate in or access the meeting please contact the Governance Team at least 72 hours before the meeting starts.

## CABINET

### MINUTES OF MEETING HELD ON THURSDAY, 28 JANUARY 2021

#### **Present:**

Councillor Alex Dale (Chair)  
Councillor Charlotte Cupit (Vice-Chair)

Councillor Mark Foster  
Councillor Paul Parkin  
Councillor Carolyn Renwick

Councillor Jeremy Kenyon  
Councillor Alan Powell

#### **Also Present:**

G Callingham	Director of Growth and Economic Development
K Hanson	Joint Director of Environment and Enforcement
L Hickin	Joint Director of Corporate Resources and Head of Paid Service
J Dethick	Head of Finance and Resources, Section 151 Officer
S Sternberg	Joint Head Of Service - Corporate Governance & Monitoring Officer
N Calver	Governance Manager
M E Derbyshire	Members ICT & Training Officer
A Maher	Senior Governance Officer

#### **CAB/ Apologies for Absence**

76/2

0-21 There were no Apologies for Absence.

#### **CAB/ Declarations of Interest**

77/2

0-21 There were no Declarations of Interest.

#### **CAB/ Minutes of Last Meeting**

78/2

0-21 RESOLVED – That the minutes of the meeting held on 18 December 2020 were approved as a true record.

#### **CAB/ NEDDC Visitor Economy Strategy 2021-2024**

79/2

0-21 Cabinet considered the proposed Visitor Economy Strategy for 2021-2024. The Strategy set out an overall vision for this sector of the economy, how it could be helped to overcome the problems caused by the Coronavirus (Covid-19) outbreak and developed still further across the District. The Strategy also identified the priority areas where progress was required and the specific actions that would be taken to achieve this.

Cabinet was asked to agree an allocation from the 'Invest to Save' Budget, initially set at £20,000. It was explained that the allocation would be used to promote the District as a visitor destination and to help secure external funding from partner organisations to support specific initiatives.

Members reflected on the proposed Visitor Economy Strategy. There was a

consensus that the Strategy and its proposed Action Plan would be of assistance to the Visitor Economy sector and should be endorsed.

### RESOLVED

- (1) That Cabinet approved the North East Derbyshire Visitor Economy Strategy 2021-2024.
- (2) That the Director of Growth and Economic Development be authorised to make non-substantive amendments to the Strategy documents, in consultation with the Portfolio Holder for Economic Growth.
- (3) That Cabinet agreed that the Director of Corporate Resources allocate £20,000 from the 'Invest to Save' fund as an operating budget for the financial year 2021/22.

REASONS FOR DECISION - The Visitor Economy is a key priority for the Council. Adopting the Strategy will enable the Council to guide future resource allocation and its work in this important area.

OTHER OPTIONS CONSIDERED AND REJECTED - The option of not adopting a Visitor Economy Strategy for the District was considered but rejected. It would have meant that those businesses engaged in the Visitor Economy would not get the support required to help them to cope with the difficulties caused by the Coronavirus (Covid-19) outbreak, protect existing jobs and to then grow and create future employment opportunities.

### **CAB/ NEDDC Employment and Skills Strategy 2021 - 2024**

**80/2  
0-21**

Members considered the proposed Employment and Skills Strategy for 2021-24. This set out an overall vision for how the Council would help residents to 'upskill' and retrain in order to improve their employment skills. It also set out how employers could be helped to maintain jobs in the District and to retain and attract skilled employees to them.

Members discussed the proposed Strategy. They emphasised their support for developing employment opportunities and employment skills. In this context, they welcomed the contribution that the Strategy and its proposed Action Plan would make to enabling businesses and residents across North East Derbyshire to access the wide range of support which is available to them, especially during the period of economic difficulties caused by the Coronavirus (Covid-19) outbreak.

### RESOLVED

- (1) That Cabinet approved the Employment and Skills Strategy 2021 – 2024, along with the 'Action Plan' to take forward the Council's work relating to employment and skills in the District.
- (2) That Cabinet agreed to receive a report on NEDDC Digital Skills, including but not limited to, a NEDDC online Jobs fair platform or an equivalent initiative.

- (3) That the Director of Growth and Economic Development be authorised to make non-substantive amendments to the strategy documents, in consultation with the Portfolio Holder for Economic Development.

REASONS FOR DECISION - By Adopting the Strategy the Council would demonstrate its commitment to developing local support for employment and skills and in ensuring that businesses and residents could access the wide range of support which is available to them.

OTHER OPTIONS CONSIDERED AND REJECTED - The option of not adopting a Strategy was considered but rejected, for the reasons specified in the report.

**CAB/ Medium Term Financial Plan 2020/21 -2024/25 - TO FOLLOW**

**81/2**

**0-21**

As part of the Council's Medium Term Financial Plan, Cabinet considered the Current Budget for the 2020-21 financial year. It also considered the proposed Original Budget for the 2021-22 financial year, covering the General Fund, Housing Revenue Account and Capital Programme. Cabinet was asked to endorse and recommend them to Council for approval, at its meeting on 1 February 2021

Members were reminded that the Council had faced significant financial challenges as a result of the Coronavirus (Covid-19) outbreak. The report explained that because of the outbreak the Council had received far less income than expected from leisure facilities and other services, such as Commercial Waste Collection. It also explained that income growth from Business Rates during the year would be considerably lower than projected.

Members heard that the Council had received substantial support from Central Government during the year to offset the financial impact of the virus outbreak. This support had helped to stabilise its financial position. In particular, Members heard that the Council had received a grant of £1.44m, to assist with the costs of delivering services during the outbreak. Cabinet also learned how the Government's Income Compensation Scheme would compensate for a proportion of the income lost from fees and charges.

Cabinet welcomed the Government's support and the contribution which it had made to maintaining services. Members also noted how this assistance had helped the Council to support the wider community and local economy.

Members discussed the proposed Council Tax increase of £3.70 (1.95%), to be levied in respect of a notional Band D property. Cabinet felt that an increase at this level would help maintain services, but would not place an unnecessary financial pressure on householders.

Cabinet noted that the Original Budget for 2021-22 included a shortfall of £0.133m that would have to be saved as a matter of priority. Cabinet emphasised that these savings should be secured either by permanent reductions in expenditure, or through sustained increases in the amount of income received. In this context, Members discussed the significant financial challenges that would

face the Council during the remaining period of the Medium Term Financial Plan.

Cabinet discussed the proposed Housing Revenue Account. Members noted the 1.5% increase in housing rents recommended for 2021/22. Members reflected on how the increase would be in line with Social Housing Rent Standard, set by the Government. This Standard allowed all registered providers of social housing, including local authorities, to apply annual rent increases of up to the Consumer Price Index (CPI) plus 1%.

### RESOLVED

That Council be recommended at its meeting on 1 February 2021:

- (1) That the view of the Chief Financial Officer, that the estimates included in the Medium Term Financial Plan 2020/21 to 2024/25 are robust and that the level of financial reserves whilst at minimum levels are adequate, be accepted.
- (2) That officers report back to Cabinet and the Audit and Corporate Governance Scrutiny Committee on a quarterly basis regarding the overall position in respect of the Council's budgets. These reports to include updates on achieving the savings and efficiencies necessary to secure a balanced budget over the life of the medium term financial plan.

### **GENERAL FUND**

- (3) A Council Tax increase of £3.70 will be levied in respect of a notional Band D property (1.95%).
- (4) The Medium Term Financial Plan in respect of the General Fund, as set out in **Appendix 1** to the report, be approved as the Current Budget 2020/21, as the Original Budget 2021/22, and as the financial projections in respect of 2022/23 to 2024/25.
- (5) That any under spend in respect of 2020/21 be transferred to the Resilience Reserves, to provide increased financial resilience for future years of the plan.

### **HOUSING REVENUE ACCOUNT**

- (6) That Council sets its rent levels for 2021/22 in line with the Social Housing Rent Standard increasing rents by 1.5% from 1<sup>st</sup> April 2021.
- (7) That all other charges be implemented in line with the table shown at 1.38 in the report above with effect from 1 April 2021.
- (8) The Medium Term Financial Plan in respect of the Housing Revenue Account as set out in **Appendix 3** to the report be approved as the Current Budget in respect of 2020/21, as the Original Budget in respect of 2021/22, and the financial projection in respect of 2022/23 to 2024/25.
- (9) That the Management Fee for undertaking housing services at £9.692m

and the Management Fee for undertaking capital works at £1.1m to Rykneld Homes in respect of 2021/22 be approved.

- (10) That Members endorse the section in the current Financial Protocol which enables the Council to pay temporary cash advances to Rykneld Homes in excess of the Management Fee in order to help meet the cash flow requirements of the company should unforeseen circumstances arise in any particular month.
- (11) That Members note the requirement to provide Rykneld Homes with a 'letter of comfort' to the company's auditors and grant delegated authority to the Council's Chief Financial Officer in consultation with the Portfolio Member for Finance to agree the contents of that letter.

## **CAPITAL PROGRAMME**

- (12) That the Capital Programme as set out in **Appendix 4** to the report be approved as the Current Budget in respect of 2020/21, and as the Approved Programme for 2022/23 to 2024/25.

REASONS FOR DECISION - To recommend budgets to Council in respect of the General Fund, the Housing Revenue Account and the Capital Programme.

OTHER OPTIONS CONSIDERED AND REJECTED - The alternative options that were considered and rejected were specified in the report.

### **CAB/ Urgent Items**

**82/2**

**0-21** There were no urgent items.

### **CAB/ Exclusion of Public**

**83/2**

**0-21** 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 Part 1 of Schedule 12A to the local Government Act 1982 (as amended by the Local Government (Access to Information)(Variation) Order 2006).

The category of exempt information is stated after each Minute.

### **CAB/ Property Purchases Using One for One Receipts**

**84/2**

**0-21** The report to Cabinet sought agreement on the use of outstanding 'Right to Buy' receipts from the sale of Council housing. If these receipts were not used before the end of the financial year then they would have to be returned to the Ministry of Housing, Communities and Local Government (MHCLG), along with the appropriate interest payments.

The report also recommended that a delegated decision process be adopted, in order to use outstanding Right to Buy receipts for the purchase of appropriate properties during the remainder of the financial year. Members supported this.

## RESOLVED

- (1) That Cabinet endorsed the acquisition of the specified properties, as set out in the report and recommended the decision to purchase them to the Director of Growth and Economic Development following consultation with the Council's Head of Finance/Section 151 Officer, Portfolio Holder for Housing, Communities and Communications, Portfolio for Finance and the Council's Asset Management Group
- (2) That the Director of Growth and Economic Development be authorised to purchase any other suitable property which could be acquired before 31 March 2021, following consultation with the Council's Head of Finance/Section 151 officer, Portfolio Holder for Housing, Communities and Communications, the Portfolio Holder for Finance and the Council's Asset Management Group

REASONS FOR DECISION - To increase the Council's social housing stock and to avoid the return of Right to Buy '1-4-'1 receipts and the extra interest costs that would be incurred.

To put in place a delegated Decision process to enable 1-4-1 receipts to be spent before the legislative deadlines.

OTHER OPTIONS CONSIDERED AND REJECTED - The option of doing nothing was considered and rejected for the reasons specified in the report.

(Paragraph 3)

### **CAB/ Coronavirus (Covid-19) Contingency Planning Update**

**85/2**

**0-21**

Cabinet received an update on the contingency planning arrangements that were now ongoing at a regional and national level to help combat the outbreak of the Coronavirus (Covid-19).

(Paragraph 4)

### **CAB/ Urgent Items**

**86/2**

**0-21**

There were no urgent items

## **CABINET**

### **MINUTES OF MEETING HELD ON THURSDAY, 18 FEBRUARY 2021**

#### **Present:**

Councillor Alex Dale (Chair)  
Councillor Charlotte Cupit (Vice-Chair)

Councillor Mark Foster  
Councillor Paul Parkin  
Councillor Carolyn Renwick

Councillor Jeremy Kenyon  
Councillor Alan Powell

#### **Also Present:**

M Broughton	Joint Head of Partnerships and Transformation
L Hickin	Joint Director of Corporate Resources and Head of Paid Service
M E Derbyshire	Members ICT & Training Officer
A Maher	Senior Governance Officer

#### **CAB/87 Apologies for Absence** **/20-21**

There were no apologies for absence.

#### **CAB/88 Declarations of Interest** **/20-21**

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

There were no Declarations of Interest.

#### **CAB/89 Exclusion of Public** **/20-21**

**RESOLVED** – That the public be excluded from the meeting during the discussion of the following item of business to avoid the disclosure to them of exempt information as defined in Paragraphs 3 & 4 , Part 1 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 item].

#### **CAB/90 Eckington Pool Decarbonisation Bid** **/20-21**

The report to Cabinet explained that the Council had successfully applied for grant funding from the Government's Public Sector Decarbonisation Scheme (PSDS) for improvements at Eckington swimming pool. As part of the payment process, the Council had been asked to confirm before 20 February 2021 that it would be prepared to accept this grant funding.

Cabinet discussed the report and the role which the grant funding would play in enabling the improvements agreed for the Eckington Swimming to be implemented and the financial benefits to the Council.

Members supported the proposal and agreed that it be supported.

#### RESOLVED

- (1) That Cabinet approved the improvement works, as specified in the report, to be funded from the 2021/22 Capital Programme, which was endorsed by Council on 1 February 2021.
- (2) That Cabinet agreed to accept the Public Sector Decarbonisation Grant, on the terms specified in the report.
- (3) That the Joint Head of Service – Partnerships and Transformation, in consultation with Portfolio Holder for Leisure, Transformation & Climate Change, be authorised to enter into the relevant agreements/contracts associated with the effective delivery of the project.

REASONS FOR DECISION - To enable improvement works on the pool to be carried out in a cost effective way. These improvements will both extend the life of the facility and provide a better experience to new and existing customers. The improvements will also make the facility more cost effective and help to reduce significantly its carbon emissions.

OTHER OPTIONS CONSIDERED AND REJECTED - The option of not accepting the Public Sector Decarbonisation Grant was considered but rejected as not in the financial interests of the Council.

(Paragraphs 3 & 4)

**This is a Key Decision. The call-in period for the decision will run until Monday 1 March 2021.**

**CAB/91** **Urgent Items**  
**/20-21**

There were no urgent items.

## North East Derbyshire District Council

### Cabinet

22 April 2021

#### **Medium Term Financial Plan – Budget Monitoring October – December 2020**

#### **Report of the Portfolio Holder for Finance, Councillor P Parkin**

Classification: This report is public

Report By: Jayne Dethick, Head of Finance and Resources

Contact Officer: Jayne Dethick, Head of Finance and Resources

---

#### **PURPOSE / SUMMARY**

To update Cabinet on the financial position of the Council following the third quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account and the Capital Programme.

---

#### **RECOMMENDATIONS**

1. That Cabinet notes the budget monitoring position outlined in this report and detailed in Appendices 1-5

Approved by the Portfolio Holder - Yes

---

#### **IMPLICATIONS**

---

Finance and Risk: Yes  No

#### **Details:**

Measures have been put in place to minimise the impact of lost income in 2020/21 and ensure that the cash flow position remains protected as a result of the pandemic. The impact on the annual budget is continually reviewed during this period of uncertainty to ensure it remains robust and that reserves remain adequate should they need to be utilised. The Financial Resilience reserve was created as part of the Medium Term Financial Plan refresh for 2020, reflecting the CIPFA Financial Management Code recommendations to effectively manage reserves. The government grant has been moved to this reserve and will be utilised for the purposes of Covid-19.

On Behalf of the Section 151 Officer

---

---

**Legal (including Data Protection):** Yes  No

**Details:**

[Click here to enter text.](#)

On Behalf of the Solicitor to the Council

---

**Staffing:** Yes  No

**Details:**

On behalf of the Head of Paid Service

---

## DECISION INFORMATION

Decision Information	
<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>BDC:</b> Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input checked="" type="checkbox"/> <b>NEDDC:</b> Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>District Wards Significantly Affected</b>	None
<b>Consultation:</b> Leader / Deputy Leader <input type="checkbox"/> Cabinet / Executive <input type="checkbox"/> SAMT <input type="checkbox"/> Relevant Service Manager <input type="checkbox"/> Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>	Yes  Details: Ward Members

**Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.**

All

## REPORT DETAILS

### 1 **Background** *(reasons for bringing the report)*

- 1.1 To update Cabinet on the financial position of the Council following the third quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account and the Capital Programme.

### 2. **Details of Proposal or Information**

- 2.1 The Covid19 pandemic is inevitably having a detrimental impact on the Council's 2020/21 budget. The main concern is income lost from fees and charges, predominantly within Leisure Services but also within other services such as MOT testing and commercial waste:

<b>Service</b>	<b>Lost income to 31 Dec 2020 (£000)</b>
Leisure	1,268
Taxi MOT's	84
Commercial Waste	24

- 2.2 To date, the Council has received £1.44m in grants from the government to aid the continued delivery of council services. This is being held in the Resilience Reserve and will be utilised to fund the additional expenditure incurred as well as lost income detailed above.
- 2.3 The Government's income compensation scheme is compensating the Council for 75% of the income lost from fees and charges. Claims are made retrospectively and are based on actual losses compared to pre pandemic budgets. We are required to demonstrate the measures we have put in place to reduce expenditure during the pandemic period and claims must be net of these savings. Claims to the end of November have been submitted totalling £0.797m.
- 2.4 The Government has also announced additional support to protect the year end position on the Collection Fund. Where there is a shortfall in income collected, compared to expected levels, this leads to a deficit on the collection fund. Preceptors are usually required to meet their share of any deficit in the following year. The Government is therefore proposing two schemes to assist:
- Immediate pressures on the collection fund as a result of non-collection of council tax and business rates will be spread over three years.

- Reductions to the level that can be billed for council tax and business rates as a result of increased levels of council tax support or business rates appeals (when compared to the original position at the start of the year) will be compensated by 75%.
- 2.5 The pandemic also has the potential to impact negatively on our daily cash flow position as monthly receipts from council tax, business rates and fees and charges are lower than we normally receive.
- 2.6 Council tax income collection is currently higher than originally expected. The current estimate at 95.8% is 2.2% lower than the pre pandemic rate of 98%.
- 2.7 However, the current estimate of the collection rate for business rates is 88%, considerably lower than the pre pandemic rate of 98%.
- 2.8 Fees and charges remain almost non-existent for leisure services as centres remain closed due to national restrictions. However, income from planning fees up to quarter 3 is in excess of the budget and the number of suspensions received for the trade waste service has been lower than originally expected. Income from industrial units has also remained at pre pandemic levels with businesses who received business support grants continuing, in the main, to pay their rent.
- 2.9 Taking account of all income and expenditure, cash flow has remained relatively static throughout the year and is currently at a healthy level. Advance receipt of government grants and deferred payment of government business rates payments has aided the position considerably. The balances held are forecast to be sufficient to protect the Council's cash flow position throughout this year.
- 2.10 Appendix 1 shows the General Fund Summary. At the end of quarter three, net cost of services expenditure is £0.345m lower than budget. This is largely as a result of income from planning fees which have remained at pre pandemic levels throughout this year and are also higher than forecast.
- 2.11 All anticipated vacancy savings were removed from the revised budget but they have now begun to accrue again and currently total £0.173m. There are minor variances within the premises (£0.036m), transport (£0.086m) and supplies and services budgets (£0.171m) but there is nothing of note or concern at this point.

### **Housing Revenue Account (HRA)**

- 2.12 Appendix 3 shows the HRA position at quarter three. To date the HRA has remained relatively stable throughout the pandemic and net income at the end of December is £0.034m. This is mainly because large expenditure items are in the main fixed, and rent collection levels to date are only slightly lower than forecast.

## **Capital Programme**

- 2.13 Appendix 4 shows the capital position at quarter three. Expenditure is currently £8.7m lower than forecast largely as a result of the pandemic limiting HRA capital works in the first half of the year.
- 2.14 The Council has sufficient capital resources in place to finance the actual expenditure and commitments of the capital programme at the end of the third quarter.

## **Treasury Management**

- 2.15 The treasury management function covers the borrowing and investment of Council funds. All transactions are conducted in accordance with the Council's approved strategy and the CIPFA Code of Practice. Good treasury management plays an important role in the sound financial management of the Council's resources.
- 2.16 The Council approved the 2020/21 Treasury Management Strategy at its meeting on 1 February 2021. Appendix 5 identifies the Treasury Management activity undertaken up to the third quarter of 2021/22.

## **3 Reasons for Recommendation**

- 3.1 The report summarises the financial position of the Council following the third quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account, Capital Programme and Treasury management activity taking account of the Council's response to the impact of the Covid-19 pandemic.

## **4 Alternative Options and Reasons for Rejection**

- 4.1 This report is concerned with monitoring the position against the Council's previously approved budget. Accordingly the report does not set out any options where a decision is required by Members.

## **DOCUMENT INFORMATION**

<b>Appendix No</b>	<b>Title</b>
1, 2, 3, 4 and 5	General Fund Summary; General Fund Detail, Housing Revenue Account; Capital; and Treasury Management
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Click here to enter text.	



**GENERAL FUND SUMMARY Revised 2020/2 Appendix 1**

	<b>Revised Budget 2020/21 £</b>	<b>Revised Budget Q3</b>	<b>Actual Q3</b>	<b>Variance Q3</b>
Environment & Enforcement	4,634,770	2,811,131	2,354,155	-456,976
Corporate Resources	5,536,414	4,506,989	4,590,800	83,811
Growth and Economic Development	1,359,415	405,067	433,084	28,017
Bad Debt Provision	40,000	30,000	30,000	0
Recharges to Capital and HRA	(527,500)	0	0	0
Savings Target	0	0	0	0
<b>Net Cost of Services</b>	<b>11,043,099</b>	<b>7,753,187</b>	<b>7,408,039</b>	<b>-345,148</b>
Investment Properties	(469,270)	351,982	397,125	45,143
Interest	(162,766)	(81,383)	(48,845)	32,538
Debt Repayment Minimum Revenue Provision	56,000	56,000	56,000	0
Parish Precepts	3,295,048	3,295,048	3,295,048	0
Parish Council Tax Support Grant	70,382	70,382	70,382	0
Transfer from NNDR Reserve	0	0	0	0
Transfer To Earmarked Reserves	1,418,566	1,063,925	1,063,925	0
Transfer From Earmarked Reserves	(1,904,399)	(1,428,299)	(1,428,299)	0
<b>Total Spending Requirement</b>	<b>13,346,660</b>	<b>11,080,841</b>	<b>10,813,374</b>	<b>-267,467</b>
Business Rates	(3,200,000)	(2,400,000)	(2,400,000)	0
New Homes Bonus	(823,860)	(617,895)	(617,895)	0
Collection Fund (Surplus)/Deficit - Council Tax	(98,661)	0	0	0
Collection Fund (Surplus)/Deficit - NNDR	0	0	0	0
NEDDC Council Tax Requirement	(5,929,091)	(5,929,091)	(5,929,091)	0
Parish Council Council Tax Requirement	(3,295,048)	(3,295,048)	(3,295,048)	0
<b>Council Tax Requirement</b>	<b>(13,346,660)</b>	<b>(12,242,034)</b>	<b>(12,242,034)</b>	<b>0</b>

**Budget Monitoring @ 31 December 2020**

	Actuals £	Budget £	Variance £
<b><u>Environment &amp; Enforcement</u></b>			
<b>Director Environment &amp; Enforcement</b>			
5700	41,005	41,175	(170)
5706	(3,546)	(2,664)	(882)
1218	17,137	13,105	4,032
1283	16,447	15,753	694
<b>Head of Service Environmental Health</b>			
3400	114,569	53,931	60,638
3401	138,968	113,357	25,611
3402	58,430	70,052	(11,622)
3403	(869)	4	(873)
3404	(21,080)	(8,998)	(12,082)
3405	80,816	80,026	790
3407	24,039	36,893	(12,854)
3408	15,342	15,365	(23)
3409	183,800	178,298	5,502
3410	50,492	52,515	(2,023)
3419	2,015	1,126	889
3420	0	0	0
3422	(2,064)	0	(2,064)
3423	89,826	89,826	0
3426	(89,755)	(89,755)	0
3716	(722,417)	(722,417)	0
3726	18,548	20,000	(1,452)
<b>Head of Service Street Scene</b>			
3174	243,049	233,943	9,106
3227	264,962	214,865	50,097
3231	0	0	0
3244	(268,699)	(270,036)	1,337
3282	76,322	74,308	2,014
3285	3,493	2,627	866
3511	(21,921)	(23,959)	2,038
3513	(3,134)	(5,968)	2,834
3514	(51,801)	(47,405)	(4,396)
3516	(11,966)	(11,630)	(336)
3918	(31,196)	(32,145)	949
3921	406,405	436,744	(30,339)
3943	280,088	347,519	(67,432)
3944	333,511	396,190	(62,679)
3945	1,146,357	1,173,483	(27,126)
3946	(114,103)	(111,898)	(2,205)
4436			0
<b>Head of Service Planning</b>			
4111	(707,514)	(415,556)	(291,958)
4113	65,201	65,201	(0)
4116	228,434	241,506	(13,072)
4119	0	0	0
4311	13,920	16,063	(2,143)
4511	39,570	41,021	(1,451)
4513	407,966	485,159	(77,193)
4515	43,507	43,507	0
<b>Total for Environment &amp; Enforcement Directorate</b>			
	<b>2,354,155</b>	<b>2,811,131 -</b>	<b>456,976</b>
<b><u>Corporate Resources</u></b>			
<b>Director Corporate Resources</b>			
1141	300	225	75
1142	29,475	29,014	461
4500	41,769	42,848	(1,079)
5720	63,578	63,753	(175)
<b>Head of Service Partnerships and Transformation</b>			
1331	117,277	116,748	529
1332	1,772	0	1,772
1333	18,281	18,281	0
1334	4,000	3,001	999
1335	0	0	0

4352	LEADER	13,414	13,414	0
4443	Elderly Peoples Clubs	589	1,502	(913)
4561	Leisure Centre Management	97,078	101,247	(4,169)
4600	Hos Partnerships & Transformation	26,714	26,714	0
4720	Sportivate	(22,032)	(22,032)	(0)
4722	Physical Inactivity Fund	(30,563)	(30,563)	0
4723	Generation Games	301	4	297
4724	Walking into Communities	(34,147)	(34,147)	0
4726	Walking for Health	(20,269)	(20,269)	(0)
4727	Five 60	(20,575)	(20,575)	0
4731	Promotion Of Recreation And Leisure	22,277	22,437	(160)
4732	Schools Promotion	10,766	10,766	0
4736	Derbyshire Sports Forum	10,840	10,840	0
4742	Arts Development	2,524	1,899	625
5215	Telephones	17,664	21,918	(4,254)
5216	Mobile Phones and Ipads	13,521	14,346	(825)
5221	Customer Services	240,660	265,018	(24,358)
5223	Franking Machine	29,498	35,778	(6,280)
5701	Joint ICT Service	70,193	70,193	(0)
5734	NEDDC ICT Service	393,503	316,172	77,331
5735	Cyber Security	(3,410)	(4,500)	1,090
5736	Business Development	42,845	38,319	4,526
5737	Corporate Printing Costs	15,389	11,843	3,546
5785	Contributions	123,018	130,852	(7,835)
5825	Concessionary Bus Passes	(10,049)	(7,200)	(2,849)
8441	Eckington Swimming Pool	293,209	293,209	0
8445	Eckington Pool Cafe	26,236	26,236	(0)
8451	Dronfield Sports Centre	334,371	334,371	0
8455	Dronfield Café	5,264	5,264	(0)
8461	Sharley Park Sports Centre	426,850	426,850	0
8465	Sharley Park Sports Centre Outdoor	109	109	(0)
<b>Head of Service Corporate Governance</b>				
1121	Member's Services	315,985	321,423	(5,438)
1123	Chair's Expenses	4,377	5,043	(666)
1231	Corporate Training	21,530	20,630	900
1255	Strategy and Performance	76,347	79,801	(3,454)
1256	Corporate Consultation	12,827	9,872	2,955
1259	Corporate Groups	0	751	(751)
1311	Human Resources	137,232	138,466	(1,234)
1312	Payroll	46,138	41,668	4,470
1313	Work Well Team	0	0	0
1315	Design & Print	86,812	90,481	(3,669)
1321	Communications & Marketing	45,677	45,406	271
1323	NEDDC News	26,173	28,000	(1,827)
1329	Corporate Web Site	846	1,253	(407)
3121	Health & Safety Advisor	50,573	54,796	(4,224)
5273	Brass Band Concert	500	377	123
5313	Register Of Electors	125,938	127,863	(1,925)
5321	HoS Corporate Governance	29,874	30,266	(392)
5353	Legal Section	127,235	127,534	(299)
5354	Land Charges	(6,087)	(4,984)	(1,103)
5392	Scrutiny	38,485	38,540	(55)
5711	Democratic Services	164,690	165,372	(682)
<b>Head of Service Finance and Resources</b>				
3176	Pool Car	78	377	(299)
3512	CBC Crematorium	(129,767)	(129,767)	0
5113	Unison Duties	12439.2	12238	201
5611	External Audit	50,640	50,640	0
5615	Bank Charges	73,515	55,882	17,633
5621	Contribution to/from HRA	(139,220)	(139,220)	0
5705	HoS Finance & Resources	0	0	0
5713	Audit	73,777	80,286	(6,509)
5714	Financial Support Services	1,109	1,602	(493)
5715	Procurement	37,133	34,683	2,450
5721	Financial Services	248,041	244,370	3,671
5723	Housing Act Advances	0	0	0
5724	Insurance	269,432	219,656	49,776
5725	Apprenticeship Levy	30,279	33,753	(3,474)
5727	Cost Of Ex-Employees	702,093	702,093	0
5741	Housing Benefit Service	(516,417)	(516,417)	0
5747	Debtors	37,683	37,696	(13)
5751	`NNDR Collection	17,416	15,052	2,364
5759	Council Tax Administration	150,312	152,752	(2,440)
5781	Village Hall Grants	14,867	14,870	(3)

<b>Total for Corporate Resources Directorate</b>	<b>4,590,800</b>	<b>4,506,989</b>	<b>83,811</b>
--------------------------------------------------	------------------	------------------	---------------

### **Growth & Economic Development**

#### **Director Growth & Economic Development**

1143	Director of Growth & Economic Development	76,258	47,643	28,615
------	-------------------------------------------	--------	--------	--------

#### **Head of Service Property & Estates**

3135	Drainage	22,384	28,877	(6,493)
3172	Engineers	61,708	60,067	1,641
3241	Car Parks	35,779	31,426	4,353
3247	Street Names/Lights	2,766	3,174	(408)
3249	Footpath Orders	(1,026)	(900)	(126)
3265	Dams And Fishing Ponds	1,521	12,937	(11,416)
3281	Clay Cross Depot	3,495	(803)	4,298
3283	Northwood	0	0	0
3811	Closed Circuit Television	(620)	0	(620)
4412	Midway Business Centre	(46,778)	(47,288)	510
4425	Coney Green Business Centre	(119,348)	(118,537)	(811)
4523	Estates Administration	205,528	215,360	(9,832)
5205	Mill Lane	176,305	183,001	(6,696)
5206	Mill Lane Land	(5,156)	(3,863)	(1,293)
5209	Facilities Management	47,235	38,434	8,801
5210	Pioneer House	(38,875)	(38,682)	(193)

#### **Head of Service Housing & Economic Development**

3165	Housing Options Team	149,943	146,551	3,392
3740	Strategic Housing	46,981	41,995	4,986
3741	Housing Ambition Project	0	0	0
3743	Manufacturing Zone Bid	15,960	11,973	3,987
3747	Homeless Temp Accomodation	(8,077)	12,505	(20,582)
3748	Homelessness Grant	(134,178)	(134,178)	(0)
3749	Empty Properties	4,301	1,951	2,350
3750	Housing Growth	15,296	11,125	4,171
3751	Care Call System	0	0	0
3752	Homeless Bond Scheme	3,420	1,246	2,174
3754	Rough Sleepers	(27,704)	(23,086)	(4,618)
3755	PRS Access Fund	28,128	28,128	0
3759	Emergency Welfare Assistance Grant	(25,000)	(25,000)	0
4211	Tourism Promotions	16,502	16,502	0
4238	Working Communities Strategy	52,413	53,208	(795)
4240	Project X	0	0	0
4351	Alliance	0	0	0
4512	Growth Agenda	5,869	10,076	(4,207)
4516	Clay Cross OPE	0	0	0
4517	Economic Development	140,367	117,545	22,822
4519	The Avenue, Wingerworth	4,750	0	4,750
4520	Killamarsh/Eckington OPE	53,381	53,381	0
4524	New Towns Fund	(368,666)	(368,666)	(0)
4526	Sheffield City Region	0	3,001	(3,001)
4527	Dronfield Civic Centre	1,960	1,960	0
5750	HoS Economic Development & Housing	36,263	34,004	2,259

<b>Total for Growth &amp; Economic Development Directorate</b>	<b>433,084</b>	<b>405,067</b>	<b>28,017</b>
----------------------------------------------------------------	----------------	----------------	---------------

#### **Investment Properties**

4411	Stonebroom Industrial Estate	(49,936)	(44,778)	(5,158)
4413	Clay Cross Industrial Estate	(67,179)	(63,456)	(3,723)
4415	Norwood Industrial Estate	(192,887)	(169,069)	(23,818)
4417	Eckington Business Park	(13,261)	(4,652)	(8,609)
4418	Rothside Court Eckington Business Unit	(14,538)	(17,786)	3,248
4423	Pavillion Workshops Holmewood	(71,474)	(67,357)	(4,117)
4432	Miscellaneous Properties	12,149	15,116	(2,967)

<b>Total for Investment Properties</b>	<b>(397,125)</b>	<b>(351,982)</b>	<b>(45,143)</b>
----------------------------------------	------------------	------------------	-----------------

## HOUSING REVENUE ACCOUNT: SUMMARY 2020/21 - Quarter 3

## APPENDIX 3

	Current Budget 2020/21 £	Profiled Qtr 3 Budget £	Actuals with Accruals £	Variance £
<b>INCOME</b>				
Dwelling Rents	(30,743,726)	(23,060,867)	(23,046,873)	13,994
Non-Dwelling Rents	(420,817)	(315,670)	(332,498)	(16,828)
Charges for Services and Facilities	(137,700)	(103,287)	(95,955)	7,332
Contributions Towards Expenditure	(50,000)	(37,500)	(37,500)	0
<b>INCOME TOTAL</b>	<b>(31,352,243)</b>	<b>(23,517,324)</b>	<b>(23,512,826)</b>	<b>4,498</b>
<b>EXPENDITURE</b>				
Repairs & Maintenance	5,182,329	3,861,016	3,853,482	(7,534)
Supervision and Management	6,256,160	4,692,767	4,661,904	(30,863)
Rents, Rates & Taxes	110,000	82,511	82,511	0
Capital Charges - Depreciation	7,764,937	5,823,713	5,823,713	0
Provision for Bad Debts	250,000	187,500	187,500	0
Debt Management Expenses	11,500	8,625	8,625	0
<b>EXPENDITURE TOTAL</b>	<b>19,574,926</b>	<b>14,656,132</b>	<b>14,617,734</b>	<b>(38,397)</b>
<b>NET COST OF SERVICES</b>				
	<b>(11,777,317)</b>	<b>(8,861,192)</b>	<b>(8,895,092)</b>	<b>(33,900)</b>
Corporate & Democratic Core	185,450	139,087	139,087	0
<b>NET COST OF HRA SERVICES</b>				
	<b>(11,591,867)</b>	<b>(8,722,105)</b>	<b>(8,756,005)</b>	<b>(33,900)</b>
Interest Payable	5,081,477	3,811,616	3,811,616	0
Interest Receivable	(61,206)	(45,911)	(45,911)	0
Revenue Contribution to Capital	3,554,064	2,665,548	2,665,548	0
Contribution to Development Reserve	3,883,211	2,912,408	2,912,408	0
Contribution to/(from) Debt Repayment	(1,968,305)	(1,476,229)	(1,476,229)	0
Transfer to Insurance/Litigation Reserve	1,102,626	826,970	826,970	0
<b>(Surplus)/Deficit on HRA Services</b>	<b>0</b>	<b>(27,704)</b>	<b>(61,603)</b>	<b>(33,900)</b>

Project/Scheme	Current Programme 2020/21 £000	Profiled Budget Quarter 3 £000	Actual and Commitments Quarter 3 £000	Variance at Quarter 3 £000
<b>Housing Investment</b>				
HRA Capital Works	9,164	6,873	3,513	(3,360)
EWI Scheme	520	390	13	(377)
Pine View Danesmoor	1,071	803	26	(777)
Acquisitions and Disposals (RHL)	500	375	89	(286)
North Wingfield New Build	2,081	1,561	0	(1,561)
Green Homes EWI - Mickley	2,725	2,044	0	(2,044)
Garage Demolitions	23	17	2	(15)
Concrete Balconies	115	86	1	(85)
Parking Solutions	288	216	0	(216)
				0
Private Sector Spending	630	307	307	0
<b>Total Housing Investment</b>	<b>17,117</b>	<b>12,672</b>	<b>3,951</b>	<b>(8,721)</b>
<b>Other Capital Projects</b>				
Asset Refurbishment - General	667	200	200	0
Roller Shutter Door Replacements	42	1	1	0
Eckington Pool Roof Replacement	77	53	53	0
Clay Cross Football Pitch	10	1	1	0
Replacement Vehicles	1,126	735	735	0
Contaminated Land	42	0	0	0
ICT Schemes	214	33	33	0
Northwood Group Grant	510	510	510	0
<b>Total Other Capital Projects</b>	<b>2,688</b>	<b>1,533</b>	<b>1,533</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>19,805</b>	<b>14,205</b>	<b>5,484</b>	<b>(8,721)</b>
<b>Housing Investment Funding</b>				
Major Repairs Allowance	(11,319)	(8,489)	(3,513)	4,976
HRA Capital Investment Reserve	(1,957)	(1,468)	(43)	1,425
Usable Capital Receipts	(1,165)	(874)	(88)	786
External Grants	(570)	(427)	0	427
Prudential Borrowing	(1,476)	(1,107)	0	1,107
	(16,487)	(12,365)	(3,644)	8,721
Private Sector Spending				
Disabled Facilities Grant	(610)	(292)	(292)	0
Usable Capital Receipts	(20)	(15)	(15)	0
<b>Total Housing Investment Funding</b>	<b>(17,117)</b>	<b>(12,672)</b>	<b>(3,951)</b>	<b>8,721</b>
<b>Other Capital Projects Funding</b>				
Prudential Borrowing	(3,155)	(788)	(788)	0
RCCO - GF	(42)	(1)	(1)	0
Grants	(52)	(1)	(1)	0
Useable Capital Receipts	(1,391)	(743)	(743)	0
<b>Other Capital Project Funding</b>	<b>(4,640)</b>	<b>(1,533)</b>	<b>(1,533)</b>	<b>0</b>
<b>Total Capital Financing</b>	<b>(21,757)</b>	<b>(14,205)</b>	<b>(5,484)</b>	<b>8,721</b>

**Treasury Management Activity April – December 2020/21****PWLB Borrowing**

The Council's total outstanding PWLB debt amounted to £149.541m at 1<sup>st</sup> April 2020. During the three quarters of 2020/21 £0.152m has been repaid to the PWLB so the balance at 31<sup>st</sup> December 2020 is £149.389m. During the current financial year no new loans have been taken out with the PWLB. The profile of the outstanding debt is analysed as follows: -

<b>PWLB Borrowing</b>	<b>Maturity Profile 31 March 2020 £'000</b>	<b>Maturity Profile 30 December 2020 £'000</b>
<b>Term</b>		
12 Months	304	152
1 - 2 years	2,205	2,205
2 - 5 years	10,332	10,332
5 - 10 years	23,377	23,377
10 - 15 years	32,233	32,233
Over 15 years	81,090	81,090
<b>Total PWLB Debt</b>	<b>149,541</b>	<b>149,389</b>

**PWLB Interest**

The interest cost to the Council of the PWLB debt for 2020/21 is shown in the table below. The cost is split between the HRA and General Fund based on the level of debt outstanding within the CFR.

<b>Date</b>	<b>Amount Paid to PWLB £'000</b>
Accrued Interest re 2019/20	(46)
22 <sup>nd</sup> September 2020	108
23 <sup>rd</sup> September 2020	33
28 <sup>th</sup> September 2020	2,135
29 <sup>th</sup> September 2020	363
Accrued Interest re 2020/21	1,363
<b>Total Paid</b>	<b>3,956</b>

**Temporary Borrowing**

Cash flow monitoring and management serves to identify the need for short term borrowing to cover delays in the receipt of income during the course of the year. During the current year to date short term borrowing from the Council's own bank hasn't incurred any interest charges. At the 31<sup>st</sup> December 2020 the Council had no temporary borrowing in place.

## Temporary Investments

The tables below detail the short term investments made during the first three quarters of 2020/21: -

Bank Name	Duration of Loan	B/Fwd 01/04/20 £000's	Amount Invested 2020/21 £000's	Amount Returned 2020/21 £000's	Balance Invested 31/12/20 £000's	Interest Received 31/12/20 £000's
Santander	Call	3,000	2,003	(5,003)	0	(3)
Handelsbanken	Call	5,000	3	(5,003)	0	(3)
Barclays	Call	0	5,000	(5,000)	0	(0)
NatWest	Call	0	5,001	(5,001)	0	(1)
Federated Fund 3	Call	3,000	3	(3)	3,000	(3)
Federated GBP 3	Call	2,000	5	(5)	2,000	(5)
Aberdeen Standard	Call	5,000	6	(6)	5,000	(6)
CCLA Public Sector Deposit Fund	1 Day Call	5,000	7	(7)	5,000	(7)
Aviva	Call	0	5,003	(3)	5,000	(3)
Invesco	Call	0	5,002	(2)	5,000	(2)
JP Morgan	Call	0	8,000	(3,000)	5,000	(0)
Goldman Sachs	Call	0	10,000	(5,000)	5,000	(0)
SSGA	Call	0	4,500	(2,500)	2,000	(0)
Debt Management Account Deposit Facility	Various	0	22,000	(19,000)	3,000	(0)
Gosport Borough Council	12 Months	1,000	5	(1,005)	0	(5)
Slough Borough Council	1 Year	2,000	9	(2,009)	0	(9)
London Borough of Croydon Council	1 Year	0	3,001	(1)	3,000	(1)
<b>Total</b>		<b>26,000</b>	<b>69,548</b>	<b>(52,548)</b>	<b>43,000</b>	<b>(48)</b>

## Overnight Investments

The balance of the daily surplus funds can be placed as overnight investments with the Councils bank which is Lloyds. The maximum amount invested with Lloyds in the first quarter of the financial year was £4.964m. There has been no breach of the £5m limit set in the Treasury Management Strategy. For clarity, this limit relates to the amount invested and doesn't include interest accruing as a result.

## Compliance with Treasury Limits

During the financial year the Council continued to operate within the treasury limits set out in the Council's Borrowing and Investment Strategy.

	Actual 2020/21 £'000	Set Limits 2020/21 £'000
Authorised Limit (total Council external borrowing limit)	191,699	199,485
Operational Boundary	186,699	194,485



## North East Derbyshire District Council

### Cabinet

22nd April 2021

### Council Plan Targets Performance Update October to December 2020

(Q3 – 2020/21)

### Report of the Leader of the Council and Portfolio Holder for Overall Strategic Leadership

Classification: This report is public

Report By: Kath Drury, Information, Engagement and Performance Manager

Contact Officer: Kath Drury, Information, Engagement and Performance Manager

---

#### **PURPOSE / SUMMARY**

To report the Quarter 3 outturns for the Council Plan 2019-2023 targets

Out of the 73 targets:

45 (61%) are on track

21 (28%) have been affected by Covid 19

4 (6%) have been achieved (2 behind target)

2 (3%) are overdue

1 (1%) is on alert and is unlikely to be achieved in 2020/21

---

#### **RECOMMENDATIONS**

1. That quarterly outturns against the Council Plan 2019-2023 targets be noted.

Approved by the Portfolio Holder – Yes. Cllr A Dale,

---

#### **IMPLICATIONS**

---

**Finance and Risk:** Yes  No

**Details:**

On Behalf of the Section 151 Officer

---

**Legal (including Data Protection):** Yes  No

**Details:**

On Behalf of the Solicitor to the Council

**Staffing:** Yes  No

**Details:**

On behalf of the Head of Paid Service

## DECISION INFORMATION

<b>Decision Information</b>	
<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>BDC:</b> Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input checked="" type="checkbox"/> <b>NEDDC:</b> Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>District Wards Significantly Affected</b>	None
<b>Consultation:</b> Leader / Deputy Leader <input type="checkbox"/> Cabinet / Executive <input type="checkbox"/> SAMT <input type="checkbox"/> Relevant Service Manager <input type="checkbox"/> Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>	Cabinet Members/SAMT informed on route via the quarterly performance meeting  Details: Ward Members

**Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.**

All

## REPORT DETAILS

### 1 Background

1.1 The attached contains the performance outturn as of 31<sup>st</sup> December 2020.

## 2. Details of Proposal or Information

2.1 A summary by council plan aim is provided below:

### 2.2 **Our Economy - Creating a business friendly District that develops skills and jobs**

- 16 targets in total
- 13 targets are on track
- 1 target is overdue:
  - **ECO 20** - *Review resources to ensure tourism is a focus of the Economic Development Team by April 2020* - This target is being reviewed as part of a resource review of the Housing Strategy and Economic Development service. A proposed structure is being developed and the cost is being clarified now.
- 2 targets have been affected by Covid 19 (ECO 31 and 32):

### 2.3 **Our Environment - Protecting and promoting the character of our District**

- 13 targets in total
- 6 targets are on track
- 1 target remains on alert for 2020/21:
  - **ENV 05** - *Deliver 2 proactive planning enforcement exercises per year* - As noted at Q2 the service is not expecting to meet this target during 2021/21 due to capacity and recruitment issues The Planning Enforcement Team continues to work proactively with all relevant departmental colleagues to address enforcement issues as they arise.
- 4 targets have been affected by Covid 19 (ENV08,09, 13 and 14):
- 2 targets have been achieved behind target:
  - **ENV 03** - *Publish the adopted Planning Enforcement Protocol by 1 April 2020*
  - **ENV 04** - *Complete review of Planning Enforcement Resources by 1 April 2020*

### 2.4 **Our Residents – Enhancing our residents’ quality of life**

- 25 targets in total
- 12 targets are on track
- 12 targets have been affected by Covid 19 (RES01, 02, 03, 04, 06, 07, 25 to 28, 30 and 31)
- 1 target has been achieved:
  - **RES 10** - *Commence direct electronic communications with at least 1000 residents by December 2020*

### 2.5 **Our Services - Delivering high quality, cost effective services by engaging with residents, partners and Council staff**

- 19 targets in total
- 14 targets are on track

- 1 target is overdue:
  - **SER 18** - *Review the Council's Petition Scheme by Annual Council 2020* – Following discussions with the Portfolio Holder, external legal advice is being sought as to how this could be implemented
  - 1 target achieved:
  - **SER 24** - *Have first Planning customer feedback survey ready by 1st April 2021*
- 3 targets have been affected by Covid 19 (**SER12, 15 and 16**):

2.6 Details have been provided in the appendix for those at exception including Covid19 affected.

### **3 Reasons for Recommendation**

3.1 Out of the 73 targets 45 (61%) are on track, 21 (28%) have been affected by Covid 19, 4 (6%) have been achieved (2 behind target), 2 (3%) are overdue and 1 (1%) is on alert and is unlikely to be achieved in 2020/21.

3.2 This is an information report to keep Members informed of progress against the council plan targets noting achievements and any areas of concern.

### **4 Alternative Options and Reasons for Rejection**

4.1 Not applicable to this report as providing an overview of performance against agreed targets

## **DOCUMENT INFORMATION**

<b>Appendix No</b>	<b>Title</b>
1	Council Plan Targets Update – Q3 October to December 2020
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Click here to enter text.	

**North East Derbyshire District Council  
Council Plan Targets Update – Quarter 3 October to December 2020**

**Status key**

Target Status	Usage
<span style="background-color: yellow;"> </span> On Track	The target is progressing well against the intended outcomes and intended date.
<span style="background-color: green;"> </span> Achieved Behind Target	The target has been completed but outside the intended target date
<span style="background-color: orange;"> </span> Alert	The target is six months off the intended completion date and the required outcome may not be achieved.
<span style="background-color: brown;"> </span> Overdue	The target has passed its due date for completion.
<span style="background-color: purple;"> </span> Covid - 19 Affected	Performance affected due to Covid 19 Pandemic

**Aim: Our Economy - Creating a business friendly District that develops skills and jobs**

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
ECO 02 - Process all major planning applications 10% greater than the National Target per annum.	Environment	On track	<span style="background-color: yellow;"> </span> During the quarter 13 major applications were determined and 11 were determined within the statutory period Target 70% Actual 85%	Fri-31-Mar-23
ECO 03 - Process all minor planning applications 10% greater than the National Target per annum.	Environment	On track	<span style="background-color: yellow;"> </span> During the quarter 50 minor applications were determined. 37 were determined within the statutory period. Target 70% Actual 74%	Fri-31-Mar-23
ECO 04 - Increase letting of council owned business premises to achieve and maintain a minimum occupancy level of 95%	Development	On track	<span style="background-color: yellow;"> </span> Occupation levels as of 31st December 20 are set against the background of the re-emergence of Covid-19 lockdown restrictions - despite this occupation levels remain buoyant, although the medium to long term effect on occupation levels caused by the pandemic still remains unknown.	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			<p>Combined business centre accommodation at Coney Green and Midway consists 104 units comprising of Office, workshop and industrial unit space currently running at 91.4% occupancy. Coney Green has 9 vacant ground &amp; first floor offices and Midway is currently 100% occupied. Retail units- currently 14 retail units throughout the district with 1 vacancy. Miscellaneous property 10 various office/light workshop/etc. with 2 long term office vacancies at Rotherside Court, Eckington. Industrial Units - currently 62 units currently 100% occupied. Overall occupation level for non-business centre property 96.2%. <b>This gives an overall occupancy level for all property at 91.4%.</b> During this last period a number of tenants have served notice, however interest in property particularly small industrial units remains high, with submissions of interest being received prior to vacant possession.</p>	
ECO 07 - Deliver 3 engagement events annually to support business	Development	On track	<p>A joint event between NEDDC and the East Midlands Chamber took place on 30th November 2020 to encourage NED businesses to take advantage of the Kickstart scheme and over 20 businesses attended the virtual event.</p>	Fri-31-Mar-23
ECO 09 - Produce a North East Derbyshire Employment and Skills Strategy by January 2021 and deliver the action plan by March 2024	Development	On track	<p>The Strategy is almost completed and it is planned that this will go to Cabinet in January 2021.</p>	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
ECO 13 - Hold 4 events annually to foster effective links with further and higher education establishments	Development	On track	Discussions have taken place with Chesterfield College, Sheffield Hallam University, Sheffield University, Nottingham Trent University and Derby University with regards to closer joint working to upskill NED residents, particularly with digital skills and in the sectors of manufacturing and construction. An article on apprenticeships will be in the spring issue of the News and all have been invited to contribute to this. Close partnership working is taking place with Nottingham Trent University on the potential development of a local Institute of Technology focusing on low carbon skills. Partnership working is also taking place with Derby University and Chesterfield College on the development of a skills hub as part of the Clay Cross Town Deal.	Fri-31-Mar-23
ECO 15 - Deliver a bi-annual jobs fair to support jobs and skills	Development	On track	Virtual job fair took place in September 20 and there were 45,000 engagements with the job fair. The next job fair is being planned and is taking place on the 26th January 2021.	Fri-31-Mar-23
ECO 16 - Produce a Tourism Strategy by January 2021 and deliver the action plan by March 2024	Development	On track	The final draft of the Visitor Economy Strategy is being taken to January 2021 Cabinet for approval. Once this is received, then it will be published on the Council's website. The strategy includes an action plan, with a number of actions to help deliver the strategy's priorities. The action plan runs until March 2024.	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
ECO 20 - Review resources to ensure tourism is a focus of the Economic Development Team by April 2020	Development	Overdue	This target is being reviewed as part of a resource review of the Housing Strategy and Economic Development service. A proposed structure is being developed and the cost is being clarified now.	Mon-30-Mar-20
ECO 21 - Produce a Growth Strategy by January 2021 and deliver the action plan by March 2024	Development	On track	A draft Growth Strategy for the Council has been produced by the team. This is currently being consulted with senior officers and relevant members. Once this is completed, the document will be sent to the Communications team for designing. This will then be sent to Cabinet for final approval. The document will then be published on the Council's website. It is expected that this will be completed by Spring 2021.	Thu-30-Mar-23
ECO 25 - Lead on reviews of Town Centres and larger settlements through Government funded programmes such as the One Public Estate, Town Deal and future opportunities	Development	On track	Eckington and Killamarsh town centres are currently part of an OPE project, with consultants appointed to undertake reviews of the town centres and the publicly owned land and property there, and create a study document for each town centre, with recommended options and projects that will then be used to provide evidence for future funding bids. Currently, the consultants have created draft studies, and are working with each parish council and district members to finalise options for each town centre. Once this is completed, then the consultants will provide more detailed information for those options (e.g. costs etc). These final documents will then be taken to the Project Control Board for approval.	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
ECO 29 - Reduce the number of complaints in relation to town centre cleanliness	Environment	On track	In order to measure performance throughout the 2019\20 and 2020\21 periods, a baseline 12 (1 per month\3 per quarter) target is set to measure performance. However, throughout Q2 'zero' complaints were received. (No complaints received so far during 2020/21).	Fri-31-Mar-23
ECO 30 - Establish and deliver NED Weekly Apprenticeship hour	Environment	On track	This has been established and has been promoted however to date, there has been no interest. This will be promoted again in the second employment and skills newsletter and the spring issue of the News.	Fri-31-Mar-23
ECO 31 - Implement and manage an annual programme of capital improvements to council owned business premises to attract and retain business clients (Measure by % completion of annual programme)	Environment	Covid Affected	Capital improvement programmes currently underway include the replacement of personnel and roller shutter doors in industrial workshop premises as part a general programme of the replacement of non-compliant and aged doors. This is designed to uprate security and improve the general condition of industrial sites. Replacement of tenant lighting at Coney Green Business Centre to improve the standard of lighting within business premises and link into The Council's Carbon reduction programme. Due to Covid 19 some tenants have been reluctant to allow access due to livelihood concerns and some have been isolating. This has impacted on the schedule which the team is monitoring and managing. Capital Projects on business premises currently 18% complete of the forecast works with 70% expected to be complete by the financial years end	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
ECO 32 - Increase revenue from business centre meeting bookings by 10% each year to maximise the use of these district facilities (Baseline: 2019/20)	Environment	Covid Affected	The revenue stream from the letting of meeting rooms at Coney Green Business Centre has been severely affected by risk management at the centre relating to Covid 19. Meeting rooms have been closed for the most part and have not been available for letting. The revenue at the end of quarter three is £1284 against an annual budget of £12,000. With the current Covid restrictions in place the outturn from the baseline of 2019/20 + 10% would not be achievable.	Fri-31-Mar-23
ECO 33 - Support at least 25 businesses each year through effective signposting and advice	Development	On Track	In Q3 alone, the Economic Development Team has provided front-line advice to in excess of 100 local businesses seeking support as a result of the pandemic.	Fri-31-Mar-23

**Aim: Our Environment - Protecting and promoting the character of our District**

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
ENV 01 - Adopt a Local Plan and associated policies	Environment	On track	The Plan is at an advanced stage. Public consultation commenced on the Inspector's proposed Main Modifications to the Plan on 2 November 2020 and is due to run until 31 January 2021. Following this the Inspector will prepare her final report, the timescale for which is outside the Council's control, but is likely to take several months.	Fri-31-Mar-23

Council Plan Target	Directorate	Status		Q3 2020/21 Progress Update	Target Date
ENV 03 - Publish the adopted Planning Enforcement Protocol by 1 April 2020	Environment	Achieved behind target		We have an adopted Planning Enforcement Protocol which we are not publicising too widely due to enforcement staff capacity (see ENV 04).	Wed-1-Apr-20
ENV 04 - Complete review of Planning Enforcement Resources by 1 April 2020	Environment	Achieved behind target		We have reviewed Planning Enforcement resources so this target is completed. Please note that the service is having difficulties with recruitment.	Fri-31-Mar-20
ENV 05 - Deliver 2 proactive planning enforcement exercises per year	Environment	Alert		As noted at Q2 the service is not expecting to meet this target during 2021/21 due to capacity and recruitment issues The Planning Enforcement Team continues to work proactively with all relevant departmental colleagues to address enforcement issues as they arise.	Fri-31-Mar-23
ENV 06 - Reduce the District Council's carbon emissions by - 100 tonnes CO2 in 20/21 -	Corporate Resources	On track		There is little value in comparing 20/21 with previous years due to covid impact, particularly with the closure of the Leisure Centres. However, the 20/21 annual usage will be reported Q1 21/22. By way of reassurance the Council is on course to achieve the 100 tonnes reduction in 20/21. Whilst not planned the swift switch to agile working for the workforce due to Covid has significantly reduced travelling to work by employees contributing positively towards this target. Progress on climate change continues with a £1m submission to BEIS for Eckington Pool for air source and air handling and solar PV and decision to buy only	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			certified renewable electricity forecast to save in the region of 650 tonnes of carbon emissions.	
ENV 07 - Install 10 EV charging points across the District by 2023	Corporate Resources	On track	<p>Following completion of site surveys at NEDDC operational facilities BP Chargemaster have established technical feasibility and returned quotations for the following:</p> <p>Coney Green - 3x 7kw Charge Points (6 sockets)</p> <p>Rotherside Depot - 2x 7kw Charge Points (4 sockets)</p> <p>Rotherside Court - 1x 7kw Charge Point (2 sockets)</p> <p>Mill Lane - 3x 7kw Charge Points (6 sockets)</p> <p>Pioneer House - 3x 7kw Charge Points (6 sockets)</p> <p>Work will continue to determine the operational and long term viability of each proposal.</p>	Fri-31-Mar-23
ENV 08 - Develop a Climate Change Communications Strategy by April 2021	Corporate Resources	Covid affected	The Council has a comms strategy in place for effective promotion and marketing for campaigns we do.	Fri-31-Mar-20

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			<p>Some of which are aligned to Climate Change and Carbon Reduction that we are working on. This includes Thanks a Tonne campaign, aiming to get each household to save 1T of carbon per year.</p> <p>Other initiatives involved promotion of the Green Homes Grant Scheme where residents can reduce costs and make their homes more energy efficient with the Government led scheme.</p> <p>We also constantly work on promoting our digital and online channels (reducing footfall) as well as on going day to day work and initiatives with service areas such as the Clean Air Day campaign.</p> <p>An engagement and comms strategy specifically for climate change will be developed to complement the above.</p>	
ENV 09 - Develop and deliver 2 climate change community information events per year	Corporate Resources	Covid affected	The Home Improvement Co-ordinator will lead a session with Parish Councils at the DPLG on 26.03.21. Other sessions will be considered following the COVID-19 situation.	Fri-31-Mar-23
ENV 10 - Deliver 1 climate change training event for Parish Councils per year	Corporate Resources	On Track	The Home Improvement Co-ordinator will lead a session with Parish Councils at the DPLG on 26.03.21.	Fri-31-Mar-23

Council Plan Target	Directorate	Status		Q3 2020/21 Progress Update	Target Date
ENV 13 - Increase the number of fixed penalty notices issued for litter and dog fouling offences by 20% by 2023 (Baseline: 2019/20)	Environment	Covid affected		This initiative has been temporarily suspended due to the Covid-19 outbreak.	Fri-31-Mar-23
ENV 14 - Undertake 15 litter picks and Love Where You Live initiatives per year	Environment	Covid affected		This initiative has been temporarily suspended due to the Covid-19 outbreak.	Fri-31-Mar-23
ENV 16 - Measure %age of all reports of fly-tipping referred for investigation to be responded to within 3 working days (set baseline in 19/20 for 20/21 onwards)	Environment	On Track		Q3 100%% of all reports of fly-tipping referred for investigation were responded to within 3 working days	Fri-31-Mar-23
ENV 17 - Measure %age of cases of waste crime (Duty of Care and fly-tipping) where sufficient evidence to prosecute has been identified, are progressed to legal services, with a prosecution file, within 60 days (set baseline in 19/20 for 20/21 onwards)	Environment	On Track		Q3 - 100% of cases of waste crime (Duty of Care and fly-tipping) where sufficient evidence to prosecute have been identified and progressed to legal services, with a prosecution file, within 60 days	Fri-31-Mar-23

### Aim: Our Residents - Enhancing our residents' quality of life

Council Plan Target	Directorate	Status		Q3 2020/21 Progress Update	Target Date
RES 01 - Whist maintaining high quality leisure facilities, reduce the annual subsidy of the leisure service year on year.	Corporate Resources	Covid Affected		The Leisure facilities continue to be closed due to a COVID-19 lockdown. This is obviously impacting greatly on attendance and business. Funds to support the service will be received through the Local government income compensation scheme. Works continue for the projects at both Sharley Park and Eckington Pool and a decision on the	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			decarbonisation fund bid (ESP) is expected in the middle of February. Works are complete at DSC for LED lighting in all areas and cavity wall insulation is complete at DSC and ESP. ESP has a new external entry sign and a new pool cover was installed on 22nd December 2020. Position regarding the subsidy for 2020/21 will be reported in Q1 2021/22	
RES 02 - Run 12 community initiatives per year	Corporate Resources	Covid affected	Many of our planned activity for this quarter is not able to take place due to larger group meetings, along with some venues and partners still recovering from COVID.	Fri-31-Mar-23
RES 03 - Increase participation in leisure activities at leisure centres by 5000 visits per year	Corporate Resources	Covid affected	The Leisure Facilities remain closed due to the COVID lockdown. Leisure facilities closed <u>05/11/20 to 02/12/20</u> and from <u>02/01/21</u> . This means that all areas of activity have been greatly reduced and has impacted immensely on throughput. The facilities are at approximately 40% attendance against the previous year. Total attendance for Q3 (with restrictions in place and lockdowns) was 72,135 against set target (pre-COVID) of 183,775.	Fri-31-Mar-23
RES 04 - Deliver a health intervention for 258 new attendees per year	Corporate Resources	Covid affected	Exercise by Referral re-started September but due to high level of vulnerable people on scheme, most people had not returned to normal activities. Exercise options were further reduced by the introduction of Tier 3 restrictions (no indoor exercise classes allowed). No new referrals sent from Live Life Better Derbyshire between April - December, a temporary suspension due to	Fri-31-Mar-23

Council Plan Target	Directorate	Status		Q3 2020/21 Progress Update	Target Date
				vulnerability of client group re Covid 19. Target Q3 - 64 Actual Q3 - 19	
RES 05 - Deliver the PALS service to 40 residents per year and report on the socio economic and health benefits	Corporate Resources	On track		No further PALS have been recruited in this quarter, total 32 to date.	Sun-31-Mar-19
RES 06 - Deliver the 10 week, 560 Lifestyle Programme to at least 12 schools across the District (10,000 students per year)	Corporate Resources	Covid affected		Delivering to 4 primary school in this quarter, further figures around throughput and number of sessions is not currently available.	Fri-31-Mar-23
RES 07 - Deliver additional lunch time or after school PE clubs in at least 6 schools per year.	Corporate Resources	Covid affected		Due to Covid restrictions some of our schools have not been able to accommodate us during this quarter however we have restarted activity in a total of three schools. Sessions and throughout data will be available shortly. We hope that we will be back in all schools during Q4.	Fri-31-Mar-23
RES 09 - Deliver the Corporate Communications Strategy Action Plan by 2023	Corporate Resources	On track		On target, progressing actions as planned.  Highlights include the NEWS 2020 issue with themes including the environment, business and coronavirus special editions (including Climate Change, wellbeing and leisure centres).  Council website re-designed in 2020 with a new and effective search facility, compatible across all devices (accessibility and usability over 90% from SilkTide score)	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			<p>In 2020 over 90+ press releases were issued, more than 2016-2019 combined.</p> <p>More than 300+ posts going out every quarter, double the target and often more in some instances through the pandemic</p> <p>We have boosted and advertised posts on social media to further engagement and reach with our followers</p> <p>Passed accessibility checks by Government digital team. Helping the authority create accessible documents and content for the website</p> <p>Utilising email marketing – purchased Gov Delivery software in 2020. Launched December 2020 and have 15,500 users signed up by mid-January 2021.</p>	
RES 10 - Commence direct electronic communications with at least 1000 residents by December 2020	Corporate Resources	Achieved	Target met and exceeded. Email communication had over 4500+ signed up to receive email updates via the Gov-Delivery service.	Thu-31-Dec-20
RES 11 - Increase social media posts to at least 180 per quarter	Corporate Resources	On track	Target met and exceeded.	Fri-31-Mar-23
RES 12 - Improve the overall performance and usability of the website by achieving a maximum score of 4 on 'BetterConnect website report' by Dec 2022.	Corporate Resources	On track	Website scoring is now measured and reported on differently. 1-5 is no longer a relevant score; it is now marked 0-100 by Silktime on behalf of SOCITM; it is specifically measured and reported on accessibility criteria only.	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			<p>NEDDC currently scores 92 ('Excellent') - for comparison nationally, the top 10 Local Authority websites currently score 97 or above so NEDDC is doing very well.</p> <p>NEDDC have the Silktide website testing tool and scores for aspects of the websites are:</p> <ul style="list-style-type: none"> <li>• Content 88</li> <li>• Accessibility 92</li> <li>• Usability 93</li> <li>• Marketing 88</li> </ul>	
RES 16 - Ensure home ownership models to equate to 25% of affordable homes requirement on new developments	Development	On track	On new developments currently under construction or recently completed, 56% of affordable homes are shared ownership or Affordable Home Ownership. This is an unusually high percentage and may reduce slightly as some homes are likely to be converted to Affordable Rent on one particular site.	Mon-30-Mar-20
RES 18 - Reduce rough sleeping to zero by 2023	Development	On track	<p>0 recorded rough sleeping in Q3</p> <p>In Quarter 3 we opened 67 cases (Full Homelessness Applications)</p> <p>41 prevention cases where people were threatened with homelessness</p> <p>26 relief cases where people were already homeless</p> <p>The National average for cases opened at prevention stage is 55%</p> <p>In Q3 the NEDDC average for cases opened at the</p>	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			<p>prevention stage is 61%. This is compared to 38% of cases being opened at the relief stage.</p> <p>Covid -19 impact on performance</p> <p>In 2019/20 74% of all cases opened were at the prevention stage. Covid-19 and the subsequent lockdown led to more people losing their accommodation who were housed insecurely. The relaxing of lockdown restrictions from June 2020 resulted in more households being rehoused and this improvement continued through Q3. It is important to have a higher percentage of prevention vs relief to limit emergency housing costs.</p> <p>In Q3 we recorded 58 positive outcomes where homelessness or the threat of homelessness was resolved</p> <p>39 positive outcomes at prevention stage</p> <p>19 positive outcomes at relief stage</p> <p>Despite the negative impact of COVID-19 on the type of cases we encountered, in Q3 we saw a positive completion percentage of cases opened vs cases closed of 87%.</p> <p>We have secured additional winter provision for people experiencing homelessness and in particular those that may be rough sleeping during the new national lockdown. The winter provision at Mount Cook adventure centre opened December</p>	

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			14th 2020. This provision will continue until at least the end of March 2021	
RES 20 - Create at least 4 apprenticeship opportunities by 2023	Corporate Resources	On track	We are currently in discussions with service managers about planning for potential Apprenticeship vacancies. There are a significant number of Apprenticeships still ongoing and support for those employees and their managers is continuing.	Fri-31-Mar-23
RES 21 - Invest in voluntary and community organisations to assist over 20,000 vulnerable and disadvantaged households per year	Corporate Resources	On track	In accordance with the Derbyshire Compact, all groups existing and new groups to be commissioned for 21/22 services were contacted by 31.12.20, advising of the provisional allocation set by the Council. This funding will be confirmed at the 21/22 Council budget setting meeting.	Fri-31-Mar-23
RES 22 - Re-sign and launch the Armed Forces Covenant and deliver the action plan by 2023	Corporate Resources	On track	Discussions to hold a VE & VJ Day75+1 celebration to be held in 2021 have commenced although have been affected in terms of logistical detail due to the COVID-19 situation due to current ambiguities regarding the end of national lockdown. Significant support and information was sent to Parishes regarding the COVID-affected Remembrance Day regulations.	Fri-31-Mar-23
RES 23 - Develop an Older People's Strategy by September 2020 and deliver the Action Plan by 2023	Corporate Resources	On track	The digital survey (ICT usage and barriers) has completed with 478 responses received. The collated findings will be available early in the New Year and be used by the Partnership Strategy Team and DCC Public Health as information towards the commissioning of a project to address	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			these needs, particularly for older and socially isolated residents.	
RES 24 - Develop the British Sign Language Action Plan by April 2020 for implementation in full by December 2023	Corporate Resources	On track	Draft report and action plan discussed with the British Deaf Association in September and December. Finalised report and draft action plan now received from the British Deaf Association (BDA). Report to be taken to SAMT in February. Service areas such as Communications and Leisure have already put some improvements in place. Sign Video Relay system procured and being installed at the Contact Centre initially.	Fri-31-Mar-23
RES 25 - Implement the use of a video remote interpreting solution by March 2020	Corporate Resources	Covid affected	Implementation of this system is underway, final amendments to the website are currently ongoing, dedicated telephony extension implemented and tested, iPads ordered, staff undergoing E-Learning of the system, anticipated go live during January 2021.	Tue-31-Mar-20
RES 26 - Support at least 20 projects per year through the Community Action Grants Fund	Corporate Resources	Covid affected	15 projects have been awarded a total on £7,339.50. Three further applications are currently under consideration. A new bidding round will be advertised early in Q4. A good recovery following the cancelled summer projects due to Covid.	Fri-31-Mar-23
RES 27 - Support at least 4 initiatives per year led by volunteers	Corporate Resources	Covid affected	Due to COVID-19 social isolation rules no volunteer-led events were held. Guidance and information was widely shared through VCS infrastructure agencies and directly to local groups and volunteers who were providing a community-level response to the situation. No initiatives to date during 2020/21.	Fri-31-Mar-23

Council Plan Target	Directorate	Status		Q3 2020/21 Progress Update	Target Date
RES 28 - Recruit 8 physical activities champions per year	Corporate Resources	Covid affected		To date 0 physical activity champions recruited mainly due to COVID.	Fri-31-Mar-23
RES 30 - Provide 10 waste, recycling and environmental advice to schools and community events per year	Corporate Resources	Covid affected		Throughout the September to December period no education events have been undertaken due to Covid19 restrictions and schools being on lock-down. However, continued education and awareness raising has been undertaken throughout this period with customers whose burgundy bin collections may have been delayed due to issues of contamination. Given learning priorities at this time and social distancing requirements, no school events are anticipated in the near future. (No events to date).	Fri-31-Mar-23
RES 31 - Support at least 6 school climate change projects per year	Corporate Resources	Covid affected		5 Eco-schools grants have been approved, which will be developed as soon as the weather and any COVID-19 restrictions allow.	Fri-31-Mar-23
RES 32 - Monitor performance against the corporate equality objectives and publish information annually	Corporate Resources	On Track		A review of progress against the corporate equality objectives has been undertaken for 2020 and published. It demonstrates the wide variety of work being undertaken to support and enhance the lives of customers and residents, and employees too. Examples being the first District Council to sign up to the British Sign Language (BSL) Charter, approval to support and commit to a countywide and District Council 'local offer for children in care and care leavers' and supporting 13 apprenticeships at the Council.	Fri-31-Mar-23

**Aim: Our Services - Delivering high quality, cost effective services by engaging with residents, partners and Council staff**

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
SER 01 - Deliver 22 service reviews by 2021	Corporate Resources	On track	The Service Review process was incorporated into the Service Plan process which is now substantially complete. Expected to be fully achieved by Q4.	Wed-31-Mar-21
SER 02 - Deliver 4 employee liaison meetings annually	Corporate Resources	On track	Scheduled and taking place	Fri-31-Mar-23
SER 03 - Deliver £2m savings through the Transformation Programme by 2023 Note: Programme 2 started in 2018/19.	Corporate Resources	On track	A review of the 5% - 10% financial improvements suggestions from each Service Plan will be reviewed during January 2021. An update on figures will be given at Q1 2021-22 following the financial year-end.	Fri-31-Mar-23
SER 04 - Deliver 100 hours leadership training per year	Corporate Resources	On track	The first cohort of the internal Leadership Programme is reaching its conclusion with the final module, presentations from managers and peer support groups meetings taking place in Quarter 4. Level 5 and Level 7 Leadership Apprenticeship courses are continuing for managers at operational and strategic level during Q4. Equalities refresher training is taking place and all managers are expected to attend in Jan/Feb.	Fri-31-Mar-23
SER 05 - Ensure that at least 50% of transactions are made through digital channels by Dec 2024	Corporate Resources	On track	Digital transactions in Q3 of 2020-21 is 49.51% (See measurement note below) Figures are steadily increasing, some increase may be due to additional Covid-19 forms (Grants etc). Removing Covid forms from calculations still means 49% transactions counted were digital. Automated Telephone Payments are not being used by all service areas that it is available to - work needs	Tue-31-Dec-24

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			<p>doing around this as could make a significant difference.</p> <p>Baseline (Q1 2018-19) is 29.98%.</p> <p><u>Measurement note:</u> Digital transactions counted are <u>all</u> Self Service, automated telephone and online payments, kiosk payments etc. Non-Digital is calls, face to face, webchat, email, text etc. taken by Customer Services only (no other reliable statistics are available).</p>	
SER 06 - Provide self-service access to all service areas by 2023	Corporate Resources	On track	<p>Most service areas have access (all who have a need) to Self Service but the level of use needs to increase further. Environmental Health and Streetscene are key users, Revenues are increasing their use via increasing online forms, and emerging users are Leisure, Communications, Planning and Economic Development. The need for COVID-19 related forms and online services continues with several grant funding forms being designed and implemented in January 2021. LEAN reviews help service areas identify where services can be moved online will begin in the Spring.</p>	Fri-31-Mar-23
SER 11 - Increase the number of pre-court and court enforcement actions taken by Community Safety	Environment	On track	<p>33 Pre court enforcements (CPW's. CPN's and FPN's) and 1 Court enforcement that keeps getting adjourned because of lockdown.</p>	Fri-31-Mar-23
SER 12 - Ensure that monthly car parking patrols are undertaken outside schools within the District	Environment	Covid affected	<p>This initiative has been temporarily suspended due to the Covid-19 outbreak.</p>	Fri-31-Mar-23
SER 13 - Review enforcement services and develop and deliver a	Environment	On Track	<p>A review of enforcement services has been completed and Cabinet approved recommendations on 12th</p>	Tue-31-Dec-19

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
2020-23 Environmental Health Improvement Programme			November. Implementation of the new structure commenced 1 January 2021. The Service will develop and deliver a 2021-23 Environmental Health improvement programme when staff are in post, including the new Service Development Manager.	
SER 15 - Deliver 6 Ward walks per year	Corporate Resources	Covid affected	It is still not appropriate to commence this target. To review again in Q4.	Fri-31-Mar-23
SER 16 - Attend 4 Parish Council Meetings per year	Corporate Resources	Covid affected	The Monitoring Officer (MO) has attended a Parish Council meeting and the Governance Team are supporting Killamarsh Parish Council currently. There is no further resource to allocate to parish support during the covid crisis - although MO and Governance support is ongoing by email to those who request it.	Fri-31-Mar-23
SER 17 - Undertake a biennial customer satisfaction survey	Corporate Resources	On track	This target has been amended to biennial to reflect and complement the customer satisfaction work already undertaken by the Council. An approach will be agreed upon this financial year for implementation in 2021/22.	Fri-31-Mar-23
SER 18 - Review the Council's Petition Scheme by Annual Council 2020	Corporate Resources	Overdue	Following discussions with the Portfolio Holder, external legal advice is being sought as to how this could be implemented.	Tue-31-Mar-20
SER 19 - Achieve a combined recycling and composting rate of 50% by March 2023	Environment	On track	Performance is <u>estimated</u> on Q3 (2019\20) Waste Data Flow information due to the data not being available until ending Dec 2020. However, allowance is made to take account of Covid-19 reduced performance (5%) which anticipates 3,500tonnes of recyclable\compostable waste being diverted yielding a Q3 recycling rate of 38% between October to December 2020.	Fri-31-Mar-23

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
			Q2 (2020\21) <u>Actual</u> 5,734tonnes of recyclable\compostable waste was diverted, yielding a recycling rate of 50.4% between July and September. Comparative performance with Q2 (2019\20) is 6% lower and influenced by Covid19; for instance, green bin collections being suspended. The combined Q1 and Q2 performance is 49.3% which is 5% lower when compared to 2019\20 performance.	
SER 20 - Place 2 recycling promotions in NEDi News annually	Environment	On track	An article is in production for placement in Winter edition of the The News informing of green bin collection suspension arrangements and promoting waste recycling (Burgundy Bin) to facilitate increased waste diversion from the residual waste (Black Bin) stream, reducing reliance of landfill and/or heat treatment.	Fri-31-Mar-23
SER 21 - Undertake Local Environmental Quality Surveys to establish 96% relevant land surveyed meets grade B or higher cleanliness standards in line with Code of Practice for Litter and Refuse	Environment	On track	LEQS's established 3.78 % of streets and relevant land surveyed fell below grade B cleanliness standards resulting in 96.22 % meeting the target standard. Combined rounded annual performance is 4 % meeting the 96% target.	Fri-31-Mar-23
SER 22 - Undertaking cleansing of all District estate roads at least 4 times per year	Environment	On track	Urbanised housing estate street cleansing is scheduled on quarterly frequencies and performance is measured by way of operational cleansing program returns. Following the impact of Covid-19, service delivery has returned to near-normal arrangements.	Fri-31-Mar-23
SER 23 - Complete the review of Planning Committee processes by 1	Environment	On track	A number of processes have recently been amended. Work continues to review the working of the Council's	Sat-1-May-21

Council Plan Target	Directorate	Status	Q3 2020/21 Progress Update	Target Date
May 2020. Complete the implementation of all agreed actions by 1 May 2021.			Planning Committee and further recommendations will be made in due course.	
SER 24 - Have first customer feedback survey ready by 1st April 2021	Environment	Achieved	The survey has been produced and ready for use.	Wed-1-Apr-21

**North East Derbyshire District Council**

**Cabinet**

**22nd April 2021**

**North East Derbyshire Growth Strategy 2021-24**

**Report of the Portfolio Holder for Economic Growth,  
Councillor C Renwick**

**Classification:** This report is public

**Report By:** Martyn Handley, Strategic Sites Project Manager

**Contact Officer:** Martyn Handley, Strategic Sites Project Manager

---

**PURPOSE / SUMMARY**

To approve the draft of the North East Derbyshire Growth Strategy 2021-24.

---

**RECOMMENDATIONS**

1. That Cabinet notes the contents of the report.
2. That Cabinet approve the North East Derbyshire Growth Strategy 2021-2024.
3. Delegated authority given to the Director of Growth and Economic Development to make none substantive amendments to the documents in consultation with the Portfolio holder for Economic Development.

Approved by the Portfolio Holder - Yes

---

## IMPLICATIONS

---

**Finance and Risk:**      Yes       No

**Details:**

[Click here to enter text.](#)

On Behalf of the Section 151 Officer

---

**Legal (including Data Protection):**      Yes       No

**Details:**

[Click here to enter text.](#)

On Behalf of the Solicitor to the Council

---

**Staffing:**      Yes       No

**Details:**

[Click here to enter text.](#)

On behalf of the Head of Paid Service

---

## DECISION INFORMATION

<b>Decision Information</b>	
<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>BDC:</b> <b>Revenue - £75,000</b> <input type="checkbox"/> <b>Capital - £150,000</b> <input type="checkbox"/> <b>NEDDC:</b> <b>Revenue - £100,000</b> <input type="checkbox"/> <b>Capital - £250,000</b> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>District Wards Significantly Affected</b>	All
<b>Consultation:</b> <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Cabinet / Executive</b> <input type="checkbox"/> <b>SAMT</b> <input type="checkbox"/> <b>Relevant Service Manager</b> <input checked="" type="checkbox"/> <b>Members</b> <input checked="" type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/>	Yes  Details: Ward Members

<b>Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.</b>
Growing Our Local Economy and Being a Business Friendly District.

## REPORT DETAILS

### 1 **Background** *(reasons for bringing the report)*

- 1.1 North East Derbyshire District Council's Council Plan recognises the importance of economic growth to the overall wellbeing and prosperity of the district. This is shown by the fact that one of the key aims of the plan is "Growing our local economy and being a business friendly district". Within this aim, one of the key actions is "implementing a revised District Growth Strategy".
- 1.2 The district has a population of approximately 101,000 people, of which approximately 60,000 people are of working age (16-64 years old). Of these, approximately 33.8% have an NVQ 4 or greater qualification. The average weekly wage for residents is approximately £508.
- 1.3 The district has a business population of approximately 4,700 businesses. The majority of these (approximately 64%) employ less than 10 employees. In

terms of employee numbers, the most significant sector within the district, is the Manufacturing sector, which employs approximately 22% of all employees.

## **2. Details of Proposal or Information**

2.1 The draft Growth Strategy has the following priority areas:

- Business Support and Engagement
- Employment and Skills
- The Visitor Economy
- Town Centre Regeneration
- Inward Investment
- Major Sites Development
- The Rural and Agricultural Economy

2.2 As well as these priorities, the Strategy also has three cross-cutting thematic areas that cut across all priorities and actions within the document. These are:

- Development and increased usage of low carbon technology
- Increase the use and development of digital solutions
- Equality and Inclusivity

2.3 The strategy also has an Action Plan that sets out all the necessary actions required to be undertaken by the Council, in order to meet its priorities for growth.

## **3 Reasons for Recommendation**

3.1 Economic growth is a key element in improving the lives and wellbeing of North East Derbyshire residents, and therefore a strategy is required to guide future work and resource allocation.

3.2 The draft Growth Strategy has been created by the Economic Development team, using best practice and statistical analysis as a basis for its priorities and actions.

## **4 Alternative Options and Reasons for Rejection**

4.1 Do nothing. This option was rejected, as it would mean that a Growth Strategy was not created. This would mean that regeneration activities undertaken within the district were delivered in an uncoordinated manner. Doing this could potentially lead to duplication of activity, and an inefficient use of limited resources.

## DOCUMENT INFORMATION

Appendix No	Title
1	North East Derbyshire Growth Strategy 2021-24
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
<a href="#">Click here to enter text.</a>	



**North East  
Derbyshire**  
District Council

# Growth Strategy

2021 - 2024





# Contents

?????????

---

# Vision and Priorities

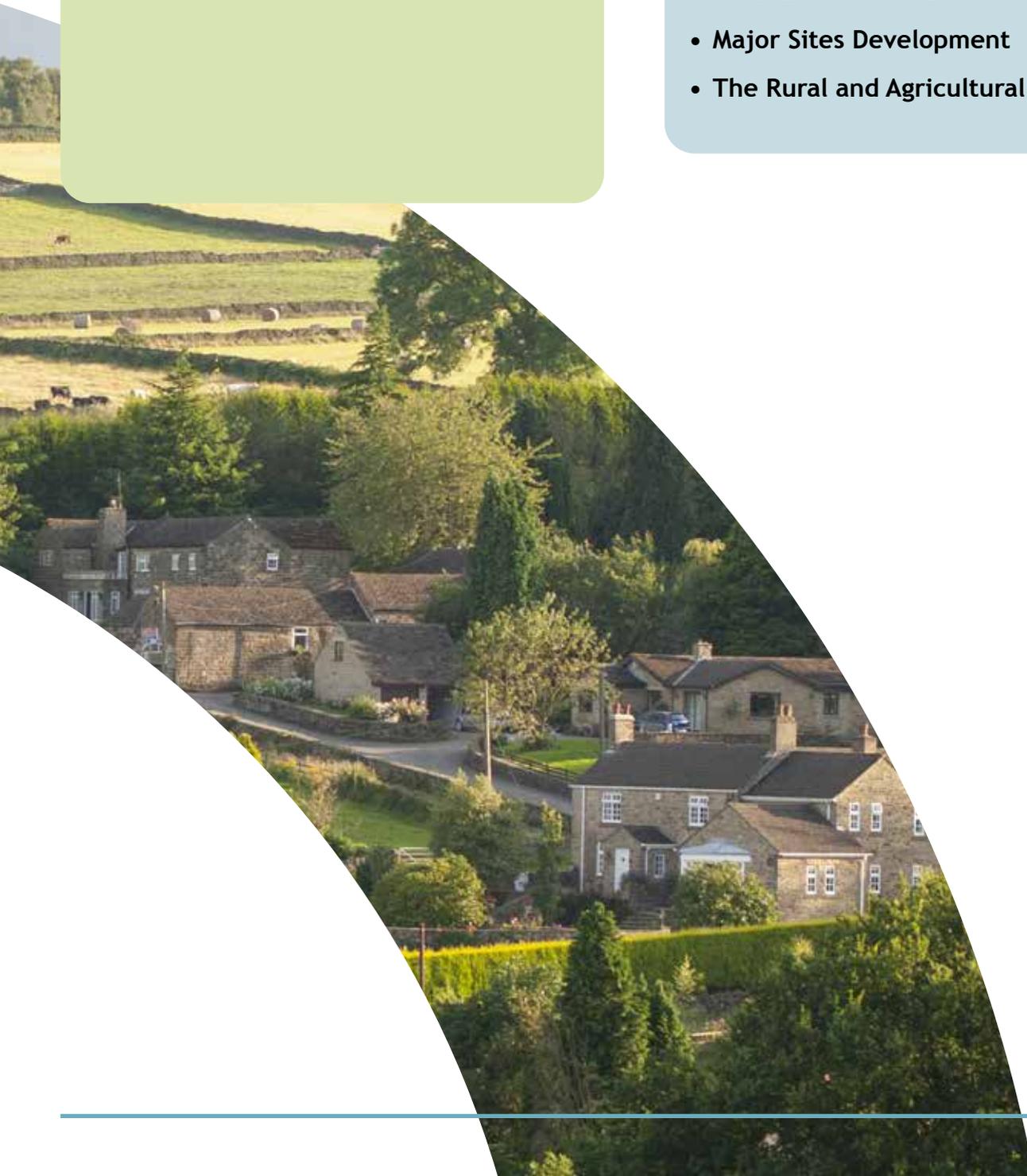
**This Strategy sets out North East Derbyshire District Council's plan to help promote strong and sustainable economic growth within the district.**

The Council has the following vision for growth in the district:

**VISION TO BE DETERMINED**

This is an extremely ambitious vision, but it is an achievable one. In order for our vision to be realised, and true economic growth within the district to occur, we will focus our efforts on the following key priority areas:

- **Business Support and Engagement**
- **Employment and Skills**
- **The Visitor Economy**
- **Town Centre Regeneration**
- **Inward Investment**
- **Major Sites Development**
- **The Rural and Agricultural Economy**



In order to ensure that the district experiences true 21st century economic growth, there are a number of key thematic areas that are vitally important and play a key role in the development of each priority area. These thematic areas are:

- **Development and increased usage of low carbon technology** - ensuring that North East Derbyshire and its businesses are doing all they can to meet the UK's carbon reduction targets.
- **Increasing the use and development of digital solutions** - encourage our businesses to become true 21st century businesses, who are as utilising the most up to date modern ways of working to make sure they are as efficient as possible.
- **Promoting equality and inclusivity** - ensure that people of all different backgrounds are able to benefit from the economic growth of the district, being able to successfully run their own business, or to gain employment within the district.



By working along with partners to undertake key projects within these priority areas, which also take into account the thematic areas, we will ensure that the economy, and the businesses and people that are a part of it, are given every opportunity to thrive and increase their potential in a long-term sustainable manner.

# North East Derbyshire - Our Local Economy (pre-Covid 19)

Approximately  
**45 mins**  
to the  
nearest airport.



Central England  
location near  
Junction  
29 of the M1.



Close  
proximity  
to five  
Universities.



*(Uni of Sheffield, Sheffield Hallam, Uni of Derby, Uni of Nottingham, Nottingham Trent).*



Approximately **4,700**  
businesses based in  
the district of which  
approximately **64%**  
have less than **10**  
employees.

*(NDR Business Register September 2020).*



**818,000sqm**  
of business  
floorspace in  
**2018/19.**

*(NDR Business Floorspace tables 2019).*



Approximately **39%** of  
residents are employed  
in the SOC 2010 Major  
Group 1-3.

*(Managers, Professionals, Associate Professionals and Technical).  
(ONS annual population survey).*



Approximately **22%**  
of all employees in the  
district work in the  
**Manufacturing sector.**

*(ONS Business Register and Employment Survey).*



Approximately **3**  
million day visitors  
in 2017 having an  
economic impact  
of **£147million.**

# North East Derbyshire - Our Local Economy (pre-Covid 19)

**Population**  
= **101,462**  
**people.**

*(ONS mid-year population estimates 2019)*

**Population**  
**expected**  
**to grow to**  
**110,583**  
**people**  
**by 2043.**

**65+ population**  
= **25,183**  
**people.**

*(ONS mid-year population estimates 2019).*

**Working age**  
**population**  
= **59,674**  
**people.**

*(ONS mid-year population estimates 2019)*

**NVQ 4+**  
**Qualifications**  
= **risen from**  
**20.3% of**  
**working age**  
**population in**  
**2004 to 33.8%**  
**in 2019.**

*(ONS annual population survey).*

**Average**  
**gross**  
**weekly pay**  
**for residents**  
**is £508.**



# The Strategic Landscape

## The National Context

**The Industrial Strategy** - 'Building a Britain Fit for the Future - the Industrial Strategy' is a government white paper that sets out the government's plan for transforming the country's economy and bring about new growth.

The Strategy sets out five 'foundations of productivity' that the government feels are important to bringing about this growth.

These are:

- **Ideas** - the world's most innovative economy.
- **People** - good jobs and earning power for all.
- **Infrastructure** - a major upgrade to the UK's infrastructure.
- **Business Environment** - the best place to start and grow a business.
- **Places** - prosperous communities across the UK.

As well as these foundations, the Industrial Strategy sets out four 'Grand Challenges' set by the government to put the United Kingdom at the forefront of the industries of the future.

These are:

- **AI and Data Economy** - we will put the UK at the forefront of the artificial intelligence and data revolution.
- **Clean Growth** - we will maximise the advantages for UK industry from the global shift to clean growth.
- **Future of Mobility** - we will become a world leader in the way people, goods and services move
- **Ageing Society** - we will harness the power of innovation to help meet the needs of an ageing society.



To ensure the success of any work undertaken to improve and grow the local economy, it is imperative that the aims and objectives of this Growth Strategy align closely with those of the Industrial Strategy, as all future government interventions towards business and economic growth will be in line with the Strategy's foundations and Grand Challenges.

## Levelling Up Agenda

The Government has made clear its policy to ensure a rebalancing of prosperity throughout the country, through increasing investment in areas such as infrastructure and housing development amongst others, in areas that have historically suffered from disadvantage.

This Growth Strategy, its vision and priorities, will enable North East Derbyshire District Council to be at the forefront to take advantage of any schemes that the Government introduces through the levelling up agenda.

## The Ten Point Plan for a Green Industrial Revolution

This document sets out the Government's plan to invest approximately £12billion, which will potentially lead to investment from the private sector which is 3 times as much, in the development of green technology.

This will lead to the generation of approximately 250,000 jobs by 2030 and will see the UK become a world leader in green technology.

To do this, the Government has set out ten points that it will invest in. These are:

- Advancing Offshore Wind
- Driving the Growth of Low Carbon Hydrogen
- Delivering New and Advanced Nuclear Power
- Accelerating the Shift to Zero Emission Vehicles
- Green Public Transport, Cycling and Walking
- Jet Zero and Green Ships
- Greener Buildings
- Investing in Carbon Capture, Usage and Storage
- Protecting our Natural Environment
- Green Finance and Innovation.

The cumulative effect of work undertaken through these points is that between 2023 and 2032, UK emissions will be reduced by 180 million tonnes of carbon dioxide equivalent.

North East Derbyshire District Council will support this plan, by ensuring that the development of green technology within the district is supported, as is the uptake of usage of green technologies within businesses. The Council will also work to protect and enhance the natural environment of the district, and encourage people to undertake more sustainable modes of transport, such as walking or cycling.

## The Regional Context

### D2N2 Strategic Economic Plan - 'Vision 2030'

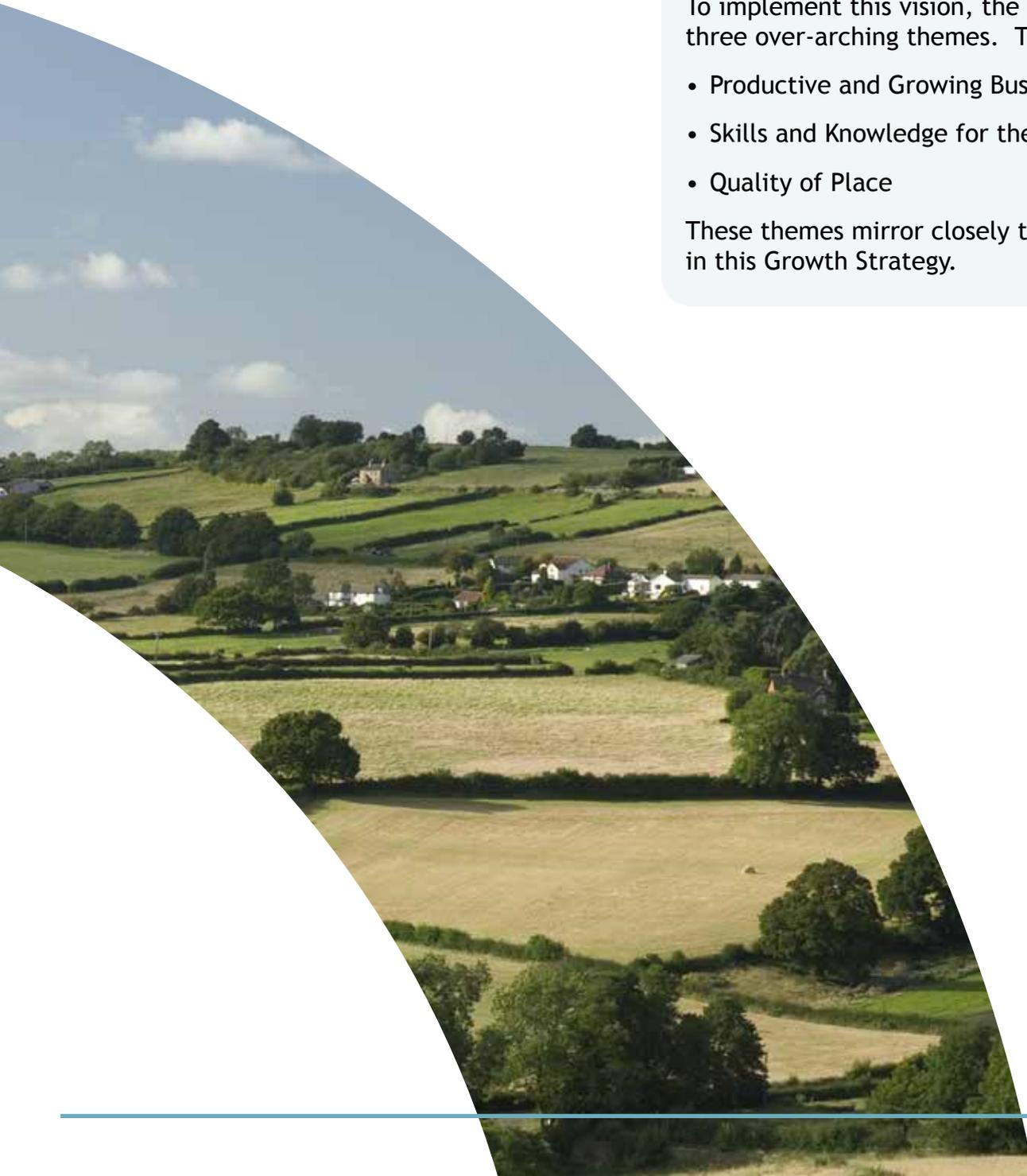
The LEP's Strategic Economic Plan sets out its plan to improve the economy of the region. It has the overall vision:

*“By 2030, D2N2 will have a transformed high-value economy, prosperous, healthy and inclusive, and one of the most productive in Europe. The spark in the UK's growth engine.”*

To implement this vision, the Plan sets out three over-arching themes. These are:

- Productive and Growing Businesses
- Skills and Knowledge for the Future
- Quality of Place

These themes mirror closely those set out in this Growth Strategy.



## D2N2 Recovery Plan - The Heart of the UK's Green Revolution

This plan sets out how the D2N2 LEP will contribute to the Government's plan to 'Build Back Better' following the fallout of the coronavirus pandemic. The plan has the overall vision:

*"Visionary minds rebuilding for green growth."*

The strategy is designed around 3 core principles. These are:

- Low Carbon Growth
- Productivity
- Connectivity and Inclusion
- Within these principles, the plan has a number of priorities. These are:
  - Low Carbon Growth
  - Low Carbon Leadership
  - Enabling key low carbon sites
  - Decarbonising growth
  - Productivity
  - Employment and Skills
  - Business Growth
  - Innovation
  - Connectivity and Inclusion
  - Inclusion
  - Integrated Infrastructure
  - Place shaping

Through this Growth Strategy, and the actions undertaken through it, the Council will contribute to the recovery of the wider LEP economy and the LEP's delivery of the priorities and principles within the Recovery Plan, especially in relation to the development and encouragement of a green revolution.

## D2N2 People and Skills

In line with their 'Vision 2030' document, D2N2 has two key skills priorities that are intended to address the skills gap in the LEP economy. These are:

- Inclusive Recruitment
- Inspiring our Future Workforce

Through the work of this Growth Strategy and also the NED Employment and Skills Strategy, the Council will work to ensure that North East Derbyshire residents are given every opportunity to obtain long-term and meaningful employment, and that our future generations are provided with the tools they need to gain the skills and training to move into their chosen careers.



## Derbyshire Economic Partnership - Covid-19 Recovery Strategies 2021-25

This document sets out how Derbyshire will respond to a post Covid-19 world, enabling Derbyshire's economy to be protected and to grow.

The document has the vision:

*“Covid will be the catalyst for Derbyshire's economic renewal and we will balance protective and growth interventions to enable our economy to build back better.”*

To meet this vision, the document sets out five priority areas. These are:

- Place
- Industry
- Visitor Economy
- Enabling Infrastructure
- Inward Investment

This Growth Strategy will ensure that the work that the Council undertakes to encourage economic growth, feed into the Derbyshire Recovery Strategy as well, across all five priority areas.



# The Local Context

## The Council Plan 2019-23

The overall vision of the Council Plan is that North East Derbyshire is:

- Clean and attractive;
- A place where people are proud to live and work;
- A place where people will prosper;
- A place where people will feel safe, happy and healthy.

To do this, the Council Plan sets out the Council's aims, which include:

- Growing our local economy and being a business friendly district.

The Council Plan also sets out its key priorities that will help to meet this aim. These are:

- Supporting businesses to maximise their potential
- Skills
- Develop and promote a visitor economy across the District
- Implementing a revised District Growth Strategy
- Town centre regeneration.

This Growth Strategy sets out how these key priorities will be met.

## Reduce, Re-use, Recycle, Re-think - NEDDC Climate Change Action Plan 2019-30

This document sets out the Council's vision, aims and priorities for how it will tackle the climate change emergency. The Action Plan has the overall vision:

*“A district that balances economic prosperity with environmental sustainability, improving the lives of our people and the environment today and in the future.”*

To do this, the Action Plan sets out eight Thematic Areas through which the Council will work to reduce its carbon emissions in the future. These are:

- Sustainable Buildings and Workplaces
- Renewable Energy
- Low Carbon Fleet
- Transport
- Planning
- Community and Collaboration
- Biodiversity
- Procurement

Whilst a number of these areas and the actions within them are focused upon the Council, its building, vehicles and practices, a number of them (such as the Planning theme) are more externally focused. Also, the principals of the document and its aims are also relevant to other businesses too.

The Growth Strategy aims to embed low carbon technology and practices within all aspects of the local economy. Therefore, by doing this, it will help to meet the overall vision of the Climate Change Action Plan to have a prosperous economy that does not come at the expense of environmental sustainability.

## **North East Derbyshire District Council's Recovery Plan**

This document sets out a number of key projects and actions that the Council undertook to help the local economy recover from the impact of the Covid-19 pandemic.



This Growth Strategy will build upon those actions to ensure that the work of Council moves on efficiently from helping the economy to sustain through to full recovery and growth, following the principal of 'Build Back Better'.



# The Potential Impacts on Future Economic Growth of Covid-19

**The Covid-19 pandemic has had, and will continue to have for some time, a huge impact not only on the day-to-day lives of people, but also on the economy - from a worldwide, all the way down to a local level.**

Due to the fact that at the time of this report, we are still in the middle of the pandemic, it is difficult to fully understand what the impacts of the crisis are or will be. However, it can be expected that the following impacts are likely to occur. It is therefore important that the Council and its partners begin to prepare to mitigate as much as possible the negative impacts of the crisis, whilst at the same time building on the developments of the positive impacts.

## Negative:

- Increase in unemployment
- Decrease in employment opportunities
- Closure of businesses
- Impact on town centres - More empty units. Rise of online business
- Rise of homeworking leading to less demand for business space.

## Positive:

- Potential Growth in Certain Sectors
- A Rise in the Use of Local Services and Retail
- A Rise in Sustainable Transport Usage and Infrastructure
- A Rise in Community Involvement in Local Economic Growth
- A Rise in Tourism Due to Inability/ Unwillingness to Travel.

**SORRY, We are**

**CLOSED**

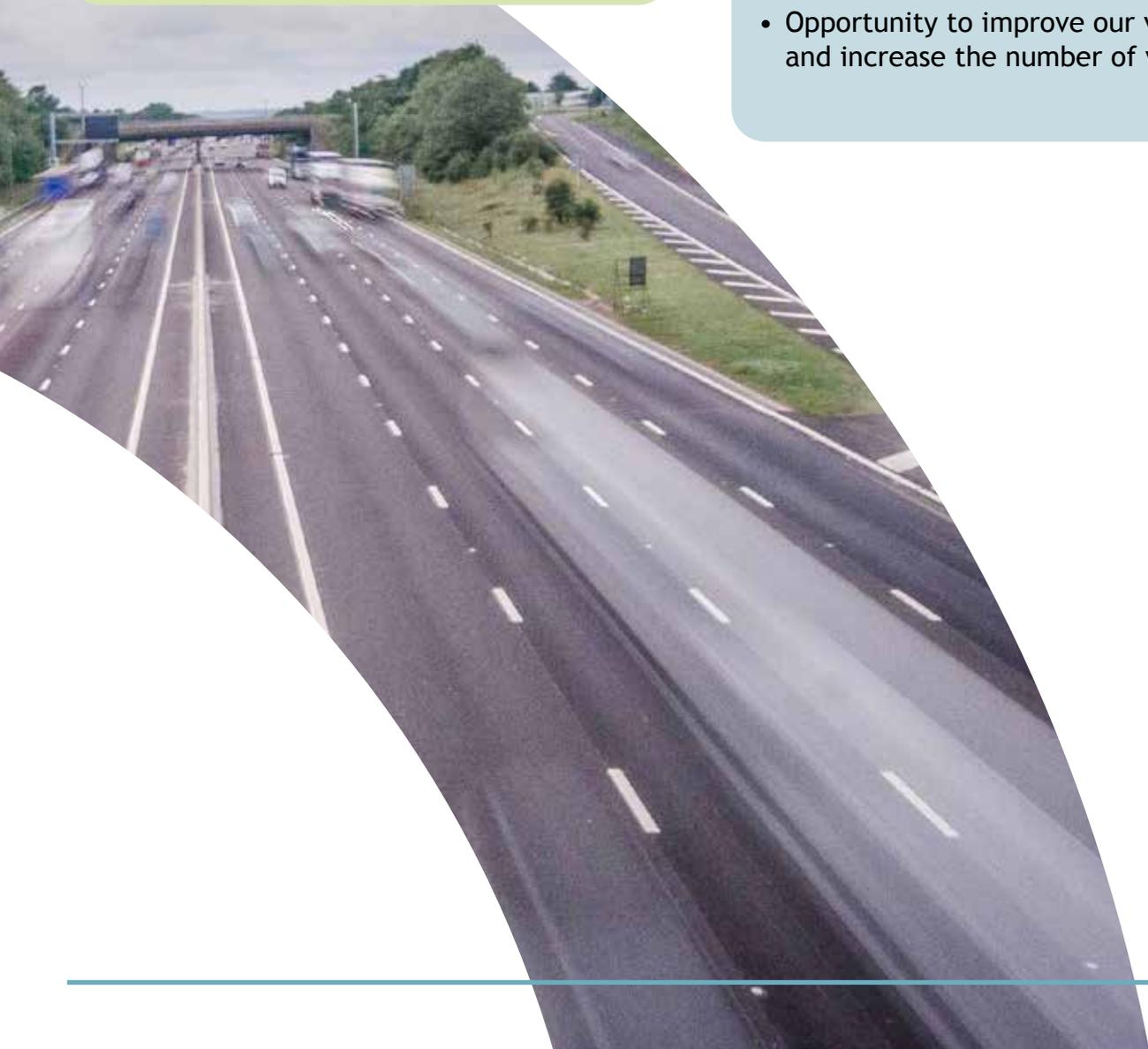
# Strengths and Opportunities

## Our Strengths

- Central location.
- Good connectivity through M1 etc to elsewhere in the country.
- Beautiful rural areas.
- Business base made up of mostly micro businesses - no reliance on large companies.
- Large number of residents working in high-skilled employment.
- Proximity of six Universities in Sheffield, Derby and Nottingham.
- Gateway to the Peak District.
- Strong manufacturing sector.

## Opportunities

- Number of development sites, such as the Avenue, Egstow Park and former Coalite site, that need unlocking.
- Town Centres need support to adapt to 21st century life.
- District-based workforce requires support to up-skill.
- Large number of micro businesses require support to grow.
- Need for businesses to modernise, utilising more digital and green technology.
- Need for improvements to infrastructure to enable increased sustainable transport usage in the district.
- Opportunity to improve our visitor offer and increase the number of visitors.



# Cross Cutting Themes

## Development and Increased Usage of Low Carbon Technology

Climate change is recognised by the Government as a very real global issue that needs to be tackled head on. This is why a Climate Change Emergency was declared by the Government on 1st May 2019. North East Derbyshire District Council also declared its own climate change emergency on 8th July 2019.

Recognising that climate change is now at a critical stage, and needs to be tackled, means that changes need to be implemented in all aspects of our daily lives.

Economic growth is vital to help sustain ours and future generations, and ensure everybody can live in relative comfort. However, it is also vital that this growth is not achieved at the expense of our natural environment. Technology has now advanced to such a degree that many activities that used to be extremely damaging to the environment, are now much less so - for example energy generation, electric vehicles etc.

The Council has a key role in the promotion of low carbon within its business community - for example, encouraging businesses to switch to low carbon technology, encouraging the growth and development of businesses who are developing low carbon technology and products, working with partners to develop sustainable transport measures, etc.

The promotion of low carbon methods and technologies, and the tackling of climate change is such an important and integral part of future economic growth, that it cannot simply be made its own priority within this strategy. The Council recognises that it is a key element of ALL economic growth actions, and therefore it has been made a cross cutting theme. The Council will ensure that any action or project that takes place that encourages economic growth within the district, will also encourage the promotion and development of low carbon technologies, and the reduction of greenhouse gas emissions.



## Increase the Use and Development of Digital Solutions

The modern world means that no economy works in isolation, and that businesses based within the district are not only competing with other similar local businesses, but also potentially with businesses around the world.

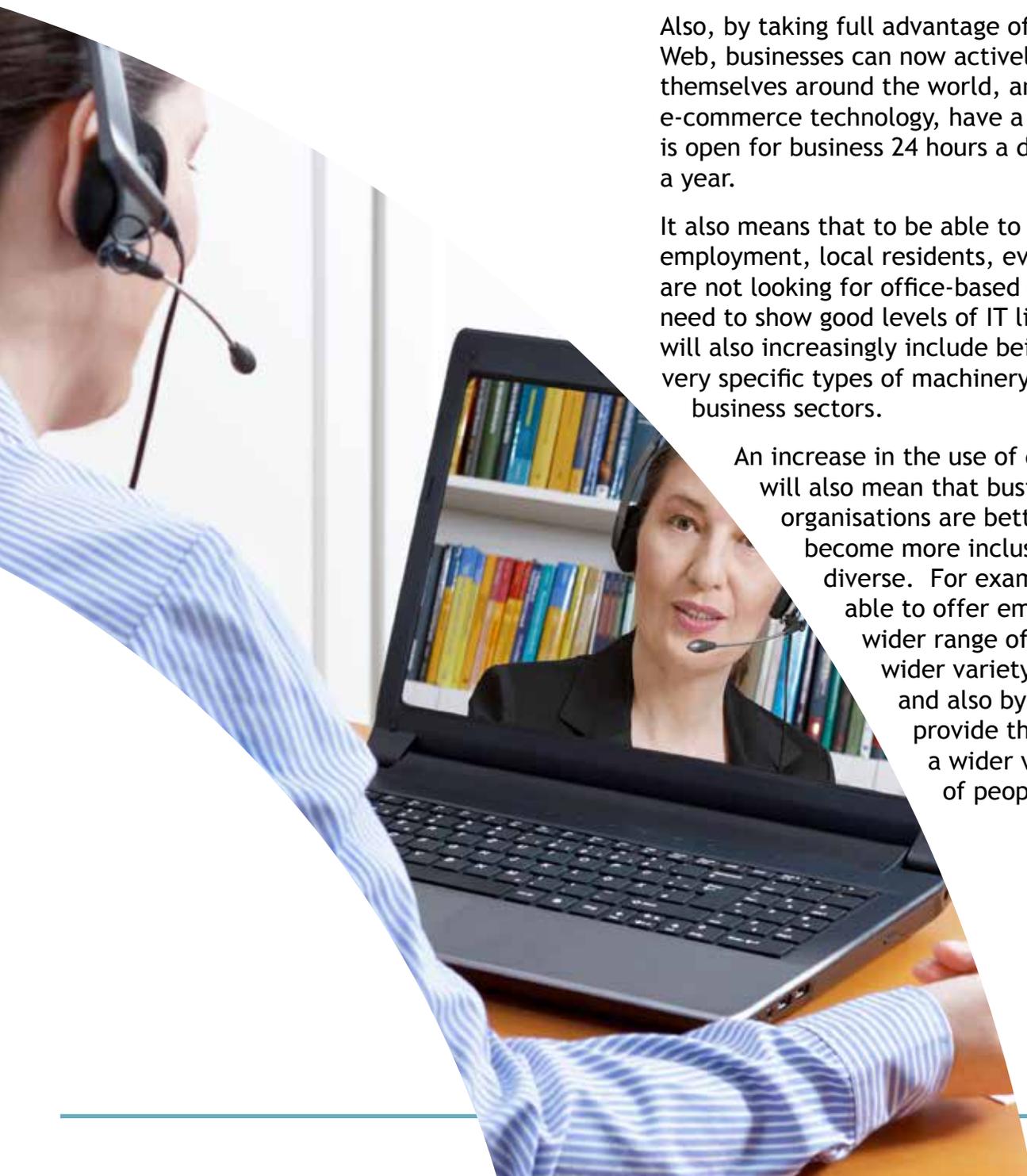
To enable businesses to be able to compete effectively, they need to be as technologically advanced as possible. Utilising advanced machinery and computers throughout their processes will have numerous benefits, including increased efficiencies leading to lower production costs and potentially speeded up product development.



Also, by taking full advantage of the Worldwide Web, businesses can now actively promote themselves around the world, and through e-commerce technology, have a shopfront that is open for business 24 hours a day, 365 days a year.

It also means that to be able to gain employment, local residents, even those who are not looking for office-based employment, need to show good levels of IT literacy. This will also increasingly include being trained on very specific types of machinery for particular business sectors.

An increase in the use of digital solutions will also mean that businesses and organisations are better able to become more inclusive and diverse. For example, by being able to offer employment to a wider range of people for a wider variety of job types, and also by being able to provide their services to a wider variety of people.



Finally, it also means that to attract developers, businesses and visitors to the district, it is vital that the digital infrastructure of the district is as advanced as possible, able to provide connection speeds that compete with the rest of the country and the world.

As the change to a digitally-led way of living is something that is affecting every type of business across multiple sectors, the Digital Economy has been made a cross cutting theme for this strategy, meaning that every project or action undertaken through the strategy will need to ensure that the utilisation of digital technology is considered where possible.

## Equality and Inclusivity

For economic growth to be truly beneficial to district, it is vital that all elements of the district need to be able to access the support provided, and be able to take advantage of any projects that are initiated.

This means that all people, regardless of their background or lifestyle, are able to own and operate a business in the district and gain support, gain meaningful employment that matches their skill and experience level, and access the training they require to obtain such employment.

It also means that everybody is able to access our businesses and their services, and is also easily able to access our town centres and attractions.



As a local authority, North East Derbyshire District Council has a key role to play in ensuring that equality and inclusivity are a key component of each priority and action undertaken through this strategy. It also has a key role to play in ensuring that equality and inclusivity practices are promoted to businesses and organisations within the district.



# The Priorities

## Business Support and Engagement

North East Derbyshire has approximately

**4,700**  
**businesses**

(source: FAME online business database, January 2021)

64% of these are micro-enterprises who have

**less than 10 employees**



(including estimates).

When examining the sectors within the district, the largest sectors (in terms of number of businesses) are:

**Financial and other Business Services**  
(approximately 24%)



**Construction**  
(approximately 16%)



**Wholesale and Retail Trade**  
(approximately 15%)



(Source: FAME Online Business Database January 21)

When looking at the people who work in the district, and which sector the business they work for is in, the largest sectors in North East Derbyshire are:

**Manufacturing - 7,000 people**

**Public Admin, Education and Health - 6,350 people**

**Financial and Other Business Services - 4,175 people**

(Source: NOMIS January 2021)



These figures show that North East Derbyshire has a vibrant and varied business base. The fact that the majority of businesses are micro (less than 10 employees) means that they are better able to adapt and change to meet changing circumstances in the economy. The number of people employed in the Manufacturing sector in our district is significant, accounting for approximately 24% of all employment in the district, compared with just 8% for Great Britain.

However, the fact that many of our businesses are small in size, means that they are likely to require additional support and guidance to survive and grow, particularly during the recovery period following the covid-19 pandemic.

Also, to enable businesses to grow whilst also remaining in our district, it is imperative that a range of modern facilities that cater for different business types and sectors.

Finally, in order to be able to grow, and compete in local, national and international markets, our businesses will need to be supported and encouraged to embrace both the digital and the low carbon agendas, to ensure that they are on the cutting edge of technology and working practices.

**Whilst the Council will work to support all businesses in the district, particular priority will be given to businesses within our priority sectors, which are:**

- Manufacturing
- Wholesale and Retail Trade
- Construction
- Financial and Other Business Services.

## Employment and Skills

Figures show that for 2019, of the working age

**16-64 years old population**

in North East Derbyshire, approximately

**88% had a qualification of NVQ1 or higher.**

Of these, approximately 34% had an NVQ4 or higher qualification.

*(source: NOMIS website February 2021).*



When looking at the occupations of North East Derbyshire residents, it can be seen that the SOC 2010 Group

**'Managers, Directors and Senior Officials'**

North East Derbyshire accounts for

**13.4% of all employed residents**

for the period October 2019 to September 2020, as opposed to 11.5% for Great Britain.

Also the SOC 2010 Major Group 4-5

**'Administrative & Secretarial' and 'Skilled Trade Occupations'**

accounts for approximately

**32% of all NED**

**employed residents,**

as opposed to approximately 20% for Great Britain

*(source: NOMIS website February 2021).*



The gross weekly pay for residents of North East Derbyshire was £542 in 2020.

## Gross weekly pay for people who work in North East Derbyshire was **£460 in 2020**

This suggests that those residents with the highest qualifications, and thus more likely to be in high salary employment, are employed outside the district.



*(source: NOMIS website February 2021).*

## The claimant count for the district in August 2020 was **4.6%**.

Although this is high, and shows the beginnings of the effect of the covid-19 pandemic, the figure is lower than the figure for Great Britain (6.6%).

These figures show that a sizeable proportion of North East Derbyshire residents do have higher level skills and qualifications, and are working in higher skilled occupations. However, this figure could be much higher. Also, the skill level of people who work in North East Derbyshire does not appear to be as high, with the wage levels significantly lower than for North East Derbyshire residents.

Therefore, to ensure that the district experiences economic growth, it is important that the Council utilises its position as a strategic lead to work with partner organisations to develop and improve the training and skill levels of both its residents and also its work based population, including both the upskilling and potential re-skilling of both.



The Council will also work with local schools, to ensure that school leavers are prepared and have the necessary skills required by local businesses.

Also, the Council will work with partners to develop entrepreneurial skills within the district, to ensure that those residents who have an idea for a product or service are able to develop it into a fully-fledged business.

As the skill level of both North East Derbyshire residents and workforce is such a key element of sustainable economic growth, the Council will develop a separate Employment and Skills Strategy that will analyse these issues in more detail.

## The Visitor Economy

North East Derbyshire is noted as a picturesque, rural district, with a number of areas of natural beauty and also historic towns and villages. It sits on the border of the Peak District National Park and is also close to major towns and cities, such as Chesterfield, Sheffield, Nottingham and Derby.

Figures show that approximately

**3 million visitors**

came to the district in 2017.

Also, figures show that in 2017, approximately **1,950 people** were employed in the visitor economy within the district.

*(source: NED STEAM report).*



In 2017, the total economic impact of the visitor economy in North East Derbyshire was approximately

**£147million**

with approximately **£109 million** of this being made up of direct expenditure.



*(source: NED STEAM report).*

The biggest sectors that contributed to this economic impact were:

Retail shopping approx.

**£44million**



Food and Drink sectors approx.

**£31million**



*(source: NED STEAM report).*

However, the visitor economy is also one of the worst sectors to be hit by the effects of the Covid-19 pandemic, with pubs, restaurants, attractions and accommodation all forced to shut for large parts of 2020-21 and events cancelled throughout the year. This means that those businesses will need additional support to enable them to both survive and then grow. This includes providing them with access to financial support, and also providing training for them to improve elements of their business, such as e-commerce and use of social media promotion etc.

Also, the Council needs to work with partners to undertake more promotion of the district and its offer to potential visitors. This includes both visitors from outside the district, and also within the district.



Finally, the Council has a role to play as a strategic lead to encourage the improvement of the visitor attraction offer within the district. This includes the improvement of existing attractions, accommodation and events, as well as the development of new, high quality, attractions, accommodation and events. It also includes the improvement and development of the walking and cycling infrastructure within the district, which acts to connect many of our other attractions and accommodation, but also acts as an attraction in itself.

As the visitor economy is such a vital component of economic growth within the district, the Council will develop a separate Visitor Economy Strategy for the district, which will examine these points in more detail.



## Town Centre Regeneration

The district of North East Derbyshire has four market towns - Clay Cross, Dronfield, Eckington and Killamarsh. Clay Cross is located in the south of the district, whilst Dronfield, Eckington and Killamarsh are all located in the north. All four are broadly the same size and act as service centres for their respective communities.

Town centres are the lifeblood of their communities. They provide access to services, such as finances, hairdressers, post offices etc as well as retail shops that provide not only everyday items such as bread and milk, but also more non-essential items as well. They also act as community and social hubs for the local community - a place for people to meet with friends and relatives, and to access leisure activities. Finally, they are key employment centres for their localities, with many businesses located there.

However, town centres have begun to struggle recently. The rise of first out of town and then online shopping has had an impact on the retail businesses in town centres, with a lack of footfall forcing businesses to close.

Town centres are now needing to change and adapt to 21st century life. This means moving increasingly away from relying solely on retail businesses as the focus of the town to other uses, such as culture/leisure and residential to generate footfall within the town centre.



This is especially true in our town centres, which often have very little in the way of a cultural offer, or an evening economy offer (such as bars, cafes and restaurants) to attract additional footfall. It also means ensuring that our town centres are accessible to all, to ensure that all members of the community are able to travel to the town centres and access their businesses and services safely and easily.

The government recognises this and has begun to provide resources towards enabling towns to modernise and adapt. This includes the Town Deals and the Future High Streets Fund, amongst others. In order to be able to access these resources, the Council and its partners need to ensure that all the required evidence and plans are in place to enable strong applications to be submitted. This has begun to happen recently, with One Public Estate (OPE) projects being undertaken in the towns of Clay Cross, Eckington and Killamarsh, which look at the public sector land and property in those areas and the potential for alternative uses for surplus land/property.

These have begun to provide strong evidence for future bids and has led to Clay Cross being shortlisted to become part of the Town Deal project. The Council will continue to develop and push forward these projects, both to bring forward the improvements to Clay Cross through the Town Deal funding, and also to ensure that Dronfield, Eckington and Killamarsh and in a strong position to obtain government funding for transformational changes, such as through the 'Levelling Up' agenda.

## Inward Investment

In order for the economy of North East Derbyshire to grow, not only does the current business community need to be supported and any barriers to their growth removed, but also work needs to be done to attract new businesses and development to the district.

By doing this, an influx of new investment will mean new employment opportunities to the district for local residents. It will also mean new supply chain opportunities for existing businesses.

These will both lead to growth in the economy. More jobs in the local economy and more jobs for local residents will mean that they have an increased disposable income, which means that they are more able to spend money on non-essential items, particularly with local businesses. This will particularly be the case if those jobs are of a high quality with a significant income.



Increased supply chain opportunities for local businesses will mean that there will be opportunities for them to obtain new contracts for their products and services. This will increase their potential turnover and will potentially lead to other increases in employment with those businesses as well.

The Council has a key role to play, with other partners, in promoting the district and its offer to businesses and developers outside the district to encourage them to relocate to the district.

## Major Site Development

North East Derbyshire is home to a number of major development sites. These include mixed use sites, such as the Avenue in Wingerworth, Egstow Park in Clay Cross and the former Coalite site. It also includes solely employment sites, such as Callywhite Lane in Dronfield.

These sites are all of a large size, and provide the district and its economy with the opportunity to expand and grow, both in terms of the number of residents within the district, and also the number and types of businesses in the district. This will obviously help to grow the local economy as it will provide an influx of new income and expenditure within the district - new residents will mean a new workforce for local businesses, as well as new customers for them too. It will also mean new space for businesses to locate to, allowing existing local businesses to grow, as well as provide space for new start businesses to locate, and also for businesses based outside the district to locate to.

However, these sites are not all currently in a developable state. Many of them need infrastructure, such as new roads, utilities or digital connectivity. In order to attract inward investment for these sites, they will need to be in a developable state, and in order for that to happen, public sector intervention will be necessary.

As a strategic lead for the district, the Council has an integral part to play in working with partners and land owners to bring forward externally funded large scale infrastructure projects on these sites, including ensuring that the necessary background and preparation works are in place to enable those projects to proceed (e.g. site investigations, land assemblage etc).

## Rural and Agricultural Economy

North East Derbyshire is a rural district, with much of the district countryside. This means that the Agricultural sector is more sizeable in North East Derbyshire than it is in other districts, with a number of farms in the area.

Figures from the Department for Environment, Food and Rural Affairs (DEFRA) show that for the period 2013-2016,

**the total area of farm land for the Chesterfield and North East Derbyshire area**

rose from 20,183ha to **22,277ha**, a 10% positive change. There were a total of

**434 holdings** covering this area.

*(source: DEFRA Local Authority Breakdown for key crop areas and livestock numbers on agricultural holdings).*



Figures from DEFRA also show that during the same period, **the total number of people employed by those farm holdings** rose from 820 in 2013 to

**871 in 2016**  
**a positive change of 6%.**

*(source: DEFRA Local Authority Breakdown for the agricultural labour force on commercial holdings).*



The Agricultural sector has seen significant changes in recent years. Many farmers are looking to diversify due to needing to gain additional income. This has led to many farmers converting farm buildings into alternate uses, such as bed and breakfast accommodation etc.

Also, farmers are increasingly looking into how they can modernise their farms, with an increased use of technology to undertake their tasks, in order to maximise returns on their investments. This is likely to continue and increase over the coming years.



Brexit will also likely have a significant impact on the agricultural sector. As import duties will rise on produce from the EU area after Brexit, it is likely to make homegrown produce cheaper and therefore more attractive to British producers. However, there will also be the potential same impact on British producers exporting to the EU. This may lead to agricultural businesses looking to change their markets to ensure that their income is not adversely impacted, and therefore a requirement for additional support.

Finally, of all the different sectors of business in the district, the Agricultural sector is possible the one that has most been affected by climate change, with extremes in heat, cold and rain having a massive effect on crops.

The Council, as a strategic lead for the district, has an important role to play in ensuring the agricultural and rural economy of the district is supported to enable it to grow and contribute to the wider economic growth. For example, for several years, the district has benefitted from being a part of a LEADER area (BNED LEADER), which meant that many agricultural and rural small businesses were able to access funding to enable them to undertake projects to allow them to grow (for example farm diversification projects, purchase of new equipment etc). However, this funding ended in 2020 and has not as yet been replaced. Therefore, the Council should use its position to lobby both the Government and the LEP to introduce additional support to this sector.



# Action Plan

## Business Support and Engagement

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS1	The Council to examine the creation of a separately branded business support model, similar in principal to the Destination Chesterfield service, working with key representatives from the business community to develop and promote the service.	KA			<ul style="list-style-type: none"> <li>Financial allocation for creation of brand and portal and annual maintenance costs.</li> <li>Staff time</li> </ul>	Unsecured
GS2	The Council to fund a business adviser for the district to support existing and new businesses.	KA	Feb 2021		Financial allocation for consultancy costs.	Secured for 2021. Unsecured thereafter.
GS3	Undertake a bi-annual review of the North East Derbyshire business sectors, including business numbers, analysis of growth etc to provide a picture of the local business economy to help inform future initiatives.	MH	2021	2024	<ul style="list-style-type: none"> <li>Staff time</li> <li>Yearly subscription to online business database.</li> </ul>	Secured
GS4	Undertake an annual survey of the needs and requirements of the district's business community - their views of the current business support provided and also what they require in terms of support to help their business grow and be successful.	KA	2021	2024	Staff time	Secured

## Business Support and Engagement...continued

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS5	Work with key strategic partners to help to develop and implement a number of business support initiatives aimed at directly supporting the growth of the district's businesses (for example webinars and workshop on a range of subjects including e-commerce etc).	KA	2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial contributions to individual projects as match funding on an ad-hoc basis.</li> </ul>	Unsecured
GS6	Continue to develop the Council's Key Account Management scheme, which aims to provide one to one business support with a named contact from the Council's Economic Development team, to a number of key local businesses.	BH and JW	2021	2024	Staff time	Secured
GS7	Continue to ensure that North East Derbyshire and its business community are well represented with key strategic partners, including the D2N2 LEP, BEIS.	GC	2021	2024	Staff time	Secured
GS8	Council to work to ensure that a wide range and sizes of high quality business spaces are provided within the district.	KA	2021	2031	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial contributions for pre-development consultancy work.</li> <li>• Financial contribution and/or in-kind contribution as match funding (e.g. land).</li> </ul>	Unsecured

## Skills

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS9	Undertake a North East Derbyshire Business Skills Audit to ascertain the skills requirements of our businesses	JW	April 2021	December 2021	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial Contribution for consultancy support.</li> </ul>	Secured
GS10	Identify gaps in the current training provision in the district, and work with providers to find ways to plug those gaps.	JW	Nov 2021	March 2022	Staff time	Secured
GS11	Organise two jobs fairs within the district per year and develop an on line platform for events to include job fairs subject to funding available.	JW	April 2021	December 2021	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial contribution if a physical fair.</li> </ul>	Secured. Virtual platform being researched, including costs.
GS12	Continue to develop the NED Construction Skills Hub Hubs to support 184 unemployed / inactive people into construction related jobs and training.	JW	April 2021	December 2023	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Match funding for project.</li> </ul>	Secured (not yet)
GS13	Work with partners to ensure businesses have access to support from relevant organisations, such as Universities (as part of the skills audit).	JW	April 2020	March 2022	• Staff time	Secured
GS14	Work on the development of the Clay Cross Town Deal Training and Skills Hub.	JW and BH	2020	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial allocation for Hub activities.</li> </ul>	Secured
GS15	Ensure the provision of employment support to NED residents through the Working Communities Project.	JW and MS	2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial allocation for resident support.</li> </ul>	Secured

## Skills...continued

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS16	Work with partners on the development of other employment support provision.	JW	2020	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Potential match funding for programmes.</li> </ul>	Unsecured
GS17	Promote the apprenticeship programme to businesses and residents in the district.	JW	2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured
GS18	Work with partners to support the ongoing development of the North Derbyshire Careers Hub.	JW	2020	2024	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured
GS19	Work to link developments to schools through planning employment conditions.	JW	2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured

## Visitor Economy

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS20	The Council to employ a Tourism Officer to support the Visitor Economy.	KA	March 2021	Not agreed	• Financial contribution for salary costs etc.	Unsecured
GS21	The Council to undertake a review of the Visitor Economy of the district, to inform the development of support programmes etc.	MH	April 2021	December 2021	• Staff time	Secured
GS22	The Council to create a North East Derbyshire Visitor Economy Strategy.	MH	April 2021	April 2021	• Staff time	Secured
GS23	The Council to help provide support to the businesses in the Visitor Economy sector to enable them to grow, and to work through any barriers to growth that they may have.	KA	April 2021	2024	• Staff time	Secured
GS24	The Council to work with key partners, such as Marketing Peak District and Derbyshire to promote the district as a place to visit and stay.	KA	April 2021	2024	• Staff time	Secured
GS25	The Council to continue to work with neighbouring local authorities to promote the wider North Derbyshire area.	KA	April 2021	2024	• Staff time	Secured

## Town Centre Regeneration

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS26	The Council to continue to work with partners to gather evidence and background information and to develop projects within each town centre, through initiatives such as One Public Estate.	KA, BH, MH	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial Contributions to consultancy work.</li> </ul>	Unsecured
GS27	The Council to continue to work with other public and private sector partners to bring forward the Clay Cross Town Deal.	BH	Not agreed	Not agreed	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Match funding, both in kind and financial, to Town Deal projects.</li> </ul>	Unsecured
GS28	The Council to work with partners to develop the evening economy (that is bars, cafes, restaurants etc) within each town centre.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial contributions towards potential redevelopment costs.</li> </ul>	Unsecured
GS29	The Council to develop the cultural and leisure offers within each town centre.	KA	April 2021	Not agreed	<ul style="list-style-type: none"> <li>• Financial contributions and potential in-kind contributions towards development costs.</li> </ul>	Unsecured
GS30	The Council to work to develop town centre business groups within each town.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured
GS31	The Council to work with partners, such as Derbyshire County Council, to bring forward infrastructure development projects within each town centre.	KA	April 2021	Not agreed	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial contributions towards potential projects.</li> </ul>	Unsecured

## Town Centre Regeneration... continued

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS32	The Council to work with partners and developers to encourage and develop green space within each town centre.	KA	April 2021	Not agreed	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Potential financial contributions and in-kind contributions towards projects.</li> </ul>	Unsecured
GS33	The Council to work with partners and developers to encourage and develop cycling and public footpath development and usage within each town centre.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Potential financial contributions and in-kind contributions towards projects.</li> </ul>	Unsecured

## Inward Investment

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS34	The Council to continue to develop relationships with the inward investment teams of the D2N2 LEP and SCR to ensure that North East Derbyshire is featured prominently in their discussions etc with potential investors.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured
GS35	The Council to work with key partners, such as the inward investment teams of both LEPs to promote the benefits of locating in North East Derbyshire.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Potential financial contributions towards promotion costs.</li> </ul>	Unsecured
GS36	The Council to keep a regularly updated list of available sites and premises within the district, and make enquirers aware of any suitable sites.	MH	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured
GS37	The Council to develop a package of support, advice and guidance for potential investors.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Promotional material costs.</li> </ul>	Unsecured

## Major Sites Development

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS38	The Council and its partners to undertake a review of each site and the barriers to development it faces.	KA	April 2021	December 2021	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured
GS39	The Council and its partners to, where necessary, employ external consultants to undertake the site and market research necessary to understand the sites, the costs to remove the barriers to development, and the benefits of bringing the site forward for development.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Financial cost of consultancy.</li> </ul>	Unsecured
GS40	The Council and its partners to obtain, where required, infrastructure development funding for each site to work to remove the barriers to development.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Financial and potential in-kind contributions towards individual projects.</li> </ul>	Unsecured
GS41	The Council and its partners to continue to work to promote the sites to private developers, to seek to obtain development partners for each site.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Potential promotional material costs.</li> </ul>	Unsecured

## Rural and Agricultural Economy

ID	Action	Lead Officer	Start Date	End Date	Resources Required	Resource Status
GS42	The Council to undertake a thorough review of the rural economy of the district to get a good understanding of its make-up and its needs.	MH	April 2021	December 2021	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured
GS43	The Council to examine the possibility of creating a rural economy business network.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Potential promotion costs.</li> </ul>	Unsecured
GS44	The Council to develop and strengthen relationships with relevant partner organisations, such as the National Farmers' Union and D2N2 to ensure that the farmers and other rural economy businesses in the district are supported to enable them to grow.	KA	April 2021	2024	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Secured



North East  
Derbyshire  
District Council

## *We speak your language*

Polish

*Mówimy Twoim językiem*

French

*Nous parlons votre langue*

Spanish

*Hablamos su idioma*

Slovak

*Rozprávame Vaším jazykom*

Chinese

我们会说你的语言

If you require this publication in  
**large print** or another  
format please call us on  
**01246 231111**  
Text No: 07800 00 24 25

**For more information or queries:**

Email: [economic.development@ne-derbyshire.gov.uk](mailto:economic.development@ne-derbyshire.gov.uk)

Tel: 01246 231111

# Agenda Item 9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted