



Please ask for Joel Hammond-Gant
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The Chair and Members of Cabinet

18 June 2018

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 26 JUNE 2018 at 10.30 am in Committee Room 1, Town Hall, Rose Hill, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 12)

To approve as a correct record the Minutes of the Cabinet meeting held on 15 May, 2018.

4. Forward Plan

Please follow the link below to view the latest Forward Plan.

[Forward Plan](#)

5. Delegation Report (Pages 13 - 16)

6. Minutes of the Sheffield City Region Combined Authority (Pages 17 - 26)

To note the Minutes of the meetings of the Sheffield City Region Combined Authority Meetings held on 9 March, 2018.

Items Recommended to Cabinet via Cabinet Members

Leader

7. Communications and Engagement Strategy 2018-2023 (Pages 27 - 68)

Deputy Leader

8. Business Rates Pilot 2018/19 (Pages 69 - 86)

Cabinet Member for Economic Growth

9. Skills Action Plan (To Follow)

10. Exclusion of the Public

To move "That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972."

Part 2 (Non Public Information)

Cabinet Member for Homes and Customers

11. Environmental Improvements - Heath Court, St Augustine's (Pages 87 - 98)

Yours sincerely,



Local Government and Regulatory Law Manager and Monitoring Officer

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CABINET

Tuesday, 15th May, 2018

Present:-

Councillor P Gilby (Chair)

Councillors	Bagley Blank A Diouf T Gilby	Councillors	Huckle Ludlow Serjeant
Non Voting Members	Dickinson		J Innes

*Matters dealt with under the Delegation Scheme

1 DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS RELATING TO ITEMS ON THE AGENDA

No declarations of interest were received.

2 CHESTERFIELD BOROUGH LOCAL PLAN - GYPSY AND TRAVELLER SITES CONSULTATION

The Strategic Planning and Key Sites Manager submitted a report to inform Members of the results of the public consultation on Gypsy and Traveller Sites, carried out between 12 February and 26 March, 2018.

Pursuant to the report submitted to Cabinet on 30 January, 2018 (Minute No. 126, Cabinet 2017/18), the consultation included 6 potential sites from a total of 46 former garage sites that had all completed the site assessment process.

The report noted that approximately 200 residents attended the six drop-in sessions held during the consultation period, and a further 829 representations had been received from 749 respondents. The full results of the consultation were set out in Section 5 of the officer's report.

The Strategic Planning and Key Sites Manager confirmed that, following consideration of all responses received through the consultation and with

regard to Local and National Planning Policy and Guidance, none of the 6 potential sites included in the consultation would be suitable for the allocation in the emerging Local Plan for Gypsy and Traveller Pitches. A detailed assessment of each site was attached at Appendix 3 to the officer's report.

Cabinet was also advised that any future recommendation to include an allocation as a potential gypsy and traveller site in the pre-submission version of the Chesterfield Borough Local Plan would be subject to approval by full Council and a subsequent public consultation.

***RESOLVED –**

1. That the results of the public consultation on Gypsy and Traveller Sites be noted.
2. That the potential sites at Miller Avenue, Brooks Road, Bevan Drive, Birchwood Crescent, Keswick Drive and Atlee Road not be included in the pre-submission consultation version of the Chesterfield Borough Local Plan for the reasons set out in paragraphs 6.1 to 6.42 of the officer's report.
3. That the site at Hady Lane, with existing planning permission for two pitches, be included in the pre-submission consultation version of the Chesterfield Borough Local Plan as an allocation specifically for the provision of gypsy and traveller pitches.
4. That authority be granted to the Strategic Planning Manager, in consultation with the Cabinet Member for Economic Growth, to investigate the suitability of the site proposed at the corner of Whittington Road and Staveley Road and, if appropriate, for the site to be included as an allocation in the pre-submission consultation version of the Chesterfield Borough Local Plan.
5. That the Strategic Planning Manager, in consultation with the Cabinet Member for Economic Growth, write to Bolsover District Council and North East Derbyshire District Council under the Duty to Cooperate to ask if they have capacity to absorb any unmet need for pitches, should the site at the corner of Whittington Road and Staveley Road prove unsuitable.

6. That the Strategic Planning Manager, in consultation with the Cabinet Member for Economic Growth, formalise the email of support from Derbyshire Gypsy Liaison Group to provide a Statement of Common Ground.

REASONS FOR DECISIONS

1. For the purposes of progressing with the preparation of the emerging Chesterfield Borough Local Plan.
2. To ensure the Hady Lane site's continuing availability to meet identified needs for Gypsy and Traveller pitches should the existing use cease.
3. To demonstrate that the emerging Local Plan has been prepared soundly and on the basis of appropriate evidence.
4. To meet the requirements of the Duty to Cooperate.
5. To minimise the risk of challenge to the Local Plan at examination.

3 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Brunt and Catt.

4 MINUTES

RESOLVED –

That the minutes of the meeting of Cabinet held on 24 April, 2018 be approved as a correct record and signed by the Chair.

5 FORWARD PLAN

The Forward Plan for the four month period 1 June to 30 September 2018 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

6 HRA FINAL ACCOUNTS 2017/18

The Director of Finance and Resources and the Assistant Director – Housing submitted a report on the Housing Revenue Final Accounts for 2017/18.

The report provided explanations for variations from the Revised Estimates previously approved by Cabinet on 20 February, 2018 (Minute No. 144, Cabinet 2017/18).

The revenue and capital carry forward requests were detailed in Appendix 4 of the officer's report.

***RESOLVED –**

1. That the report be noted.
2. That the revenue carry forward requests and capital carry forward requests, as detailed respectively in paragraphs 3.5 and 4.1 of the officer's report in respect of schemes which were not finalised during 2017/18, be approved.

REASONS FOR DECISIONS

1. To enable the Housing Revenue Account revenue outturn to be included in the Council's overall Statement of Accounts.
2. To consider the carry forward requests which will allow for the completion of the revenue and capital schemes which were not finalised during the financial year.

7 GENERAL FUND BUDGET OUTTURN REPORT 2017/18

The Director of Finance and Resources submitted a report on the General Fund Revenue and Capital Outturns for 2017/18. The report provided details of variations from the Revised Estimates previously approved by Cabinet on 20 February, 2018 (Minute No. 140, Cabinet 2017/18) and also sought approval for carry forward requests.

***RESOLVED –**

1. That the General Fund Revenue and Capital Outturn reports for 2017/18 be noted.
2. That the General Fund carry forward requests, as set out in paragraph 4.6 of the officer's report, be approved.
3. That the request for retention of Building Maintenance surpluses of £80K to support expenditure on the items listed in paragraph 5.2 of the officer's report, be approved.
4. That the request for retention of Spirepride surpluses of £91.5K be approved in principle, pending further consideration by Cabinet of detailed business cases evidencing the need for expenditure on the items listed in paragraph 5.4 of the officer's report.
5. That the level of General Fund Reserves and Balances, as set out in Section 6 and Appendix D of the officer's report, be approved.
6. That the General Fund surplus for the 2017/18 financial year be transferred to the specific reserves identified in paragraphs 6.9 and 9.4 of the officer's report, be approved.
7. That the capital financing arrangements, as set out in Appendix D of the officer's report, be approved.

REASON FOR DECISIONS

To ensure sound financial management.

8 PROGRESS ON THE COUNCIL PLAN YEAR 3 - 2017/18

The Assistant Director – Policy and Communications submitted a report to inform Members of the progress made against the objectives of the Council Plan 2015-19 during its first three years of implementation.

Detail on the performance against the objectives of the Plan, as well as key priorities for 2018/19, was included within the Annual Performance Management Report, as attached at Appendix A to the officer's report.

***RESOLVED –**

That the update on progress towards delivering the Council Plan 2015-19 be noted.

REASON FOR DECISION

To raise awareness of key outcomes and outputs against the Council Plan commitments and challenge performance.

9 APPROVAL OF THE MEMBER DEVELOPMENT POLICY

The Assistant Director – Policy and Communications submitted a report recommending for approval the proposed inaugural Member Development Policy.

The report noted that the introduction of a Member Development Policy would support current and future Elected Members to be successful in their roles, and to ensure the development of their skills and knowledge through effective training.

The full Member Development Policy was attached at Appendix A to the officer's report.

Cabinet agreed that the recommendation set out at paragraphs 2.3 and 8.3 of the officer's report, be revised to grant delegated authority to the Assistant Director – Policy and Communications, in consultation with the Cabinet Member for Governance, to make future minor amendments to the policy.

***RESOLVED –**

1. That the Member Development Policy be approved and implemented with immediate effect.
2. That a further review of the Member Development Policy takes place after two years.
3. That delegated authority be granted to the Assistant Director – Policy and Communications, in consultation with the Cabinet Member for Governance, to make future minor amendments to the Member Development Policy.

REASON FOR DECISIONS

To further develop and enhance the Council's member development offer.

10 **REVIEW OF CODE OF CORPORATE GOVERNANCE AND THE ANNUAL GOVERNANCE STATEMENT**

The Internal Audit Consortium Manager submitted a report to present Members with the Annual Governance Statement and associated Action Plan, and to review Council compliance with the Code of Corporate Governance during 2017/18.

The report noted that the Code of Corporate Governance reflects the most recent guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).

The Internal Audit Consortium Manager confirmed that the report would be presented for approval at the next meeting of the Standards and Audit Committee on 23 May, 2018.

***RESOLVED –**

1. That the supporting documents to the officer's report, attached at Appendices A, B, C and D, be approved and referred to the Standards and Audit Committee.
2. That a further review of Council compliance with the Code of Corporate Governance be undertaken in 12 months' time.
3. That progress with regard to the implementation of the Annual Governance Statement Action Plan be actively monitored by the Corporate Management Team.

REASONS FOR DECISIONS

1. To enable Cabinet and the Standards and Audit Committee to monitor Council compliance with the Code of Corporate Governance.

2. In order to comply with the requirements of the Accounts and Audit Regulations 2015.
3. To support the maintenance of sound governance arrangements within the Council.

11 **INFORMATION MANAGEMENT POLICY REFRESH - GENERAL DATA PROTECTION REGULATION (GDPR)**

The Chair agreed that this report should be considered (notwithstanding that the item had not been available for inspection by the public for five clear days before the meeting) because of special circumstances, namely the need for the Council to consider proposed changes to its Information Management policies prior to the introduction of the General Data Protection Regulation on 25 May, 2018.

The Information Assurance Manager submitted a report to inform Members that the General Data Protection Regulation was to be implemented with effect from 25 May 2018; the Council had updated its Information Management policies in preparation for this.

The updated policies on Data Protection, Information Security and Acceptable Use of Information and ICT, were attached at Appendix 1 to the officer's report.

***RESOLVED –**

1. That the updated Information Management policies, as attached at Appendix A to the officer's report, be approved; and that the Council's existing ICT Policy be decommissioned.
2. That the Council's Information Assurance Manager, in consultation with the Cabinet Member for Governance, be authorised to make any amendments to the policies that might need to be implemented after 25 May, 2018 to reflect further guidance from the Information Commissioner's Office, National Cyber Security Centre or other respected authorities.

REASON FOR DECISIONS

The policies provide a framework for the Council to continue to ensure that the information assets it holds are adequately protected, thus allowing the Council to deliver its vision, priorities and values.

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CABINET MEETING

26 June 2018

DELEGATION REPORT

DECISIONS TAKEN BY LEAD MEMBERS

2017/18

Cabinet Member for Economic Growth

Decision Record No.	Subject	Delegation Reference	Date of Decision
31/17/18	Keswick Drive Garage Site	G260L	20 April 2018
<p>Decision</p> <p>(1) That the sale of Keswick Drive garage site be approved on the terms set out in the officer's report.</p> <p>(2) That the Property, Procurement and Contracts Law Manager be granted delegated authority to agree late amendments to the terms of the sale.</p>			
<p>Reasons for Decision</p> <p>1. To meet the Council's priority "to improve the quality of life for local people" and objective 5 "To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs.</p> <p>2. To ensure the contract for sale is completed in a timely and efficient manner.</p>			

2018/19**Cabinet Member for Governance**

Decision Record No.	Subject	Delegation Reference	Date of Decision
1/18/19	RIPA Annual Report 2018	GV560L	16 May 2018
<p>Decision</p> <p>To note the report.</p>			
<p>Reason for Decision</p> <p>To enable the Council to operate the RIPA (Regulatory and Investigatory Powers) Act 2000 system effective and as required by law and guidance.</p>			

Cabinet Member for Economic Growth

Decision Record No.	Subject	Delegation Reference	Date of Decision
2/18/19	5 year Lease of Swanwick Memorial Hall to Macintyre	EG550L	24 May 2018
<p>Decision</p> <p>(1) That a 5 year lease renewal to Macintyre at a peppercorn (nil) rent be granted.</p> <p>(2) That the Property, Procurement and Contracts Law Manager be granted delegated authority to deal with any late amendments to the proposed lease.</p>			
<p>Reasons for Decision</p> <p>1. To guarantee the existing service provision for a further 5 years, including the provision of the library services.</p> <p>2. The ongoing maintenance costs and outgoings in relation to the property would continue to be met by the tenant.</p>			

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SHEFFIELD CITY REGION COMBINED AUTHORITY

THE AMP TECHNOLOGY CENTRE, WAVERLEY, ROTHERHAM, S60 5WG

MINUTES OF THE MEETING HELD ON 9 MARCH 2018

PRESENT:

Councillor Chris Read, Rotherham MBC (Chair)
Councillor Tricia Gilby, Chesterfield BC (Vice Chair)

Councillor Julie Dore, Sheffield CC
Councillor Sir Steve Houghton CBE, Barnsley MBC
Mayor Ros Jones CBE, Doncaster MBC
Councillor Lewis Rose OBE, Derbyshire Dales DC
Councillor Ann Syrett, Bolsover DC

Councillor Chris Furness, Peak District National Park Authority
Councillor Simon Spencer, Derbyshire CC (Observer)

Fiona Boden, SCR Exec Team
Andrew Frosdick, Monitoring Officer
Jeni Harvey, SCR Exec Team
James Henderson, Sheffield CC
Sharon Kemp, Rotherham MBC
Felix Kumi-Ampofo, SCR Exec Team
Mark Lynam, SCR Exec Team
John Mothersole, Sheffield CC
Mel Dei Rossi, SCR Exec Team
Dave Smith, SCR Exec Team
Daniel Swaine, Bolsover DC / NE Derbyshire DC
Diana Terris, Clerk / Barnsley MBC
Mike Thomas, SCC / SCR Exec Team
Lee Tillman, Doncaster MBC
Craig Tyler, Joint Authorities Governance Unit
Eugene Walker, S.151 Officer

Apologies for absence were received from Councillor G Baxter and Councillor S Greaves

1 APOLOGIES

Members apologies were noted as above.

2 ANNOUNCEMENTS

None.

3 URGENT ITEMS

None.

4 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS

None.

5 VOTING RIGHTS FOR NON-CONSTITUENT MEMBERS

It was determined that voting rights should not be conferred on non-Constituent Members in respect of agenda item 19 – ‘Transport Funding Agreement’ as this matter regards the Constituent Local Authorities only.

It was agreed there were no additional agenda items for which the non-Constituent Members should not have full voting rights.

6 DECLARATIONS OF INTEREST BY INDIVIDUAL MEMBERS IN RELATION TO ANY ITEM OF BUSINESS ON THE AGENDA

As Leaders of the relevant sponsoring authorities, all Members declared non-pecuniary interests in the schemes to be considered at items 12, 14 and 19.

7 REPORTS FROM AND QUESTIONS BY MEMBERS

None.

8 RECEIPT OF PETITIONS

Mrs Pauline Beadle presented the Committee with a 250 signature petition on behalf of the people of Thorne and Moorends, Doncaster. Addressing the Committee, Mrs Beadle reported this is an ageing population that would benefit from having a bus route from Moorends to the new retail park (Quora Park) in Thorne as many older people do not have their own transport and it is too far to walk. Mrs Beadle informed Members the petition has drawn the interest of the Mayor of Thorne, Cllr Susan Durant and the Labour MP for Doncaster North Ed Miliband who have both contacted her on several occasions to ensure her of their full support and backing. Mrs Beadle proposed a solution may be a rerouting of the current No.86 service.

Mayor Jones indicated her support for what the residents are saying and requested this matter be looked into by PTE officers.

Cllr Dore asked whether this matter could be looked at in more detail by the Doncaster Bus Partnership.

The Chair duly instructed the PTE officers to investigate the matter raised by Mrs Beadle and respond on the Authority's behalf.

9 PUBLIC QUESTIONS

A question was received from Mr Nigel Slack and read and follows:

What Skills Training or Apprenticeship contracts for SCR are currently delivered by Learndirect Ltd? An Ofsted inspection in 2017 found the company "inadequate" and a Government DfE spokeswoman said: "The government is ending Learndirect's contract to provide apprenticeships and adult education, because of its failure to meet the high standards expected." What will be the impact of this report and this statement on SCR learners?

In response the Chair noted Learndirect hold a national contract with the Education and Skills Funding Agency for the delivery of skills related activity (including Apprenticeships) and some of this delivery will be within Sheffield City Region. However, we don't at this time have any available data that shows the level or type of delivery in SCR.

The Chair tasked officers to investigate the matter in more detail in the interests of establishing whether a fuller response might be provided.

10 MINUTES OF THE MEETING HELD ON 29TH JANUARY

It was noted the attendance of Cllr Chris Furness should read representative of the Peak District National Park Authority, rather than Derbyshire Dales.

RESOLVED, that with exception of the above matter, the minutes of the meeting held on 29th January are agreed to be an accurate record.

11 CA LEP REVENUE BUDGET 2018/19

Members were presented with the final proposals for the Sheffield City Region CA/LEP Revenue Budget for financial year 2018/19.

Mayor Jones questioned the reference at Appendix 3 to the report which noted the draft accounts of SYITA Properties Ltd indicate that up to £550k of retained profits will transfer to the CA and the proposition these profits be ring-fenced in the short term for property-related issues. In discussion, the Authority agreed these profits should not be ring-fenced for property-related issues and would be open to other spend opportunities.

RESOLVED, that the Combined Authority:

1. Approves the proposed CA/LEP revenue budget and associated programmes for 2018/19

2. Approves the proposed CA Group reserves strategy and associated Section 73 Officer recommendations, with the above amendment
3. Notes that subscriptions payable by partner authorities will be frozen at 2017/18 levels
4. Notes that a medium term financial strategy will be brought back to the CA in Summer 2018

12 CA CAPITAL PROGRAMME 2018/19

Members were presented with the final proposals for the Sheffield City Region CA Capital Programme for the financial year 2018/19, split into the CA/LEP Capital Programme (primarily the Local Growth Fund programme) and the South Yorkshire Transport Capital Programme (a mixture of strategic and local schemes).

RESOLVED, that the Combined Authority:

1. Approves the Local Growth Fund capital programme for 2018/19 at a total value of £38.691m against an indicative LGF allocation of £43.29m with 4.6m available to fund schemes from the reserve pipeline.
2. Approves the South Yorkshire Transport capital programme for 2018/19 at a value of £44.7m.
3. Notes the capital strategy, which currently targets investment in pursuit of the objectives of the SEP, will be refreshed as part of the Medium Term Financial Strategy and brought back to the CA in summer 2018.

13 TREASURY MANAGEMENT STRATEGY 2018/19

Members were presented with the paper proposing the Annual Treasury Management Strategy for the financial year 2018/19 and advised this is a compliance paper which sets out how the Authority's debt and investment portfolio will be managed over the period. It was noted that like other public bodies, the Authority adopts an efficient approach to its affairs which seeks to mitigate risk above all else.

Members were advised the proposals contained within this paper do not contain any material amendments to parameters previously agreed by Leaders.

RESOLVED, that the Combined Authority:

1. Approves the annual Treasury Management Strategy and associated prudential indicators
2. Approves the annual Investment Strategy
3. Approves the minimum revenue provision policy

14 LGF CAPITAL PROGRAMME 2017/18

Members were presented with a paper requesting the approval of projects that have progressed through the Appraisal Framework.

Mayor Jones criticised the request for the Combined Authority to take a decision on the former Park Gardeners Club Housing Fund project ahead of the matter being subject to consideration at the (still to be convened) Housing Investment Board, but recognised the project has been subject to internal due diligence and the importance of not delaying the scheme's development.

RESOLVED, that the Combined Authority:

1. Approves taking the former Park Gardeners Club Housing Fund project to full approval and award of contract at a cost of £0.517m subject to the conditions set out in the appraisal panel summary table.
2. Approves the BIF project's request to accelerate expenditure of £0.708m in 2017/18 and of £0.708m and in 2018/19 of £8.678m.
3. Approves the STEP PTE project de-committing expenditure of -£0.224m and STEP SCC project de-committing expenditure of -£1.383m.
4. Approves the Disadvantaged Learner Pilot de-committing expenditure of -£1.5m).
5. Approves the Skills Capital Fund's request for slippage of £1.072m from 2018/19.
6. Approves the Housing Fund spend profile increase by £1.880m to re-instate the full £10m Housing Fund budget which was previously approved.
7. Notes the Knowledge Gateway project is reporting an update to the contracting / payment basis from a loan (which converts to grant) to an outcome based contract in line with other such approvals.
8. Notes the membership of the Sheffield City Region Housing Investment Board (HIB).
9. Notes the appraisal of 53 Open Call applications has been completed and the awaiting of confirmation of the outturn position for 2017/18 and annual spend targets from DCLG for 18/19 prior to making recommendations regarding progression of these schemes.
10. Approves the delegation of authority to Head of Paid Service and Section 73 Officer in conjunction with the Chair of the CA to maximise the outturn spend position at year end to mitigate against any potential loss of funding, noting the CA will be informed when these delegated approvals take place.
11. Approves the delegation of authority to the Head of Paid of Service, in conjunction with the S73 Officer, to enter into contractual arrangements required as a result of the above approvals.

15 FINANCIAL REGULATIONS

A report was received to remind Members of the SCR's requirement to update its Financial Regulations on a regular basis to ensure that they remain up to date, fit for purpose and robust, and to seek approval of the updated Financial Regulations.

RESOLVED, that the Combined Authority approves the revised 2018 Financial Regulations, with the amendment that virements on revenue be kept at £100k

16 ASSURANCE FRAMEWORK

A report was received to remind Members of the SCR's requirement to update its Assurance Framework on a regular basis to ensure it remains up to date, fit for purpose and robust, and to seek approval of the updated Framework.

Members were advised that revisions have been identified through a review of the existing Framework in light of additional national guidance and through the evolution of arrangements in the City Region.

It was noted the changes will in part make processes less onerous for scheme promoters.

RESOLVED, that the Combined Authority:

1. Approves the updated Assurance Framework.
2. Notes the actions required to implement the updated Assurance Framework.

17 AMP

A report was received requesting the approval of the recommendation to appoint a Facilities Management Provider for the Advanced Manufacturing Park Technology Centre and agree to funding a Programme Director and activity budget to accelerate the delivery of the next stages of the Advance Manufacturing Innovation District.

RESOLVED, that the Combined Authority:

1. Approves the appointment of Creative Space Management Ltd as the preferred Facilities Management provider for the AMP Technology Centre for 5 years from the 1st April 2018, with an option to extend for a further 2 years subject to performance.
2. Approves the reinvestment of £135,000 per year for three years of the revenue generated from the AMP Technology Centre, to fund a Programme Director and activity budget to accelerate the development of the Advanced Manufacturing Innovation District

3. Approves the delegation of authority to the Head of Paid of Service, in conjunction with the Section 73 Officer, to enter into the contractual arrangements required as a result of the above approvals.

18 HS2 GROWTH STRATEGY

A report was received to provide an update on progress in developing the HS2 Growth Strategy.

Cllr Houghton suggested that whilst the report deals with many of the 'positives' associated with HS2; there is equally another side to the impact HS2 will have and proposed that (as well as HS2 Ltd undertaking its own environmental assessment) the SCR undertakes its own impact study into the potential 'negatives' and what we need to see done about them, including the lobbying of government and HS2 Ltd to reduce the impact on communities.

RESOLVED, that the Combined Authority:

1. Approves the re-profile of the £145,000 HS2 Growth Strategy budget from 17/18 to 18/19 as detailed in the Q3 2017-18 Monitoring Report.
2. Approves the acceptance of £625,000 of tranche two funds to progress the second phase of the Growth Strategy Work.
3. Approves entering into a number of agreements to progress activity including:
 - £200,000 with the HS2 Growth Partnership to deliver the masterplan for Sheffield Midland Station
 - £130,000 with Chesterfield Borough Council to deliver the masterplan for Chesterfield Station,
 - the delivery of the single Economic Commission at a likely value of over £100,000 (subject to completion of procurement) and delegate authority to the Head of Paid Service for the Combined Authority to appoint consultants and
4. Approves extending the appointment of the HS2 Programme Director from March 2018 until September 2018 at an additional cost of up to £73,000 (noting a total ceiling amount of £152,000),
5. Approves the delegation of authority to the Head of Paid of Service, in conjunction with the Section 73 Officer, to enter into the contractual arrangements required as a result of the above approvals.
6. Agrees to undertake an assessment of the potential 'negatives' of HS2 and identify the courses of action required to mitigate these matters.

19 TRANSPORT FUNDING AGREEMENT

A report was received proposing the creation of a £3.5m, defined parameter, local transport pot for Barnsley, Doncaster and Rotherham.

The report suggested the funding landscape for local transport programmes in South Yorkshire will change from April 2018 with the conclusion of some existing funding streams and in seeking alternate funding sources it is intended this pot be created in parallel with the pursuit of other emerging opportunities, such as the Transforming Cities fund.

Cllr Dore questioned the rationale of this pot and asked why, as a South Yorkshire badged initiative, it is only available to 3 of the 4 districts. Officers suggested this arises from the identification of a large discrepancy in the amount of borrowing being invested in the Supertram network in Sheffield and the amount of borrowing being used to support projects in the other 3 districts.

Cllr Dore asserted the Supertram network is not only used by residents of Sheffield.

Cllr Dore asked if this sets a precedent for how other funding sources might be allocated between partners going forward. Officers noted there are no current plans to repeat this exercise.

Cllr Dore requested a recorded vote be taken in respect of the recommendations. This request was supported by a sufficient number of Members to proceed (as determined by the SCR Constitution).

The outcomes of which were as follows:

- Votes for: Cllr Houghton, Mayor Jones and Cllr Read.
- Votes against: Cllr Dore

RESOLVED, that the Combined Authority:

1. Approves the creation of a £3.5m local transport pot, through prudential borrowing, for the exclusive use of Barnsley, Doncaster and Rotherham Metropolitan Borough Councils
2. Approves that the £3.5m pot be distributed to the 3 recipient authorities on the per capita proportionate split outlined in this report.
3. Endorse that the £3.5m pot be used to fund the named transport priorities set out in this report, subject to further due diligence delegated to SCR's Director of Commissioning and Section 73 Officer, to ensure compliance with the Combined Authority's transport borrowing powers.

20 TFN NOMINATIONS

A report was received seeking to nominate the Sheffield City Region's representatives on the Transport for the North (TfN) Scrutiny Board

Members were reminded in April 2018, TfN will be established as the country's first sub-national statutory transport body. In establishing appropriate governance arrangements the 2018 regulations require TfN to appoint a Scrutiny Committee.

Commenting on wider TfN matters, Mayor Jones suggested Doncaster has been seriously underrepresented in the TfN Statutory Transport Plan consultative draft and requested Doncaster and SCR Exec Team officers contribute appropriate responses via the consultation to raise this matter.

RESOLVED, that the Combined Authority approves the nomination of those Members from RMBC and BMBC, with transport portfolio responsibilities, to the positions of TfN Scrutiny Committee Member and substitute Member.

21 DELEGATED AUTHORITY REPORT

Provided for information.

22 RESOLUTION RECORD - SKILLS EXECUTIVE BOARD

RESOLVED, that the decisions and recommendations contained within the report are duly endorsed.

23 RESOLUTION RECORD - HOUSING AND INFRASTRUCTURE EXECUTIVE BOARD

RESOLVED, that the decisions and recommendations contained within the report are duly endorsed.

24 RESOLUTION RECORD - TRANSPORT EXECUTIVE BOARD

RESOLVED, that the decisions and recommendations contained within the report are duly endorsed.

25 RESOLUTION RECORD - BUSINESS GROWTH EXECUTIVE BOARD

RESOLVED, that the decisions and recommendations contained within the report are duly endorsed.

CHAIR

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For publication

Communications and Engagement Strategy 2018 to 2023 (R100)

Meeting:	(1) Cabinet (2) Council
Date:	(1) 26 June 2018 (2) 18 July 2018
Cabinet portfolio:	Leader and Deputy Leader
Report by:	Communications and Marketing Manager

1.0 Purpose of report

- 1.1 To seek approval of the Council's Communications and Engagement Strategy 2018 to 2023.

2.0 Recommendation

- 2.1 That the Communications and Engagement Strategy is approved and adopted.

3.0 Report details

- 3.1 The council currently has separate strategies for external communications, internal communications and community engagement.
- 3.2 All three strategies are due to be updated in 2018 and it is proposed to take the opportunity to merge them together in

to one strategy to improve communication and engagement with residents, businesses and visitors to the borough. This approach recognises the linkages between all three current strategies and encourages joint working. It also has the advantage of helping to reduce the overall number of strategies the council has.

- 3.3 The proposed strategy, which is attached at appendix A, aims to build on the progress that has been made over the course of the existing strategies. It sets out the overall direction and principles behind all our communications, consultation and engagement work. It will focus the work of the council on some key transformational issues that will enable this to be achieved.
- 3.4 The strategy is intended to be used alongside the following existing policies and toolkits:
 - 3.4.1 The consultation and engagement toolkit
 - 3.4.2 Brand guidelines
 - 3.4.3 Media protocol
 - 3.4.4 Social media policy
 - 3.4.5 Style guide
 - 3.4.6 Microsite (website) protocol
- 3.5 An annual action plan will set out the actions needed to deliver the eight strategy objectives and show how these will be evaluated. The first year action plan is attached at Appendix B. It is expected that the most significant actions within the strategy will be delivered in the later years of the strategy as planned ICT infrastructure improvements are implemented, delivering the opportunity to instigate new communications and engagement approaches.
- 3.6 Implementation of the strategy and accompanying action plan will be monitored through the corporate performance management framework.

3.7 Progress in achieving the strategy will also be reported to the council's Community, Customer and Organisational Scrutiny Committee.

4.0 Human resources/people management implications

4.1 While the Policy and Communications Service will take the lead role in delivering the strategy the actions within it will require the support of all members of staff and councillors if it is to be effective.

5.0 Financial implications

5.1 The action plan will be delivered within existing resources. However, the ability to deliver some of the objectives will be enhanced by the availability of IT systems, particularly media and social media monitoring and engagement platforms, as well as website quality assurance tools. It is expected that these systems will be provided as part of the ICT investment already approved by Council. However, this will be monitored during the course of the strategy and if unfundable IT resources are required a business case will be prepared for councillors and senior officers to consider.

6.0 Legal and data protection implications

All communications and engagement activity within the strategy will need to fully comply with the General Data Protection Regulations (GDPR), Data Protection Act and other relevant legislation. Consultation activities will be carried out to comply with legislation and best practice to avoid the risk of legal challenge and ensure engagement and feedback processes are effective.

7.0 Consultation

7.1 In preparing the strategy there has been consultation with the leader; deputy leader; cabinet member for governance; chief executive; Corporate Management Team; the Community, Customer and Organisational Scrutiny Committee; and the council's community engagement group.

8.0 Risk management

Risks	Impact	Likelihood	Mitigating Action	Residual Impact	Residual Likelihood
Lack of staff buy-in to delivering the strategy	High	Possible	Provide clear internal communications to staff, managers and councillors outlining the objectives and the actions being taken to address them.	Low	Unlikely
ICT systems not in place within the timeframe of the strategy to enable communication	Medium	Possible	ICT investment plan approved by Council with delivery plan	Low	Unlikely

ions benefits to be realised			agreed. Yearly action plan to reflect latest position. Strategy to be reviewed and changes made if timescales need to alter.		
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9.0 Equalities Impact Assessment (EIA)

9.1 The Equality Impact Assessment is attached at Appendix C. It shows there are positive benefits to adopting the proposed strategy.

10.0 Recommendation

10.1 That the Communications and Engagement Strategy is approved and adopted.

11.0 Reason for recommendation

11.1 To communicate and engage effectively with residents, businesses, visitors and partner organisations.

Decision information

Key decision number	800
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Wards affected	All
Links to Council Plan priorities	Underpins the whole Council Plan

Document information

Report author	Contact number/email
John Fern, Communications and marketing manager	(01246) 345245 john.fern@chesterfield.gov.uk
Appendices to the report	
Appendix A	Chesterfield Borough Council's Communications and Engagement Strategy 2018 to 2023
Appendix B	Communications and Engagement Strategy year one action plan (2018-19)
Appendix C	Equality Impact Assessment for Chesterfield Borough Council's Communications and Engagement Strategy

Communications and Engagement Strategy

2018 to 2023



Communications, consultation and engagement



Our ability to deliver effective communications, consultation and engagement will determine the success or failure of every service we deliver, and every project, initiative or partnership we are involved in.

Strong and positive relationships are integral to the council effectively serving our communities.

We recognise the importance of everyone in our communities knowing and understanding:

What the council does

- The wide variety of services we provide
- How and where we provide them
- How residents, businesses and visitors can access them
- How they benefit our communities

Why we do it

- Our legal obligations to deliver some services
- The reasons why we deliver other services that benefit our communities
- Our role in partnership working
- Our huge contribution to – and involvement in – our local communities
- Our role in helping to shape the future of our borough

How we do it

- The way we fund and deliver services
- How we are working to deliver our vision, Council Plan and priorities
- How they can get involved
- How we provide opportunities for customers and communities to participate and influence the way we deliver services, make decisions and develop our policies.

Why we need to do things differently in the future

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To meet growing and changing customer expectations and demand

To respond to financial challenges

To respond to demographic changes (eg ageing population)

This strategy sets out the overall direction and principles behind all our communications, consultation and engagement work. It aims to focus our attention on some key transformational issues that will enable us to achieve this.

It should be read alongside all other policies and toolkits relating to communications, consultation and engagement which include our:

Consultation and engagement toolkit

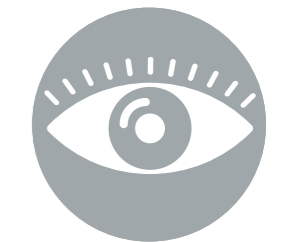
Social media policy

Brand guidelines

Style guide

Media protocol

Microsite (website) protocol



Our communications, consultation and engagement vision



That the public feels well informed about our work, meaning they view us as a trusted organisation that provides value for money services.

Delivering the Council Plan

All engagement and communications activity is aimed at delivering the objectives within the Council Plan, as well as the council's vision and values.

The existing Council Plan runs until 2019, when a new four-year plan will be produced. This strategy aims to ensure the tools are in place to deliver the communications and engagement activities required to deliver both the current and future Council Plan.

This will be achieved by setting communication and engagement objectives within yearly action plans, which will also contribute to the wider transformational objectives in this strategy.

The council has a well-established vision of 'Putting Our Communities First'.

The way we deliver this is through the three priorities set out in our Council Plan. These are to:

- To make Chesterfield a thriving borough
- To improve the quality of life for local people
- To provide value for money services

Our values drive the way we go about this task. These are:

- Customer focused: delivering great customer service, meeting customer needs
- Can do: striving to make a difference by adopting a positive attitude
- One council, one team: proud of what we do, working together for the greater good
- Honesty and respect: embracing diversity and treating everyone fairly

We need to bring all these elements together in a unified approach across all communications and marketing channels so that we are consistent in our messages, our tone and our look and feel.

Our aim

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To build trust in the council through effective communications and engagement with our residents, businesses, customers, partners, councillors and staff.



Our objectives

1. Continue to do the basics well

While this strategy seeks to focus our energy on areas where we need to improve or adapt to changes in our communities and the world we live in our focus on the day-to-day basics must remain in place. This includes:

- Continuing to improve the council's website so that it becomes the go-to source of information and enables customers to increasingly do more of their business online
- Informing the public, businesses, visitors and the media about our work through the use of videos, the website and social media
- Producing high quality publications (eg Your Chesterfield/Our Homes newsletters) that inform people about the council's work and priorities
- Providing strategic communications advice and support to councillors and council officers
- Co-ordinating and providing support to teams across the council who are carrying out consultation and engagement activities
- Ensuring the views, needs, expectations and outcomes of engagement activities are used to help form council policy, service planning and decision making.
- Ensuring a consistent approach to community engagement activities
- Providing expert advice on consultation and engagement activities and ensuring they stand up to legal challenge
- Developing the aspire intranet as the key internal communications resource for staff and councillors to find out what is happening within the council, have their say, and engage and collaborate with colleagues.
- Delivering a quality, pro-active media relations service

2. Make better use of customer data, intelligence and feedback to improve communications and engagement

Across our services we engage with thousands of residents each day but the intelligence gained from these conversations is often only kept within individual services meaning opportunities to improve communications or engagement can be missed.

By identifying issues that are of common concern to residents we can change or develop communications, consultation and engagement activities to address them upfront or explain the reasoning behind them better.

As the council invests in new technology over the coming years it will become easier to get one view of all contacts with individuals which will assist with providing information in a way customers want, improve processes where issues are identified, and enable us to engage in a two-way conversation with them.



3. Tell a clear story (corporate narrative) to explain what we are doing and want to achieve

Our Council Plan sets out our vision, values and objectives but to be effective the plan needs to be brought alive as a story (corporate narrative). Through the heart of our communications, consultation and engagement work we need to be able to explain what the Council Plan means to the everyday lives of Chesterfield borough residents. We need to tell them where we are now, where we want to get to and how we are going to get there.



4. Increase the use of video and infographics to tell our story in a simple and engaging way

In an age of short attention spans the ability to engage audiences and tell stories in an interesting way is becoming more crucial. Over the past four years the council has successfully introduced video as a core element of our communications and engagement activities and we need to continue this development.

We will increasingly look to make greater use of shorter videos to provide updates on stories, combined with videos of two to four minutes that provide greater detail on bigger issues.

Alongside this we will increasingly look to use infographics to bring statistical information to life and help to tell a story.



5. Engage our residents in online conversations where they are happening (eg Facebook groups)

The growth of people contacting and engaging with the council through social media is continuing year-on-year. We intend to build on this by continuing our existing focus on increasing the numbers of people engaging with us in this way.

However, we also recognise that opinions about the council are often formed online in discussions about community issues. Sometimes these discussions can be based on rumours or fake news rather than facts. Unless we engage in the places where people are having conversations it is easy for false rumours to become accepted as the norm, effectively meaning that perception becomes reality.

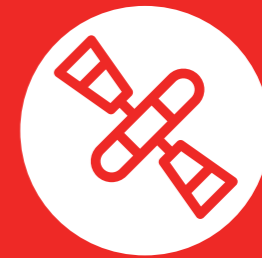
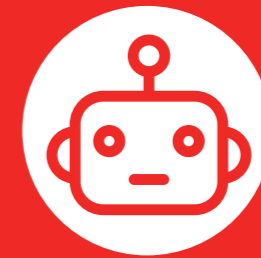
We will increasingly look to engage directly with residents in places where these conversations are happening, including community Facebook groups and on the social media pages of traditional media outlets (eg local newspaper, local radio).



6. Use technology upgrades and developments to have better conversations with our customers

Communications is a fast paced industry and over the course of this strategy there will be developments that we need to adapt to as we seek to provide a high quality service to our residents, businesses and customers.

Over the life of this strategy the council plans to begin a large scale investment in improving its IT to deliver a better customer service. While the exact detail will emerge over time we need to plan for these changes from a communications, engagement and consultation perspective so that we can take advantage of them when they arrive.



7. Complete the rollout of the visual identity aspect of our corporate branding to council buildings and land

One of the key achievements of the previous external communications strategy was the development of a clear council brand. While this encompasses many aspects the most visible way that people will see it is through our corporate identity.

Over the course of the last strategy this was successfully implemented for communications and marketing materials, on uniforms and on vehicles. While some progress was made on implementation of building signage and within buildings more work is still needed to fully embed it across our buildings and on signage within parks and council housing estates.

8. Reach out to our staff and councillors through engaging delivery of key corporate messages (eg infographics, video)

As the council invests in better IT more staff and councillors will have the ability to access digital communications. To take advantage of this opportunity, and continue to develop the aspire intranet, we need to mirror the approach being taken with customers and increase the engagement through video and infographics to tell our story to staff and encourage them to engage in two-way communications.



Our communications and engagement principles

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Customers are at the heart of what we do

When addressing communication or engagement issues our starting point will be the needs or desires of the customer.

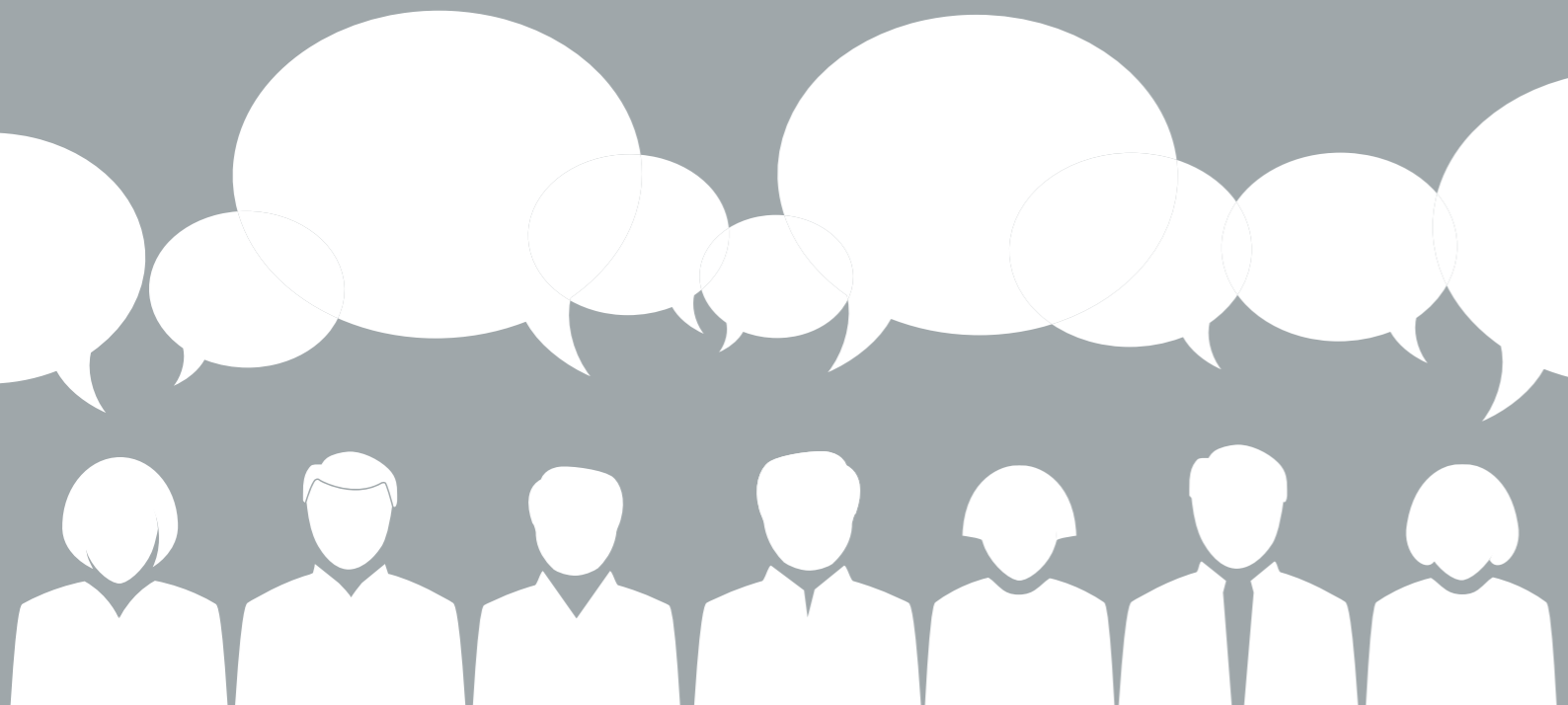
This requires us to know and understand our customers. We need to engage regularly – listening and opening up dialogue as opposed to simply informing. We need to ensure we provide opportunities for feedback and encourage our customers to help shape services.

To engage with customers we need to understand who they are, what they want, how best to engage with them and when it is most likely we will be able to. This will require us to bring together the customer insight and research gathered across the council to draw meaningful conclusions about the best way to achieve this.

Providing feedback following engagement and consultation processes will be an essential part of our approach.

We will engage in conversations rather than just broadcast information

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We will use the correct communication and engagement tools to do the job.

While we will increasingly look to take a digital first approach to communications and engagement all activity we do will be planned to use the right mix of communication and/or engagement tools to achieve the desired objective.

A particular communication or engagement tool (eg poster, newsletter) will only be selected to meet an identified communication need. This will prevent us engaging in 'SOS' ('Send Out Stuff') communications. Decisions on what communication channels to use will depend on the best way of reaching and engaging with a particular audience. Communications will be evaluated to ensure we are achieving the desired results.

We recognise that communication and engagement activities are some of our most important frontline services.

No matter what the service being provided good communications and engagement will determine whether it is a success or not. Research shows that customers who are better informed about a council's work and priorities will be more satisfied with the performance of that council and have better perceptions about whether it offers value for money services.

If residents aren't well informed the likelihood of them engaging with the council and its work will also dramatically reduce.

We want our residents to feel informed about, and involved with, our services and activities.

Communications and engagement will be of demonstrable value to the council and the communities we serve.

Activity is only worth doing if it is contributing to a required end result. If something is not achieving a set objective then it is wasted activity.

To be effective communications and engagement activity needs to be evaluated so that lessons learnt can be used to amend an activity or campaign, or applied to a future one.

Our audiences



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The audiences we engage with are many and varied. This means it is vitally important that each engagement or communication activity is carefully planned to consider which audiences (or parts of them) need to be targeted. What is appropriate for one initiative may be completely different for another.

Residents	Partners	Trade unions
Tenants	eg Derbyshire County Council, NHS	Suppliers
Customers	Voluntary sector	MPs
Businesses and investors	Special interest groups	National government
Visitors	(either permanent or established for a particular issue)	Government agencies and/or regulatory bodies
Media	Staff	
(local, regional, national and trade) and hyperlocal news sites (community blogs, community social media pages, online forums, village newsletters)	Councillors	

Resources

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It is anticipated that most of the activities within this strategy can be delivered within existing resources

However, the ability to deliver some of the objectives will be enhanced or delayed by the availability of ICT systems, particularly media and social media monitoring and engagement platforms, as well as website quality assurance tools. Some of these tools may be delivered through wider council ICT investments.

We will monitor this during the life of the strategy and if additional resources are required a business case will be developed to be considered by senior managers and councillors.

Evaluation



While our previous communication and engagement strategies have delivered significant improvements to the way we engage with residents we still need a clearer focus on ensuring that activity adds value and makes a real difference to delivering our Council Plan objectives rather than being 'nice to do' activities.

The key to this is smartening up our evaluation techniques. This means the need to measure, where possible with the evaluation tools we have available:

All of our campaigns will take a rigorous and planned approach, following the ROSIE evaluation model advocated by the Government Communications Network:

Inputs

To capture what we did before or during an activity

Outputs

To record what is delivered against the objective and what audience is reached

Outtakes

Information on what the target audience thinks, feels or does

Outcomes

To capture the impact of our activities on the target audience

Organisational impact

To record, where relevant, the impact on the council's goals or objectives

Research and insight

Before we launch any of our campaigns, we will undertake research and insight to benchmark current positions so that we can clearly measure outcomes

Objectives

A clear set of measurable objectives

Strategy

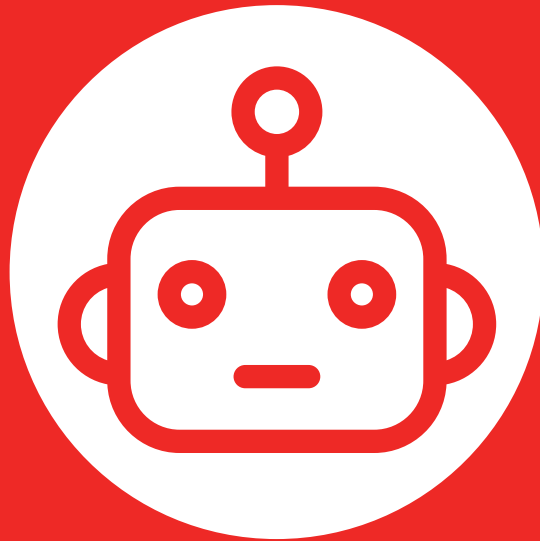
A clear plan setting out how we will achieve our objectives

Implementation

The tactics and channels we will employ

Evaluation and measurement

Did we achieve our objectives?



CHESTERFIELD
BOROUGH COUNCIL

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Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

Strategy objective	Activity to help deliver objective	Lead officer	Existing resources (Y/N)	Start date	End date	Evaluation
Continue to do the basics well	Produce four editions of merged Your Chesterfield/Our Homes newsletter	Comms and marketing manager (CMM) Housing marketing officer	Y	April 2018	March 2019	<ul style="list-style-type: none"> • All editions produced on time and to budget • Increase the percentage of residents who feel well informed about key priorities through Your Chesterfield (as measured in 2019 Are You Being Served residents survey) • Increase the percentage of tenants who feel well informed about key

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

						<p>priorities through Our Homes (as measured by STAR housing survey in 2019)</p> <ul style="list-style-type: none"> • Qualitative feedback from tenant engagement group
Continue to do the basics well	<p>Prepare for the introduction on the EU Web Accessibility Directive in 2020 by:</p> <ul style="list-style-type: none"> • Publishing a website accessibility statement • Conducting an audit of current accessibility standard of the council website and microsites • Planning a programme of improvements to achieve EU Directive accessibility standards by 2020 	Digital content editor	TBC – but currently believe within existing resources	May 2018	March 2019	<ul style="list-style-type: none"> • All legislative requirements met by the deadlines
Continue to do the basics well	Development of engaging website section homepages for key front	Digital content editor	Y	May 2018	March 2019	<ul style="list-style-type: none"> • Qualitative feedback from services and customers

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

	line services					<ul style="list-style-type: none"> Evaluate success based on Google analytics changes in terms of number of views
Continue to do the basics well	Create a consultations page on the council's website to bring together all live and concluded consultation information, including details of completed survey reports	Digital content editor/ PO	Y	June 2018	Dec 2018	<ul style="list-style-type: none"> Page is created Appears as first result in website search engines for consultation and Chesterfield Borough Council All consultation feedback reports are published on the page within two months of the consultation being completed
Continue to do the basics well	Develop the community engagement page on the council's website to outline the council's engagement processes and create a greater awareness about the	Digital content editor/ PO	Y	June 2018	Dec 2018	<ul style="list-style-type: none"> Page completed on time Page appears at top of website search engine results

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

	council's commitment to community engagement among the public and staff					
Continue to do the basics well	Continue to provide support to services planning consultation events to ensure opportunities to engage with the council face-to-face are developed (eg help with focus groups, roadshows, discussions with customer service)	PO	Y	Ongoing	Ongoing	<ul style="list-style-type: none"> Face-to-face engagement opportunities are included within consultation plans
Make better use of customer data, intelligence and feedback to improve communications and engagement	All services to be required to produce a 'you said, we did' statement when reporting back on consultation findings	PO	Y	April 2018	March 2019	<ul style="list-style-type: none"> All statements published on website within agreed timescales
Make better use of customer data, intelligence and feedback to improve	Investigate ways to collate evidence being gained from interactions with the public including councillor surgeries, tenant participation bus contacts and common questions going to	PO	Y	April 2018	March 2019	<ul style="list-style-type: none"> Options identified and action plan created to implement options in 2019/20

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

communications and engagement	call centre.					
Make better use of customer data, intelligence and feedback to improve communications and engagement	Assess available options to improve engagement by making it accessible to all (eg park events/open days/cross selling opportunities)	PO	Will depend on actions	May 2018	December 2018	<ul style="list-style-type: none"> • All engagement activities are captured and recorded in the corporate community engagement schedule • Action plan developed to implement chosen options in 2019 • Satisfaction levels to be monitored using the 'Are You Being Served' survey indicator 'To what extent do you agree or disagree that you can influence decisions affecting your local area?'

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

<p>Tell a clear story (corporate narrative) to explain what we are doing and want to achieve</p>	<p>Produce housing annual report in more engaging way</p>	<p>Housing marketing officer/ CMM</p>	<p>Y</p>	<p>April 2018</p>	<p>March 2019</p>	<ul style="list-style-type: none"> • Annual report produced in time to meet Government deadline • Baseline evaluation data collected from tenants about how well informed they feel after reading the report (to enable future year targets to be set)
<p>Tell a clear story (corporate narrative) to explain what we are doing and want to achieve</p>	<p>Report on outcomes of delivering the 2014-2018 Council Plan</p>	<p>CMM</p>	<p>Y</p>	<p>December 2018</p>	<p>April 2019</p>	<ul style="list-style-type: none"> • Public aware of key messages and successes (as measured through Are You Being Served survey) • Establish other evaluation methods depending on technique chosen (eg video views, engagement levels)

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

						on social media)
Tell a clear story (corporate narrative) to explain what we are doing and want to achieve	Prepare communications plan to tell Council Plan story in an engaging way ready to deliver in May 2019.	CMM	Y	December 2018	April 2019	<ul style="list-style-type: none"> Communications plan developed and all actions delivered within deadlines
Tell a clear story (corporate narrative) to explain what we are doing and want to achieve	Develop corporate narrative as part of Council Plan preparation process	CMM (in consultation with Cabinet and Corporate Management Team)	Y	December 2018	May 2019	<ul style="list-style-type: none"> Corporate narrative agreed ahead of publication of plan and communication activities planned to deliver it
Increase the use of video and infographics to tell our story in a simple and engaging way	Produce range of shorter videos giving quotes from cabinet members on key council decisions or in response to items in the news	Comms officer/digital apprentice	Y	May 2018	March 2019	<ul style="list-style-type: none"> Set baseline average number of views for videos of this type Number of positive key messages delivered
Increase the use of video and infographics to tell our story in	Trial use of animated infographic videos to communicate key messages	Comms officer/digital apprentice	TBC – seeking to use free software	July 2018	March 2019	<ul style="list-style-type: none"> Established if we can deliver this technique Set baseline average

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

a simple and engaging way			to deliver it			number of views for videos of this type
Engage our residents in online conversations where they are happening (eg Facebook groups)	Carry out a social media stakeholder audit to identify relevant stakeholder groups and prioritise according to likely impact on reputation	Digital apprentice	Y	July 2018	March 2019	<ul style="list-style-type: none"> Stakeholder map of social media audiences relevant to council is produced Stakeholder mapping techniques used to identify priority list of engaging with them (where possible) Action plan developed with approach to social media engagement
Use technology upgrades and developments to have better conversations with our	Investigate technology options that will be available in 2019/20 from the council ICT investment and prepare plans of how they could be used to improve communications and/or	CMM/PO	Y	May 2018	March 2019	<ul style="list-style-type: none"> Council is prepared to take advantage of communications and engagement opportunities from 2019/20 technology

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

customers	engagement once operational					improvements
Complete the rollout of the visual identity aspect of our corporate branding to council buildings	Complete Town Hall branding of corridors and signage	CMM	Y (Town Hall refurbishment project budget)	April 2018	December 2018	<ul style="list-style-type: none"> • Signage and corridor branding is in place and on budget
Complete the rollout of the visual identity aspect of our corporate branding to council buildings	Investigate options to upgrade signage on housing estates	Comms officer/ Ass director - housing	TBC	Dec 2018	March 2019	<ul style="list-style-type: none"> • Options identified • If viable, action plan is in place to deliver in 2018 and 2019
Reach out to our staff and councillors through engaging delivery of key corporate messages (eg	Seek bank of key messages and statistics from all services that can be used as basis of regular communications using infographics to celebrate success and highlight areas for improvement	Comms officer/ Digital apprentice	Y	Sept 2018	March 2019	<ul style="list-style-type: none"> • Key performance data gathered from each service area • Range of infographics produced for each service area • Establish baseline for

Appendix B: Communications and engagement strategy action plan – year 1 (2018-19)

<p>infographics, video)</p>						<p>engagement levels through aspire</p> <ul style="list-style-type: none"> • Set targets for increasing those levels in future years
<p>Reach out to our staff and councillors through engaging delivery of key corporate messages (eg infographics, video)</p>	<p>Ensure news and key information is updated at least every two days with a view to aiming towards daily updates</p>	<p>Comms officer</p>	<p>Y</p>	<p>Ongoing</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Establish baseline engagement levels for aspire use among staff • Set targets for increasing those levels in future years

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>	Communication and Engagement Strategy	
<i>Service Area:</i>	Policy and Communications	
<i>Section:</i>	Policy and Communications	
<i>Lead Officer:</i>	John Fern / Allison Potter	
<i>Date of assessment:</i>	17/05/2018	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input type="checkbox"/>	
<i>Changed</i>	<input type="checkbox"/>	
<i>New / Proposed</i>	<input checked="" type="checkbox"/>	

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Section 1 - Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?

The previous community engagement, internal communications and external communications strategies have been brought together to create a joint strategy. This strategy sets out the overall direction and principles behind all our communications, consultation and engagement work and aims to make it easier for the public to know what services we provide and how to contact and engage with us. It aims to focus our attention on some key transformational issues that will enable us to achieve the desired outcomes.

2. Who is intended to benefit from the policy and how?

The strategy will benefit all residents, businesses, visitors to Chesterfield and council employees, who have an interest in the services provided by the council, by providing a framework for clear and accessible communication and engagement.

3. What outcomes do you want to achieve?

- To meet growing and changing customer expectations and demand.
- To respond to financial challenges
- To respond to demographic changes (eg ageing population)
- To adopt a digital first approach to communications that seeks to increase the number of people accessing information and talking to the council through digital communication channels (eg website, social media, email, e-newsletters, video).
- To build and maintain our brand, including a clear visual corporate identity, so that tax payers can clearly see the delivery of services they are paying for.
- To ensure our brand is applied consistently and in a coordinated way across the council and its services.
- To improve the user experience of our website.
- To increase the number of people using our website and social media channels to obtain information, participate in consultations and to carry out transactions.
- To deliver pro-active media relations and public relations that informs the public about our vision, priorities, services and success in delivering them.
- To develop alternative channels to communicate messages and to engage with the community.

4. What barriers exist for both the council and the groups/people with protected characteristics to enable these outcomes to be achieved?

Barriers potentially exist due to people with protected characteristics not necessarily being aware of the support available to meet their specific communication/engagement needs eg translating a document.

This requires constant awareness of equalities issues by all staff involved in communication and consultation processes to take every opportunity to highlight the support available.

5. Any other relevant background information

The strategy will sit alongside the following existing policies and protocols:

- The consultation and engagement toolkit
- Brand guidelines
- Media protocol
- Social media policy
- Style guide
- Microsite (website) protocol

Section 2 – Collecting your information

6. What existing data sources do you have to assess the impact of the policy, project, service, function or strategy?

- Community engagement activities within the corporate community engagement schedule eg *Are You Being Served?* survey, STAR (Survey of Tenants and Residents) survey
- Website analytics data
- Social media analytics data / engagement levels
- Media monitoring data
- Feedback from councillors and staff from customer service interactions

Section 3 – Additional engagement activities

7. Please list any additional engagement activities undertaken when developing the proposal and completing this EIA. Have those who are anticipated to be affected by the policy been consulted with?

Date	Activity	Main findings
13.10.17	Meeting with Leader and Deputy Leader of the council	Discussion held to establish key ideas and priorities
22.11.17	Community Engagement Group meeting	Draft document shared with the group for feedback and comments
1.12.17	Meeting with Chief Executive	Discussion held to establish key ideas and priorities
8.12.17	Meeting with Assistant Director Customers, Commissioning and Change	Discussion held to establish key ideas and priorities and potential links to the upcoming Customer Services Strategy and ICT investment programme

Appendix C

31.1.18	Community Engagement Group meeting	Draft document shared with the group for feedback and comments
12.3.18	Meeting with Leader and Deputy Leader	Draft document shared for feedback and comments
14.3.18	Community Engagement Group meeting	Draft document shared with the group for feedback and comments
20.3.18	Community, Customers and Organisational Scrutiny Committee	Draft document shared with the committee for feedback and comments
9.4.18	Corporate Management Team	Draft document shared with Senior Leadership Team and Corporate Management Team managers for feedback and comments

Section 4 – What is the impact?

8. Summary of anticipated impacts.			
	Positive impact	Negative impact	No disproportionate impact
Age	√	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long term conditions	√	<input type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	√	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership	√	<input type="checkbox"/>	<input type="checkbox"/>
Pregnant women and people on parental leave	√	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	√	<input type="checkbox"/>	<input type="checkbox"/>
Ethnicity	√	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	√	<input type="checkbox"/>	<input type="checkbox"/>

9. Details of anticipated <u>positive</u> impacts.							
a)	Introducing a wider range of communication channels to offer more choice to people in different age groups. Although no one age group exclusively uses a particular communications channel some are more likely to be used by certain age groups eg Newspaper readership is significantly higher among older audiences than young or middle aged people						
	√ Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity
b)	General improvements to communication and engagement channels audiences in the borough, making messages clearer and offering more opportunities to express views. Offering more opportunities to engage at a time and in a way to suit them.						

	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender	<input checked="" type="checkbox"/> Marriage	<input checked="" type="checkbox"/> Pregnancy	<input checked="" type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Ethnicity	<input checked="" type="checkbox"/> Religion
c)								
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion

10. Details of anticipated <u>negative</u> impacts.								
a)	<i>Negative impact:</i>							
	<i>Mitigating action:</i>							
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
b)	<i>Negative impact:</i>							
	<i>Mitigating action:</i>							
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
c)	<i>Negative impact:</i>							
	<i>Mitigating action:</i>							
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion

11. Have all negative impacts identified in the table above been mitigated against with appropriate action?			
<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A	<i>If no, please explain why:</i>

Section 5 – Recommendations and monitoring

12. How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?

It has reaffirmed our commitment to provide communications and engagement opportunities in alternative formats requested by the public and to ensure we are offering as wide a range of potential communication channels as possible

13. How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

Through service plan results, through community engagement surveys and monitoring data. It will also be monitored every six months by the council's Community, Customers and Organisational Scrutiny Committee

Section 6 – Knowledge management and publication

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	John Fern
	Date:	4/6/2018
Reviewed by Policy Service	Name:	Allison Potter
	Date:	17/05/2018
Final version of the EIA sent to Policy Service		√
Decision information sent to Policy Service		<input type="checkbox"/>

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For publication

Business Rates Pilot 2018/19 (J000)

Meeting:	Cabinet
Date:	5th June 2018
Cabinet portfolio:	Deputy Leader
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

- 1.1 To consider the Derbyshire Pool arrangements for being a 100% Business Rates pilot for 2018/19.

2.0 Recommendations

- 2.1 That Cabinet approves the Derbyshire 100% Business Rates Pool Memorandum of Understanding (MoU) for 2018/19, as attached at Appendix A, and grants delegated authority to the section 151 officer to sign the MoU.
- 2.2 That Cabinet notes the 2018/19 100% Business Rates Pool estimated financial gains, as set out in Appendix A.

3.0 Background

- 3.1 The Government introduced a new 50% Business Rates Retention Scheme from 1 April 2013. The scheme provides an incentive to councils to grow their local economy, by allowing them to retain a proportion of any business rates growth. In return, councils also share the risk of losses of business rates income, subject to a safety net mechanism.
- 3.2 As part of the scheme, the Government set a baseline funding level for each authority. The first 50% of any additional business rate yield above this baseline goes to the Treasury with the balance being split, 40% to the Borough and 10% to the County and major preceptors. On the Borough's share, a 50% levy is then payable to the Government.
- 3.3 Local authorities are able to come together on a voluntary basis to pool their business rates, allowing them to retain a greater percentage of any growth within the local area. The Council is currently part of a Derbyshire pool, which includes Derbyshire County Council, Derby City Council (administrator), Derbyshire Fire and Rescue and all the districts.
- 3.4 The Government had planned to move to 100% Business Rates Retention in 2019/20. While this proposal is phased 75% then 100% retention the timetable is uncertain after relevant legislation was dropped from the Parliamentary calendar, the MHCLG has nevertheless invited further local authorities to participate in a pilot of 100% Business Rates Retention in 2018/19.
- 3.5 In September 2017 the MHCLG announced a bidding round for further Councils to become 100% Business Rate Pool pilots for 2018/19. There was an emphasis on selecting a number of two tier authorities to test how the pilot scheme would work. Agreement was reached between Derbyshire Pool Council's, Derbyshire Fire Authority and Derby City Council finance directors that a bid should be made. LG Futures were

appointed as advisors to the Derbyshire bid and modelled a number of scenarios. The government stated it was looking for:

- Proposed pooling arrangements that operate across a functional economic area (i.e. the county council(s) and all relevant district councils; groups of unitary authorities; or groups of county councils, all their districts and unitaries);
- The Government is particularly interested in piloting in two-tier areas;
- The proposals would promote the financial sustainability of the authorities involved; and,
- There is evidence of how pooled income from growth will be used across the pilot area.

Before the bid submission the Government agreed to issue a 'No Detriment' statement that no Council successful as a 2018/19 pilot would be financial worse off than under existing baseline arrangements. The Derbyshire short 8 page bid was submitted at end of October 2017.

3.6 The bid contained the following:

- All the authorities within the pilot agreed that the tier split be based on 50/50 (the revised local share being districts 50%, county 49%, fire and rescue 1% and derby city 99%).
- The participation in a pilot involves bearing the cost of any drop in income amongst pool members, subject to an overall pilot safety net of 97% of baseline business rates income. The current safety net is 92.5% so the potential loss under a pilot would be less than under the current pooling arrangement.
- Financial modelling undertaken by the pilot advisors LG Futures estimates the overall additional reward for the county in 2018-19 at approximately £21m.

- The tier split in 2017/18 was (50% MHCLG, County 9%, 1% Fire and Rescue, Districts 40% and Derby City (50% MHCLG, 1% fire and rescue and city 49%))
- Any pilot gain will be distributed on the following basis: 70% of the gain to be retained by each authority, 30% of the gain to be allocated and 'ring-fenced' to support economic growth in the county thereby creating a cycle of business rate growth in the region. The Derby and Derbyshire Authorities Joint Committee for Economic Prosperity would administer the 'ring-fenced' funds.

4.0 Outcome of the Bid

- 4.1 In December 2017 the MHCLG announced that the Derbyshire bid had been successful. 100% of business rates above baseline funding will therefore be retained in 2018/19. Under previous arrangements 50% of this growth was retained by Government. Therefore more funding should be retained at a local level.
- 4.2 The pool agreed to appoint Pixel Ltd as consultants to provide further analysis on the financial estimates, provided by LG Futures submitted in the bid. A number of meetings have been held by the Derbyshire pool senior accountants and finance directors to discuss the Pixel financial models.
- 4.3 The revised tier split (set out in Appendix A) shifts a significant proportion of the business rate retained growth to Derbyshire County Council so that its share is aligned to the districts 50/50 split. Derby City retains all their own direct growth as they move from 49% to 99% retention. In addition all remaining growth will be retained directly by each authority, subject to forfeiting 30% towards the 'ring fenced' economic growth fund. It is unclear how all organisations will spend the gains. We would expect that the largest gains to Derby City and County

will be spent to benefit the whole of Derbyshire and Derby and services within the districts.

5.0 Financial Gains and Risks

5.1 Chesterfield's share of Business Rate Pool gains is currently based on our Tier Split 40% and growth above our baseline funding. In 2017/18 the Chesterfield estimated gain from the pool was £516,000. Currently 50% of losses/gains are allocated to government and there is a 92.5% safety net for participants in the pool.

5.2 The Pixel model estimates that the total business rate growth in the new pool for 2018/19 will be £27m compared to 2017/18 arrangements. 30%, £8.1m will be set aside for economic regeneration to develop business rates. The remaining growth over and above what we would have expected in 2018/19 under current pooling arrangements will be split:

2018/19 Gains from switch from pool to pilot	£000
Derbyshire County Council	9,764
Derby City	6,648
Chesterfield Borough Council	275
Amber Valley	190
Bolsover	467
Derbyshire Dales	177
Erewash	331
High Peak	255
NE Derbyshire	348
S Derbyshire	475
Derbyshire Fire Authority	0
Strategic Growth Fund	8,113
Total	27.043

5.3 Whilst being part of a pilot would mean bearing the cost of any negative growth amongst pool members, this would be subject to a safety net of 97%, compared to the current pool safety net of 92.5%. There is therefore a lower risk of a financial loss under a pilot than the current pool. Based on business rates growth across Derbyshire and Derby over the last three years and projections of growth in 2018/19, it would take a significant setback in business rates income before the pool would fall into a safety net position. In future pool arrangements Councils will be based on Tier split and pooling carry 100% of business rate losses as opposed to 50% under the 2017/18 arrangements. The MHCLG has also give a 2018/19 'no detriment' assurance that the pilot will not be financially worse off than under the 2017/18 arrangements in terms of baseline funding (i.e. our RSG whilst lost in 2018/19 has been compensated for by adjusting the baseline funding so we 'retain RSG funding as additional business rates in the baseline). There remains a significant risk nationally from NHS Trust business rate charitable relief legal actions. The Derby Teaching Hospitals NHS Trust is currently subject to High Court action on charitable relief for business rates. Should the court action be successful the future financial impact would be very significant on the pool.

6.0 Recommendations

6.1 That Cabinet approves the Derbyshire 100% Business Rates Pool Memorandum of Understanding (MoU) for 2018/19, as attached at Appendix A, and grants delegated authority to the section 151 officer to sign the MoU.

6.2 That Cabinet notes the 2018/19 100% Business Rates Pool estimated financial gains, as set out in Appendix A.

7.0 Reason for Recommendations

- 7.1 In order to meet the statutory requirements relating to setting a Business Rates Pool.

Decision information

Key decision number	821
Wards affected	All
Links to Council Plan priorities	None

Document information

Report author	Contact number/email
Kevin Hanlon	Kevin.hanlon@chesterfield.gov.uk
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
Appendices to the report	
Appendix A	Memorandum of Understanding

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Derbyshire Business Rates Pilot 2018-19

DRAFT

Memorandum of Understanding

This Memorandum of Understanding is made between:

Amber Valley Borough Council
Bolsover District Council
Chesterfield Borough Council
Derby City Council
Derbyshire County Council
Derbyshire Dales District Council
Derbyshire Fire & Rescue Service
Erewash Borough Council
High Peak Borough Council
North East Derbyshire District Council
South Derbyshire District Council

Together referred to as the 'Pilot' or 'Pilot Members

1 Purpose

- 1.1 Eleven business rates authorities within the county of Derbyshire have joined the Derbyshire Business Rates Pilot in order to provide the most cohesive approach possible to furthering economic development and financial sustainability in the county. Approval from Government has been given on the basis of Derbyshire being a good pilot in a two-tier authority area and be helpful on a proof of concept basis, to enable the Government to develop its 100% Business Rate ambitions from 2020/21.
- 1.2 The estimated additional income to the Pilot in 2018/19 is circa £28m and 30% of this amount – circa £8m, - is to be allocated to the Derby and Derbyshire Joint Committee for Economic Prosperity from its Accountable Body Derbyshire County Council to support new business and business growth across the county. 70% is to be retained by each individual authority. See Appendix 1 for the pilot model agreed at DFOA on 13th April 2018.
- 1.3 25% of the allocation to the Derby and Derbyshire Joint Committee for Economic Prosperity will be held back by the Lead Authority, Derby City Council (circa £2m) to help mitigate against any risk of business rates volatility.
- 1.4 Derby and Derbyshire Joint Committee for Economic Prosperity's allocation will also be net of a contribution to the administration fee for the Lead Authority.

- 1.5 It is the express intention of the Pilot Members to develop and promote economic, environmental and well-being of the communities we serve. By working together we can provide an opportunity to promote further economic growth as well as building financial resilience.
- 1.6 It is the purpose of this Memorandum of Understanding to act as a Statement of Intent that will support the realisation of these benefits in 2018/19.
- 1.7 The Pilot Members have agreed to enter into this Memorandum of Understanding to formalise their commitment and to set out their respective roles and responsibilities.

2 Glossary of Key Terms

- 2.1 There are a number of technical terms used throughout this document. The meanings of these terms are as follows:-

Pilot	Derbyshire Business Rates Pilot to provide the most cohesive approach possible to furthering economic development and financial sustainability in the county, to enable the Government to develop its 100% Business Rate ambitions from 2020/21.
No Detriment	No outcome for any authority should be below the Minimum Funding Level.
Lead authority	The Pilot member who will act as the lead in managing the Authority Pilot’s resources in accordance with clause 9.2 of this memorandum and being the key contact between central government and the Pilot – Derby City Council.
Minimum Funding Level (MFL)	The amount of resources a Pilot member would have received had they acted individually

3 Key Principles

- 3.1 The Pilot Members agree that they will operate the Pilot in accordance with the following principles:
 - Increase in Resources
The Pilot Members recognise that the fundamental objective of the Pilot is to generate increased resources for the area, and individual Pilot Members through business rates growth. The Pilot provides the most cohesive approach possible to furthering economic development and financial sustainability in the county.

- **Risk Management**
The Pilot Members agree to protect and mitigate as far as possible the risks associated with the level of business rate income. Income streams to the Pilot Members may be more volatile, whether as the result of a one-off event (for example a successful large rating appeal causing a significant reduction in rate income) or something structural within an area (for example the closure of a major plant). The Piloting arrangements should reduce this volatility. The Government provided also a 'No Detriment' guarantee for the 2018/19 pilot.
- **Fairness**
The Pilot Members agree to share the costs, risks and benefits of local business rate retention proportionately to their growth above the Minimum Funding Level. Pilot Members should be no worse off than if they were outside the Pilot. Derby City Council, as the Pilot's Lead Authority will be reimbursed by £50,000 for treasury management and administration costs incurred in managing the Pilot. These costs will be split on a proportion of the gain above the Minimum Finding Level and includes the apportionment to Derby and Derbyshire Joint Committee for Economic Prosperity.
- **Transparency, Openness and Honesty**
Pilot Members will be open and trusting in their dealings with each other, make information (i.e. NNDR1) and analysis available to each other, discuss and develop ideas openly and contribute fully to all aspects of making the Pilot successful. It also includes sharing data and intelligence outside of the formal reporting mechanisms on any substantive issues relating to business rate retention within their area.
- **Reasonableness of Decision-Making**
Pilot Members agree that all decisions made in relation to this Memorandum of Understanding shall be made by them acting reasonably and in good faith. All decisions should be made by reaching a consensus position.

4 Binding Memorandum

- 4.1 This Memorandum of Understanding (MOU) is produced as a Statement of Intent and, with the exception of Sections 5, 10 and 11, is not intended to be legally binding.
- 4.2 Sections 5, 10 and 11 are intended to be legally binding and to create obligations between Pilot Members with immediate effect from the execution of this MOU.

5 Term of Memorandum

- 5.1 This MOU shall continue to be in place for 2018 / 19 only.

6 Decision-making

- 6.1 The Section 151 Officers shall be responsible for overseeing the operation of the Pilot and making recommendations to their respective authorities about the way forward.

- 6.2 Derby City Council, as the Lead Authority shall ensure that reports are sent to the Section 151 Officers and Chief Accountants of each Pilot Member at least on a quarterly basis updating them of the performance of the Pilot and advising them of any issues. These reports should be available within six weeks of the quarter end, providing information is submitted to the authority in a timely manner.
- 6.3 For the avoidance of doubt, any substantive decision e.g. commitment of resources, changes in governance or major operational changes shall be referred to each Pilot Member's decision-making regime.

7 Dispute Resolution

- 7.1 The Pilot Members shall attempt in good faith to negotiate a settlement to any dispute arising between them arising out of, or in connection to, this MOU. If this cannot be resolved by the Section 151 officers it will be referred to a meeting of all Member authorities Heads of Paid Service for resolution.

8 Resourcing

- 8.1 Each Pilot Member will provide the appropriate resources and will act with integrity and consistency to support the intention set out in this MOU.
- 8.2 In the event that the Lead Authority needs to incur additional expenditure in order to administer the Pilot, any reasonable costs agreed by Pilot members should be the first call on the Net Retained dividend on a % gain basis (Methodology to be agreed).

9 Lead Authority

- 9.1 Derby City Council will act as the Lead Authority for the Pilot.
- 9.2 The responsibilities of the Lead Authority are:
- To make payments on behalf of the pilot members for a schedule of payments to be agreed by the Pilot Members
 - To liaise with, and complete all formal Pilot returns to central government on behalf of Pilot Members; if required
 - To keep Pilot Members informed of all relevant communications with central government with regard to the pilot
 - To manage the resources of the Pilot in accordance with this MoU
 - To prepare the quarterly and annual reports of the Pilot's activity, information to be returned to Derby City Council (within 6 weeks of quarter end/year end)
 - To consult on and administer the schedule of payments between Pilot Members in respect of all financial transactions that form part of the Pilot's resources

- To lead on the timely provision of the information required, by Pilot Members, in preparing their annual Statement of Accounts in relation to the activities and resources of the Pilot, subject to timely returns from Pilot members.

9.3 To assist Derby City Council, as the Lead Authority in fulfilling this role, the responsibilities of individual Pilot Members are:

- To make payments to the Pilot on time and in accordance with the schedule of payments
- To provide accurate, timely information to the Lead Authority to enable all formal Pilot returns to Central Government to be completed
- To inform Derby City Council as soon as is practical, of any intelligence that may impact on the resources of the Pilot in the current year
- To provide such information as the Section 151 Officers agree is reasonable and necessary to monitor/forecast the Pilot's resources within the timescales agreed
- To provide such information as the Section 151 Officers agree is reasonable and necessary on the use of the Pilot's resources for inclusion in the Pilot's annual report
- To provide accurate and timely information on the end of year financial performance of the business rates collection fund to enable Derby City Council to calculate the end of year accounting entries needed.

10 Cash management

- 10.1 The governing principle for the cash management of the Pilot is that no individual Pilot Member, including the Lead Authority, should incur a treasury management gain or loss as a result of the transfer of funds between Pilot Members.
- 10.2 The Pilot will receive/pay interest annually on any retained resource at the average investment rate of the Lead Authority by the 30th September each year.
- 10.3 Interest will be calculated on an annual basis and allocated to Pilot Members based upon a method agreed by the Section 151 Officers.
- 10.4 Where the Pilot is required to make a payment to the Secretary of State, each authority in the Pilot is jointly and severally liable for the payment made by the Lead Authority.
- 10.5 Any payment made 30 days after the due date may be subject to a late payment interest charge at base rate plus 4%.

11 Allocation of Pilot Resources

11.1 Principles

The allocation of resources will be based on the following principles:

- 70% of the dividend to be retained by each authority
- 30% of the dividend to be allocated and 'ring fenced' to support economic growth in the county (subject to 25% Holdback)
- Each authority will receive its own share of the dividend based on the retained percentages:
 - Derby City Council 99%
 - Derbyshire County Council 49%
 - Derbyshire Fire and Rescue Service 1%
 - District/Borough Councils 50%

11.2 Basis of Allocation

The underlying basis of allocation is as follows:

- A £50,000 as being the estimated running costs of the Pilot will be paid to Derby City Council as the Lead Authority from all participants including the Derby and Derbyshire Joint Committee for Economic Prosperity.
- B Each individual authority will retain 70% of their own dividend subject to funding any detriments within the whole scheme.

If any authority makes a loss below the Minimum Funding Level it should be funded proportionately to the gains of the other Authorities above the MFL.

It should be noted that government provided a one year 'no detriment' guarantee for being a 2018/19 100% Business Rates Pilot in the event of all of the pilot suffering a loss below the Minimum Funding Level.

Each authority will receive its own share of the dividend based on the retained percentages:

- Derby City Council 99%
- Derbyshire County Council 49%
- Derbyshire Fire and Rescue Service 1%
- District/Borough Councils 50%

12 Review arrangements

- 12.1 A review will take place if the MHCLG issue further guidance or requirements throughout the year.

13 Signatories on behalf of the Pilot Members

Section 151 Officers:

Amber Valley Borough Council Sylvia Delahay	Bolsover District Council / North East Derbyshire District Council Dawn Clarke
Chesterfield Borough Council Kevin Hanlon	Derby City Council Don McLure
Derbyshire County Council Peter Handford	Derbyshire Dales District Council Karen Henrickson
Derbyshire Fire & Rescue Service Simon Allsop	Erewash Borough Council David Watson
High Peak Borough Council	South Derbyshire District Council

Andrew Stokes	Kevin Stackhouse
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APPENDIX A

100% pilot modelling																											
County		Derbyshire																									
100% Business Rate Pilot		Derbyshire																									
100% pilot																											
										Minimum Fund		0.000															
										Strategic fund		8.113		30%		Safety net (loc		92.5%									
																Safety net (100		97.0%									
	Tier split	Business Rates Baseline	Baseline Funding Level	Top-up/ Tariff	Safety Net Threshold (local authority)	Share of retained rates	Share of retained rates (after top-up or tariff)	Retained rates compared to BFL	Safety net payment	"No Detriment"	Retained rates plus safety net and "no detriment"	Minimum Funding Level	Growth distribution	MFL + Growth Distribution	Amount Below MFL	Scaling Funds	Scaling Amount	Retained rates (after levy and safety net) compare	Share of gains								
Derbyshire	49%	94.179	137.210	43.031	133.093	113.754	156.785	19.575	0.000	19.575	5.627	9.764	15.391	0.000	13.949	-4.185	15.391	26%									
Derbyshire Fire Authority	1%	2.730	13.352	10.622	12.952	3.467	14.089	0.737	0.000	0.737	0.737	0.000	0.737	0.000	0.000	0.000	0.737	1%									
Derby	99%	80.009	74.420	-5.589	72.188	100.087	94.498	20.078	0.000	20.078	10.580	6.648	17.228	0.000	9.498	-2.849	17.228	30%									
Amber Valley	50%	15.031	3.567	-11.463	3.460	16.422	4.959	1.392	0.000	1.392	1.120	0.190	1.310	0.000	0.272	-0.082	1.310	2%									
Bolsover	50%	10.366	4.373	-5.993	4.242	13.675	7.682	3.309	0.000	3.309	2.642	0.467	3.109	0.000	0.667	-0.200	3.109	5%									
Chesterfield	50%	17.843	4.104	-13.738	3.981	19.824	6.086	1.981	0.000	1.981	1.589	0.275	1.864	0.000	0.392	-0.118	1.864	3%									
Derbyshire Dales	50%	9.336	2.013	-7.923	1.952	11.201	3.277	1.265	0.000	1.265	1.012	0.177	1.189	0.000	0.253	-0.076	1.189	2%									
Erewash	50%	11.821	3.759	-8.062	3.647	14.195	6.133	2.374	0.000	2.374	1.901	0.331	2.232	0.000	0.473	-0.142	2.232	4%									
High Peak	50%	12.764	2.523	-10.241	2.448	14.586	4.345	1.822	0.000	1.822	1.457	0.265	1.712	0.000	0.364	-0.109	1.712	3%									
North East Derbyshire	50%	7.287	3.036	-4.251	2.945	9.765	5.515	2.479	0.000	2.479	1.981	0.348	2.329	0.000	0.497	-0.149	2.329	4%									
South Derbyshire	50%	11.008	2.766	-8.242	2.683	14.359	6.118	3.351	0.000	3.351	2.674	0.475	3.148	0.000	0.678	-0.203	3.148	5%									
No detriment payment															0.000	0.000	0.000	0%									
Strategic Investment Fund												8.113	8.113	8.113				8.113	14%								
TOTAL		272.973	251.124	-21.849	148.543	331.336	309.487	58.363	0.000	0.000	58.363	31.319	27.043	58.363	8.113	27.043	-8.113	58.363	100%								
					Amount above safety net threshold	160.944	Increase in share		27.043	27.043	Strategic share =		30%														
							Levy gain		7.188	0.000																	
							Safety net gain		0.000	0.000																	
									34.231	27.043	Scaling Amount required excluding "no detriment" payment		8.113														
									0.000	0.000																	

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of the Local Government Act 1972.

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