



F. McArdle
Chief Executive

Civic Offices, Civic Way,
Swadlincote, Derbyshire DE11 0AH

www.south-derbys.gov.uk

Please ask for: Democratic Services
Phone: (01283) 595722 / 595848
Minicom: (01283) 595849
DX 23912 Swadlincote
Email :
democraticservices@south-derbys.gov.uk

Date: 9 March 2016

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held in the **Council Chamber**, on **Thursday, 17 March 2016 at 18:00**. You are requested to attend.

Yours faithfully,

Chief Executive

To:- **Conservative Group**

Councillor Harrison (Chairman), Councillor Mrs. Plenderleith (Vice-Chairman) and Councillors Billings, Mrs. Coyle, Hewlett, MacPherson, Smith, Watson and Wheeler.

Labour Group

Councillors Rhind, Richards, Southerd and Wilkins.



AGENDA

Open to Public and Press

- 1** Apologies and to note any substitutes appointed for the Meeting.

- 2** To receive the Open Minutes of the Meetings held on 14th January 2016 and 18th February 2016 and of the Audit Sub-Committee Meeting held on 17th February 2016.
Finance and Management Committee 14th January 2016 Open Minutes **4 - 7**

Finance and Management Committee 18th February 2016 Open Minutes **8 - 12**

Audit Sub-Committee 17th February 2016 Open Minutes **13 - 16**

- 3** To note any declarations of interest arising from any items on the Agenda

- 4** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.

- 5** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.

- 6** Reports of Overview and Scrutiny Committee

- 7** CORPORATE PLAN 2016-21 **17 - 83**

- 8** BUDGET AND FINANCIAL MONITORING 2015-16 **84 - 102**

Exclusion of the Public and Press:

- 9** The Chairman may therefore move:-
That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.

- 10** To receive the Exempt Minutes of the Meetings held on 14th January 2016 and 18th February 2016.
Finance and Management Committee 14th January 2016 Exempt Minutes
Finance and Management Committee 18th February 2016 Exempt Minutes
- 11** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 12** DEBTS SUBMITTED FOR WRITE OFF
- 13** LAND AT FINDERN



FINANCE AND MANAGEMENT COMMITTEE: SPECIAL - BUDGET

14th January 2016

PRESENT:-

Conservative Group

Councillor Harrison (Chairman), Councillor Mrs Plenderleith (Vice-Chairman) and Councillors Mrs Coyle, Mrs Hall (substituting for Councillor Billings), Hewlett, MacPherson, Smith, Watson and Wheeler.

Labour Group

Councillors Rhind, Richards, Southerd and Wilkins.

In attendance

Councillor Taylor (Labour Group)

FM/88 **APOLOGIES**

Apologies for absence from the Meeting were received on behalf of Councillor Billings (Conservative Group).

FM/89 **DECLARATIONS OF INTEREST**

The Committee was informed that no declarations of interest had been received.

FM/90 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

The Committee was informed that no questions from members of the public had been received.

FM/91 **QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

The Committee was informed that no questions from Members of the Council had been received.

FM/92 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no reports of the Overview & Scrutiny Committee to consider.

MATTERS DELEGATED TO COMMITTEE

FM/93 **AUDIT SUB-COMMITTEE**

The Minutes of the Audit Sub-Committee Meeting held on 16th December 2015 were submitted.

The Chairman referred to Resolution 1.2 under Minute No.AS/27, requesting that progress against outstanding audit recommendations also be notified to the Committee. The Chief Executive confirmed that the Audit Sub-Committee reported to the Committee, it would receive the same information.

RESOLVED:-

That the Minutes of the above Audit Sub-Committee Meeting be received and any recommendations contained therein approved.

FM/94 **SERVICE BASE BUDGETS 2016/17**

The Director of Finance and Corporate Services presented the report to Committee, highlighting the Council's financial position, expenditure, additional costs, reductions, service provision, inflation, payments for concurrent functions to parish councils, risks, the rollout of Universal Credit, proposed fees and charges.

RESOLVED:

1.1 That the proposed revenue income and expenditure for 2016/17 for the Committee's Services, as detailed in Appendix 1 to the Report, be considered and included in the consolidated proposals for the General Fund.

1.2 That the proposed fees and charges for 2016/17, as detailed in Appendix 3 to the Report, be considered and approved.

1.3 That a 2% increase in contributions to Parish Councils in 2016/17 for Concurrent Functions be approved.

FM/95 **CONSOLIDATED BUDGET REPORT 2016/17 AND MEDIUM TERM FINANCIAL PLAN TO 2021**

The Director of Finance and Corporate Services delivered the report to the Committee, clarifying the position entering the 2016/17 budget round, the updated General Fund position with the medium-term projection, identifying the need to achieve savings of up to £1.5m over the spending period. It was noted that the Council's Financial Settlement for 2016/17, along with those projected through to 2020, were less than initially anticipated, a reflection of the change in funding emphasis towards adult social care and children's services influencing greater allocation at a County level. As a result the Council ranks 45th out of 383 local authorities in terms of loss of resources.

The Chairman sought an explanation as to this Financial Settlement outcome. The Director of Finance and Corporate Services stated that as a result of the growth within the district, resulting in greater income from New Homes Bonus, retained Business Rates and Council Tax, it was assumed that the Council would become self-financing more quickly than many others. It was also noted that the Council would fall out of Revenue Support Grant sooner than anticipated.

The Director of Finance and Corporate Services added that the Business Rates retention levels were set to rise, but that details would not be available for another six to nine months. The New Homes Bonus was being 'top-sliced' to fund social care, it being proposed that its payment be reduced from six to four years and that the first 25% of growth be discounted, considered 'deadweight'. It was also being proposed that penalties be introduced for there being no Local Plan in place and no payment made in relation to new homes which were rejected but then overturned on appeal.

Reference was made to accommodating a new Apprenticeship Levy, applicable from 2017/18 and the risks relating to the concerns being expressed by the recycling contractor regarding increased costs. In relation to Council Tax, the Director stated that the Government was no longer providing support to maintain a freeze in its levels, unlike in the last five years, so a 1.95% increase was being budgeted for from 2016/17, in line with Government assumptions.

The Director of Finance and Corporate Services emphasised that the report provided a financial projection, a direction of travel, a realistic assessment, but as the current line took the Council below the £1m threshold in 2020, action was needed to save £1.5m before 2018/19.

The Chairman thanked officers for the comprehensive report and invited questions. Councillor Hewlett queried the current pensions position. The Director of Finance and Corporate Services confirmed that pension still represent a risk, the last interim report showing an overall deficit, with the next pensions review not due until 2017. There are currently no plans for an increase in employer contributions, although the last review savings had been retained, held against potential future liabilities.

The Leader commended the report and its prudent predictions, expanding that Members also need to recognise the need for prudence, recommending that the freeze on Council Tax increases be ceased and the 1.95% increase be supported. However, in relation to the voluntary bodies, the Leader felt that due to the increased pressure and reduced funding that sector is experiencing the 2% increase should be supported.

RESOLVED:

- 1.1 That the estimates of revenue income and expenditure for 2016/17 for the General Fund be considered and a level of income and expenditure approved.***
- 1.2 That a 2% increase in grants to voluntary bodies and payments to Parish Councils under concurrent functions be approved.***
- 1.3 That the Council Tax Base for 2016/17 of 30,990 (equivalent Band D) properties, as detailed in Appendix 6 to the Report, be approved.***
- 1.4 That a Council Tax Surplus of £175,000 and a Business Rates surplus of £1m be declared on the Collection Fund for 2015/16 and***

the Council's proportions of £20,000 and £400,000 respectively be transferred to the General Fund in 2016/17.

1.5 That an increase of 1.95% in the rate of Council Tax for 2016/17 be recommended to Full Council in line with the Government's Financial Settlement.

1.6 That the updated 5-year financial projection on the General Fund to 2021, including associated assumptions and risks, as detailed in Appendix 1 to the Report, be noted.

1.7 That a strategy and action plan be drawn up to generate budget savings of £1.5m on the General Fund over the spending review period to enable a minimum level of General Reserves of £1m by 2020.

1.8 That the decisions made in recommendations 1.1 to 1.7 above are used as the basis for consultation with local residents, businesses, voluntary and community groups, etc. and are subject to review by the Overview and Scrutiny Committee.

Abstentions: Councillors Rhind, Richards, Southerd and Wilkins.

FM/96

LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)

RESOLVED:-

That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.

TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO. 11

The Committee was informed that no questions had been received.

CORPORATE SERVICES STRATEGIC PARTNERSHIP (Paragraph 3)

The Committee approved the recommendations made in the Report.

The meeting terminated at 7.05pm.

COUNCILLOR J HARRISON

FINANCE AND MANAGEMENT COMMITTEE

18th February 2016

PRESENT:-

Conservative Group

Councillor Harrison (Chairman), Councillor Mrs Plenderleith (Vice-Chairman) and Councillors Billings, Mrs Coyle, Hewlett, MacPherson, Smith, Watson and Wheeler.

Labour Group

Councillors Rhind, Richards, Southerd and Taylor (substituting for Councillor Wilkins).

In attendance

Councillors Atkin and Swann (Conservative Group)

FM/99 **APOLOGIES**

Apologies for absence from the Meeting were received on behalf of Councillor Wilkins (Labour Group).

FM/100 **MINUTES**

The Open Minutes of the Meeting held on 3rd December 2015 were taken as read, approved as a true record and signed by the Chairman.

FM/101 **DECLARATIONS OF INTEREST**

Councillor Richards declared a personal interest in relation to Item 14 on the Agenda by way of being acquainted with the boxing academy organiser.

FM/102 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

The Committee was informed that no questions from members of the public had been received.

FM/103 **QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

The Committee was informed that no questions from Members of the Council had been received.

FM/104 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

Councillor Swann, as Vice-Chairman of the Overview & Scrutiny Committee delivered a verbal update to the Committee, noting its review of the budgetary matters presented by the Director of Finance and Corporate Services on a number of occasions and acknowledging the financial challenges the Council

faces, but concluding that no matters of significance from an overview and scrutiny perspective were recorded. A review of the Council Tax arrears situation had also been conducted, leading to some initiatives aimed at greater direct debit take-up being instigated.

MATTERS DELEGATED TO COMMITTEE

FM/105 CHESTNUT AVENUE COMMUNITY FACILITY

The Cultural Services Manager presented the report to Committee, outlining the application on which approval was sought. The Chairman welcomed this development and the aims of the project.

RESOLVED:-

That approval was given to a start-up revenue budget of £28,889 in 2016/17, £16,875 in 2017/18 and £13,572 in 2018/19 to manage the Council's new community facility at Chestnut Avenue.

FM/106 CORPORATE SERVICES PERFORMANCE MONITORING 2015/16: QUARTER 3 TO DECEMBER 2015

The Director of Finance and Corporate Services delivered the report to Committee. The Chairman expressed his pleasure at the improved figures, in particular the benefit new claims and change of circumstances processing times.

Councillor Richards, making reference to the earlier than anticipated introduction of Universal Credit to the area, queried the Council's preparations. The Director of Finance and Corporate Services confirmed that the Citizens Advice Bureau (CAB) and Community Volunteer Service (CVS) had both made contact and the Council was looking to address these matters collectively. The implementation of Community Points around the district, to assist with the on-line applications, is also being investigated. It was acknowledged that staff involved in this area would see a change in their role and would receive budget skills training as required. The Chairman also acknowledged the need for effective communication for those who will be affected by the changes. The use of customer PC's in libraries and health centres were also suggested, in addition to those the Council can provide.

Councillor Richards also referred to the health and safety issues in the report, highlighting apparent breaches within the Civic Offices, a matter that was noted for further investigation.

Councillor Wheeler voiced his thanks to the work previously undertaken by the Overview and Scrutiny Committee that had contributed to the introduction of the cash receipting machines near reception, greatly reducing the queuing times now faced by customers.

RESOLVED:

That progress against performance targets was considered and noted.

FM/107 **TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2016/17**

The Director of Finance and Corporate Services presented the report to the Committee.

It was also suggested that Treasury training be undertaken at the Meeting scheduled for 28th April 2016, a proposal that was agreed by the Committee.

RESOLVED:

1.1 That the Treasury Management Strategy for 2016/17 was approved.

1.2 That the Prudential Indicators and Limits for 2016/17 to 2020/21, as set out in Appendix 1 to the report, were approved.

1.3 That the Investment Policy for 2016/17, including the associated counterparty (lending) list, was approved.

FM/108 **FINAL BUDGET PROPOSALS 2016/17 AND FINANCIAL PLAN TO 2021**

The Director of Finance and Corporate Services delivered the report to the Committee, highlighting that due to increased flexibility around Council Tax setting introduced by the Government, councils could now increase levels by up to £5.00 (Band D equivalent). It was also pointed out that in relation to supported housing, which covers the Council's sheltered accommodation stock, an exemption from the rent decrease rule now applied, allowing the Committee to determine a rate in the range -1% to +1%.

With regard to the latter, Councillor Hewlett, as Chairman of the Housing and Community Services Committee, recommended a rent freeze for the sheltered accommodation tenants for 2016/17.

RESOLVED:

1.1 That a Council Tax increase of 1.95% for 2016/17 be recommended to Full Council on 29th February 2016.

1.2 That estimated net General Fund Revenue Expenditure totalling £10,985,851 for 2015/16 (revised) and £11,137,566 for 2016/17 be recommended to Full Council on 29th February 2016.

1.3 That the Medium-term Financial Plan to 2021 on the Council's General Fund Revenue Account, as detailed in Appendix 1 to the report, was approved.

- 1.4 That a strategy and action plan is drawn up to generate budget savings of £1.5m on the General Fund over the spending review period to enable a minimum level of General Reserves of £1m by 2020**
- 1.5 That the Financial Plan for the Housing Revenue Account (HRA) to 2027, as detailed in Appendix 2 to the report, was approved.**
- 1.6 That the rents of Council House Tenants, excluding Tenants in Sheltered Accommodation, are set in accordance with provisions contained in the Welfare Reform and Work Bill 2015/16 and are reduced by 1% in 2016/17.**
- 1.7 That the current rents be frozen for 2016/17 for tenants in Sheltered Accommodation was approved.**
- 1.8 That the 5-year capital investment and financing plan to 2021, as detailed in Appendix 3 to the report, was approved.**
- 1.9 That the Council's National Non-Domestic Rate Return (NNDR 1) for 2016/17, showing retained business rates (before the Tariff) of £8,791,969 for 2015/16 and £9,413,679 for 2016/17, was noted.**
- 1.10 That the report of the Council's Section 151 (Chief Finance) Officer under Section 25 of the Local Government Act 2003 was noted.**

FM/109 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.

MINUTES

The Exempt Minutes of the Meeting held on 3rd December 2015 were received.

TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO. 11

The Committee was informed that no questions had been received.

LEASE OF WINDING HOUSE AT WOODHOUSE RECREATION GROUND TO SWADLINCOTE BOXING ACADEMY (Paragraph 3)

The Committee approved the recommendations made in the Report.

**HOUSING REVENUE ACCOUNT – REVIEW OF UNIT MANAGER
STRUCTURE (Paragraph 1)**

The Committee approved the recommendations made in the Report.

RESTRUCTURING THE DIRECT SERVICES OPERATION (Paragraph 1)

The Committee approved the recommendations made in the Report.

The meeting terminated at 6.35pm.

COUNCILLOR J HARRISON

CHAIRMAN

AUDIT SUB-COMMITTEE

17th February 2016

PRESENT:-

Conservative Group

Councillor Grant (Chairman) and Councillor Ford (Vice Chairman)

Labour Group

Councillors Dunn and Shepherd.

AS/29 **APOLOGIES**

Apologies for absence from the Meeting were received on behalf of Councillor Mrs Wyatt (Conservative Group)

AS/30 **MINUTES**

The Open Minutes of the Meeting held on 16th December 2015 were taken as read, approved as a true record and signed by the Chairman.

AS/31 **DECLARATIONS OF INTEREST**

Councillor Ford declared a personal interest in Item 7 on the Agenda by reason of being an acquaintance of Mr Steve Clark from the Council's auditors, Ernst and Young.

AS/32 **TO RECEIVE ANY QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO.10**

The Committee was informed that no questions from members of the public had been received.

AS/33 **TO RECEIVE ANY QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO.11**

The Committee was informed that no questions from Members of the Council had been received.

MATTERS DELEGATED TO SUB-COMMITTEE

AS/34 **LOCAL GOVERNMENT SECTOR UPDATE QUARTER 1 2016**

The representative from the Council's external auditors, Ernst & Young, highlighted elements of his report to the Sub-Committee.

Councillor Ford commented on the additional background information that had not previously been provided to Members. Councillor Shepherd sought clarification on the Sub-Committee's role and expectations in light of this additional information and queried whether updates should be made to both the Audit Sub-Committee and the Finance and Management Committee, rather than just the latter. The auditor confirmed that he could only advise, it is for the Council to ensure that it has proper and appropriate processes in place.

The Director of Finance and Corporate Services advised that the Committee should only satisfy itself that any matters raised by the Auditor were being addressed through the appropriate Policy Committee or corporate framework. He confirmed that this Committee did not need to consider the detail of consultation responses or monitoring of policy, for example, unless there was any particular governance or control issues to address.

The Director also gave an overview regarding the key questions raised by the Auditor to demonstrate that matters were being addressed appropriately by the Council.

Councillor Dunn raised a concern over future funding and in particular charges now being made against the HRA that did not feature in the past. The Director of Finance and Corporate Services confirmed that due to technical accounting proposals, some additional charges could fall on the HRA which could potentially reduce its spending power. This risk had been highlighted to Members as part of the current Budget Round.

The Director also explained that following a review of central charges by the previous auditors, revisions had been made to the charging structure to reflect a fair proportion of central costs being charged to the HRA..

The Chairman concluded that whilst the Sub-Committee had not fully addressed the key questions outlined in the report to date, it would do so in due course.

RESOLVED:-

That the Committee considered the key questions raised by the Council's External Auditors contained in their Quarterly Sector Update.

AS/35 **EXTERNAL AUDIT PLAN FOR THE YEAR ENDING 31ST MARCH 2016**

Councillor Shepherd, in relation to Item 4.5 of the report, queried the reference to Erewash Borough Council. Whilst this was an error in council title, all other facts and figures were confirmed as correct by the Ernst and Young representative.

Councillor Dunn commended the reduced external audit fees, but queried the changeover process and periods, information he was duly furnished with.

RESOLVED:-

That the proposed Audit Plan for the year ending 31st March 2016 was considered and the proposed approach to undertaking audit work for the year approved.

AS/36 **INTERNAL AUDIT PROGRESS REPORT**

The Audit Manager delivered the report, expressing that there was still some concern regarding progress against outstanding recommendations. It was noted that this matter is now reported at the Corporate Management Team Meetings, as requested at the last Audit Sub-Committee meeting in December, but that it is therefore still a little early to assess what impact this will have.

The Chairman queried the references to 'n/a' against various action dates, receiving an explanation that the auditors had either not been able to attain an update from the department in question or had not been furnished with an appropriate implementation date. Councillor Dunn drew attention, with some concern, to a particular item where a period in excess of 12 months had elapsed since its original implementation date. The Audit Manager clarified his role in identifying and reporting these matters, but reminded Members that they had the right to request that Officers attend the Sub-Committee to explain the reasons for delay. The Chairman confirmed that having escalated the outstanding recommendations issue to the Corporate Management Team at the last meeting, there might now be a need to escalate matters further to ensure tasks are completed in a timely manner. Councillor Shepherd suggested that if these outstanding matters were not reported as completed at the next meeting, then Officers should then be called to the subsequent Audit Sub-Committee meeting to account for any tasks then outstanding.

The Audit Manager stated that whilst all agreed audits were underway, any not completed by the 31st March 2016 would be finalised early in the next financial year.

RESOLVED:-

That the report of the Audit Manager was considered and noted.

AS/37 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.

EXEMPT QUESTIONS BY MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO.11

The Committee was informed that no questions from Members of the Council had been received.

The Meeting terminated at 4.45pm.

COUNCILLOR J GRANT

CHAIRMAN

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	MARCH 17, 2016	CATEGORY: DELEGATED/ RECOMMENDED
REPORT FROM:	CHIEF EXECUTIVE	OPEN/EXEMPT PARAGRAPH NO:
MEMBERS' CONTACT POINT:	FRANK MCARDLE	DOC:
SUBJECT:	CORPORATE PLAN 2016 - 2021	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 That the Corporate Plan 2016 – 2021 (**Appendix 1**), as well as the associated Action Plan (**Appendix 2**) and Evidence Base (**Appendix 3**), are considered and approved.

2.0 Purpose of Report

- 2.1 To present the Corporate Plan 2016 – 2021. This sets out a vision and strategy for the Council over the next five years. The Evidence Base brings together background information and policies that will impact on the District during that time period, while the Action Plan details strategic and service measurable achievements that deliver against the key aims identified in the Corporate Plan.

3.0 Detail

- 3.1 The Corporate Plan sets out our values and vision for South Derbyshire and defines our priorities for delivering services. It describes how we will work with partners to improve the quality of life of residents, community groups and businesses.
- 3.2 Our most current Plan ran from 2009/14 before being extended by an additional year. It has provided direction and a sense of purpose for making South Derbyshire a better place to live, work and visit.
- 3.3 During these six years, we have been guided by four main themes, with our budget prioritised to help deliver in these areas:
- Theme 1 - Sustainable growth and opportunity
 - Theme 2 - Safe and secure
 - Theme 3 - Lifestyle choices
 - Theme 4 - Value for money
- 3.4 There have been a series of notable successes against each of these themes.

- 3.5 At the Finance & Management Committee on September 3, 2015, Elected Members approved a process to review and update the Corporate Plan.
- 3.6 The approved process started with the collation of background figures, reports and consultation findings to create an Evidence Base. This is designed to bring together key facts that could impact upon our services, the District and its residents.
- 3.7 Five workshops, involving Elected Members, Directors and senior managers, were organised to discuss the structure and content of the new Plan.
- 3.8 The workshops highlighted that of most importance to the District and its success are People, Place and Progress. Underpinning every one of our activities are Outcomes including customer service, financial efficiency and environmental responsibility. As a result, these have been adopted as overarching themes for the new Corporate Plan, with key aims sitting underneath each one. These are as follows:

Outcomes	People	Place	Progress
Maintain financial health	Enable people to live independently	Facilitate and deliver integrated and sustainable housing and community infrastructure	Work to attract further inward Investment
Achieve proper corporate governance	Developing the workforce of South Derbyshire to support growth in relation to skills, aspirations, employability and travel to work	Enhance understanding of the planning process	Unlock development potential and ensure the continuing growth of vibrant town centres
Maintain customer focus	Protect and help support the most vulnerable, including those affected by financial challenges	Help maintain low crime and anti-social behaviour levels in the District	Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend
Be aware of and plan for financial, legal and environmental risks	Use existing tools and powers to take appropriate crime enforcement action	Connect with our communities, helping them feel safe and secure	Help to influence and develop the Infrastructure for economic growth
Promote and enable active democracy	Increase levels of participation in sport, health, environmental and physical activities	Support provision of cultural facilities and activities throughout the District	Provide business support and promote innovation and access to finance, including in rural areas

Enhance environmental standards	Reduce the amount of waste sent to landfill	Deliver services that keep the District clean and healthy	
Maintain a skilled workforce			
Promote inclusion			

- 3.10 In many cases, the aims listed could easily sit beneath another theme, underlining the fact that viewing individual services in isolation will fail to deliver the high quality and integrated approach the District needs to succeed. Many services and activities contribute to more than one key aim.
- 3.11 With the key aims in place, departments devised an Action Plan to include strategic and service projects and measures for continually improving overall performance, the services we offer and the way we deliver them. This will also help us to identify and take any remedial actions needed to ensure we meet our targets.
- 3.12 It should be noted that the Corporate Plan and Action Plan do not cover everything the Council does, but focus on issues important to residents, on national priorities set by Government and on the opportunities/challenges resulting from the changing social, economic and environmental aspects of the District.
- 3.13 The Plan forms an important part of planning for the future and leads performance management. As well as enabling effective monitoring, it links strategic priorities and objectives directly to the activities of service areas. The framework for reporting successes and areas of improvement is currently being reviewed to ensure that it is meaningful and insightful for residents, Elected Members and staff in light of the changes to the Corporate Plan.

4.0 Financial Implications

- 4.1 None directly.

5.0 Corporate Implications

- 5.1 The Corporate Plan sets out the Council's strategic objectives, priorities, measures and targets, along with key actions we will take to implement the key aims. The Plan provides a framework for us to develop service plans and for allocation of resources through the budget process.

6.0 Community Implications

- 6.1 All activities contained within the Corporate Plan complement our vision of making 'South Derbyshire a better place to live, work and visit'.



South
Derbyshire
District Council



Corporate Plan 2016 – 2021

Introduction

From Leader Cllr Bob Wheeler & Chief Executive Frank McArdle

The Corporate Plan sets out the way in which South Derbyshire District Council intends to develop and further improve its services between 2016 and 2021.

Working in conjunction with other Council plans and policies, and those of our partners, it plays an important role in ensuring that our strategic objectives are achieved for the people of South Derbyshire.

The Corporate Plan does not cover everything that the Council does, but it focuses on the issues that are most important to our residents, on national priorities set by Government and on the opportunities and challenges resulting from the changing social, economic and environmental aspects of the District.

The plan forms an important part of our planning and leads our performance management. As well as enabling effective monitoring, it links the strategic priorities and objectives of the Council directly to the activities of each service area.

The associated action plan includes measures for continually improving overall performance, the services we offer and the ways in which we deliver them. It will also help us to identify and then take any remedial actions needed to ensure we meet our targets.

We have grouped the work the Corporate Plan covers beneath three key headings; People, Place and Progress.



Cllr Bob Wheeler
Leader

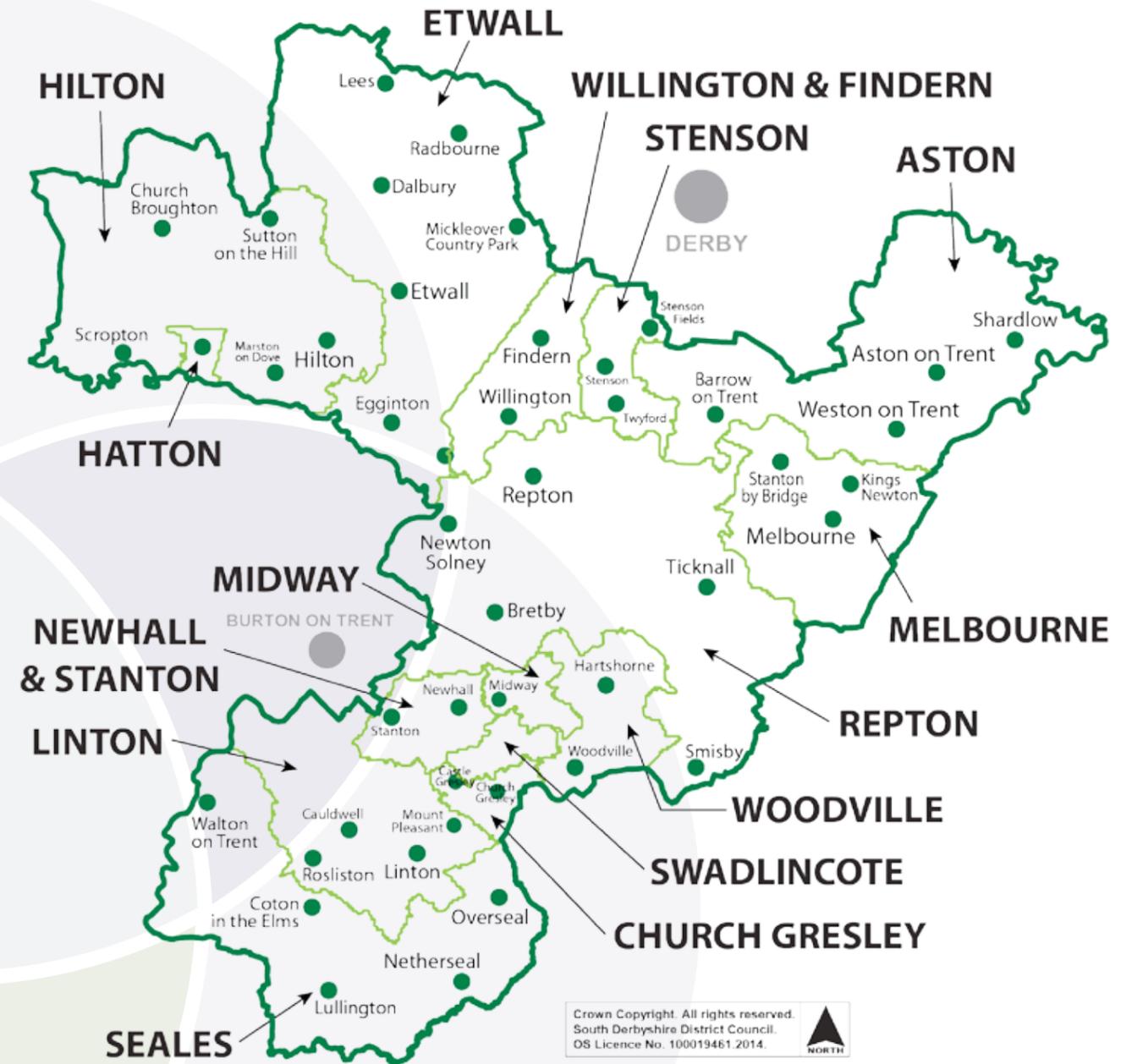


Frank McArdle
Chief Executive



South Derbyshire today

The facts and figures



South Derbyshire remains one of the fastest-growing Districts in the country, the population having increased by 15% since 2001.

It is a District which covers an area of approximately 340 sq km and, according to the Office for National Statistics, more than 98,000 people now call it home. Despite strong population growth, the District remains largely rural, with many of the large-scale housing developments, including some with permission granted but not yet built, situated on the fringes of the city of Derby and the Swadlincote urban core.

Evidence base

Key plans and projections

We have researched and written an evidence base for South Derbyshire. This brings together information about the area, its economy and residents. It makes reference to policies and plans that have already and/or will in the future impact on the District.

Some key facts from it that could impact on our work in the future include:

Population growth

- By 2028, the population is expected to stand at 111,900, a growth of almost 15,000 people or 15.3% from the 97,075 figure of 2013.
- The largest population increases are expected to be among people over 75, where by 2031 there will be a 96% (4,489) increase.

Housing

- House prices are unaffordable to some residents – the average price in 2015 was five times the average income.
- The predicted population increases among older people and younger people means there will be demand for particular types of properties.

The economy

- South Derbyshire boasts 3,500 business enterprises, up from 3,100 in 2013, resulting in record numbers of people in work.
- Of the 3,500 businesses, 83% are micro (0 - 9 employees); 13% small (10 - 49); 3% medium (50 - 249); 1% large (250+).

The environment

- Derbyshire and Derby City's revised Joint Municipal Waste Management Strategy has set a recycling and composting target of 55% by 2020.
- The Council and partner sites achieved certification to the ISO 14001:2015 standard for environmental management, making us one of the first organisations internationally to do so.

Health

Public Health England's Health Profile 2015 for South Derbyshire shows the three indicators in which the District scores worst are:

- GCSEs achieved (5 x A* - C passes including English and maths)
- Smoking in pregnancy
- Excess weight in adults

Community safety

- In the year ending June 2015, the crime rate in South Derbyshire was lower than the average crime rate across similar areas.
- New tools and powers are available to tackle crime and disorder under the Anti-social Behaviour, Crime and Policing Act 2014.

Demand for digital

- As of January 2016, Digital Analytics Platform (DAP) findings discovered that 37% of people surveyed said they were more than happy to use the Internet to access services.
- More than 31,000 web sessions are currently taking place each month. This has increased by 35% since August 2010.



Our vision and values

The drivers behind our plan

‘Making South Derbyshire a better place to live, work and visit’

This vision is supported by the Corporate Plan and the work areas identified within it.

Values

Our values provide a framework for the way we want to work as a Council, helping us to deliver our vision and achieve our key objectives.

Throughout our work, we will:

- Put our residents first
- Set clear targets
- Act decisively
- Lead for success
- Actively listen and resolve problems
- Develop our staff
- Be driven by economy, effectiveness and efficiency.



People, Place, Progress

Research, consultation and workshops took place to ensure this Corporate Plan reflects the needs of the District and its residents.

It soon became clear that the things important to the District and its success are its People, the Places and Progress, most particularly with economic development.

Underpinning every one of our activities are Outcomes including customer service, financial efficiency and environmental responsibility. These are included in the Corporate Plan to demonstrate their importance and to enable measures to be set against them.

In many cases, the activities listed beneath each of the headings could easily sit beneath another, underlining the fact that viewing individual services in isolation will fail to deliver the high quality and integrated approach the District needs to succeed. Many services and activities contribute to more than one key aim.

Behind all of our work is a drive to improve performance continually.





Outcomes

Work that underpins all of our activities

For all of our work and services to be delivered there are a number of key elements that have to be in place and operating efficiently and effectively.

We will embed a process of continual improvement throughout our workforce and operations to ensure that we deliver high quality services at reasonable cost. Our Medium Term Financial Plan will be monitored and revised to ensure we maintain stability and sustainability. Throughout all we do, we will be environmentally responsible and actively encourage corporate social responsibility.

Our key aims beneath this are to:

- Maintain financial health
- Achieve proper Corporate Governance
- Maintain customer focus
- Be aware of and plan for financial, legal and environmental risks
- Promote and enable active democracy
- Enhance environmental standards
- Maintain a skilled workforce
- Promote inclusion

People

Keeping residents happy, healthy and safe

The residents of South Derbyshire enjoy a good quality of life with low unemployment and low crime levels. They have a wealth of natural and built facilities on their doorstep.

We will work to help ensure there are equal opportunities throughout the District for residents to be best prepared for the jobs available and to take part in a range of activities. As well as helping to keep crime at a low level, we will help ensure that people of all backgrounds are protected and supported.

Our key aims beneath this are:

- Enable people to live independently
- Developing the workforce of South Derbyshire to support growth in relation to aspirations, employability, skills and travel to work
- Protect and help support the most vulnerable, including those affected by financial challenges
- Use existing tools and powers to take appropriate crime enforcement action
- Increase levels of participation in sport, health, environmental and physical activities
- Reduce the amount of waste sent to landfill





Place

Creating vibrant communities to meet residents' needs

South Derbyshire is one of the fastest growing areas of the country. With its central location in the UK it is a great place to live, work and visit.

Through continual improvement of services including planning, housing, environmental services and leisure and cultural facilities we will deliver connected communities and ensure South Derbyshire continues to prosper.

Progress

Encouraging inward investment and tourism opportunities

To further build on our significant achievements we will continue to help grow and diversify our strong economy to show that South Derbyshire is well and truly open for business. This includes harnessing the potential of The National Forest.

We will maximise opportunities for the future by encouraging the formation of new enterprises as well as the continued growth of existing businesses, visitor spend and inward investment (the injection of money from an external source into the District).

Our key aims beneath this are to:

- Facilitate and deliver a range of integrated and sustainable housing and community infrastructure
- Enhance understanding of the planning process
- Help maintain low crime and anti-social behaviour levels in the District
- Connect with our communities, helping them feel safe and secure
- Support provision of cultural facilities and activities throughout the District
- Deliver services that keep the District clean and healthy



Our key aims beneath this are:

- Work to attract further inward investment
- Unlock development potential and ensure the continuing growth of vibrant town centres
- Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists
- Help to influence and develop the infrastructure for economic growth
- Provide business support and promote innovation and access to finance, including in rural areas





The way forward

An action plan which details how we will work to deliver against the key aims in this document has been created and can be found on our website at www.south-derbys.gov.uk

This action plan includes measures for continually improving overall performance, the services we offer and the ways in which we deliver them. It will also help us to identify and then take any remedial actions needed to ensure we meet our targets.

Progress on the action plan will be reported back to our Committees.

The Corporate Plan will be refreshed on an annual basis.

Obtaining alternative versions of this document

If you would like this document in another language, or if you require the services of an interpreter, please contact us. This information is also available in large print, Braille or audio format upon request.

Phone: 01283 595795 email: customer.services@south-derbys.gov.uk

Jeśli chcieliby Państwo otrzymać ten dokument w innym języku lub potrzebują Państwo usług tłumacza, prosimy o kontakt. Informacje te są również dostępne na życzenie w wydaniu dużym drukiem, w alfabecie brajla lub w wersji audio.

如果你需要这份文件的中文翻译，或者需要传译员的帮助，请联系我们。这些数据也备有大字体印本、盲人点字和录音带，欢迎索取。

ほかの言語でこの文書をご希望の場合、もしくは通訳サービスをご希望の場合はご連絡ください。

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यदि आपको ये दस्तावेज किसी दूसरी भाषा में चाहिये, या किसी टुभाषिये की सेवाओं की जरूरत है तो हमें सम्पर्क करने की कृपया करें। ये जानकारी माँग करने पर बड़े अक्षरों, ब्रेल या आडिओ के रूप में भी उपलब्ध करवाई जा सकती है।

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਦਸਤਾਵੇਜ਼ ਕਿਸੇ ਦੂਸਰੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਕਿਸੇ ਦੁਭਾਸ਼ੀਏ ਦੀਆਂ ਸੇਵਾਵਾਂ ਦੀ ਲੋੜ ਹੈ ਤਾਂ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰਨ ਦੀ ਕ੍ਰਿਪਾ ਕਰੋ ਜੀ ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਕਰਨ ਤੇ ਵੱਡੇ ਅੱਖਰਾਂ, ਬ੍ਰੇਅਲ ਜਾਂ ਆਡਿਉ ਦੇ ਰੂਪ ਵਿਚ ਵੀ ਉਪਲੱਬਧ ਕਰਵਾਈ ਜਾ ਸਕਦੀ ਹੈ।

اگر آپ یہ ڈاکیومنٹ کسی اور زبان میں چاہتے ہوں، یا اگر آپ کو کسی ترجمان کی خدمات درکار ہوں، تو براہ کرم ہم سے

رابطہ کریں۔ درخواست کرنے پر یہ معلومات بڑے پڑت، بزرگی یا آڈیو فارمیٹ میں بھی دستیاب ہیں۔

Outcomes

Key aim	Key actions to achieve the aim	Partners involved	Strategic measures	Service measures	Department Responsible
Maintain financial health	Publish a fit-for-purpose Medium Term Financial Plan		5-year General Fund reserve balance is minimum of £1m by 2021		Finance
	Achieve budget savings and safeguard services through good procurement		A balanced General Fund budget by 2018/19		Corporate Services
	Keep under review priorities into which available funds may be invested in communities		Key priority areas evaluated and agreed by Finance and Management Committee		Finance
	Generate additional income to help the Council achieve its aim of doing more with less		Income from New Homes Bonus, Business Rates and sweating of assets Explore potential		All

			commercialisation opportunities and identify areas for competing with the private sector		
Achieve proper Corporate Governance	Maintain a fit for purpose Local Code of Corporate Governance	Ernst and Young		Annual Governance Statement unqualified by External Audit Maintain RoSPA standard in Health & Safety	Finance Corporate Services
Be aware of and plan for financial, legal and environmental risks	Continuously review and strengthen Business Continuity arrangements	Derbyshire County Council		All actions in annual audits completed	Finance Corporate Services
	Maintain a proper Risk Management framework		Strategic and service risk registers reviewed, updated and reported to Policy Committee on a quarterly basis		

Promote and enable active democracy	Adhere to the Local Government Transparency code			All recommended information is available on the Council's website by March 2017	Finance
	School or work experience placements School visits and initiatives as part of Local Democracy Week			Increase number of school visits to Civic Offices	Democratic Services
Enhance environmental standards	Show leadership to our business and voluntary communities in attaining high environmental standards	Active Nation Rosliston Forestry Centre management	Maintain ISO 14001 accreditation in Environmental Management		Environmental Health
	Develop an action plan to improve resilience to the local impacts of climate change and emergency responses	Local Authority Energy Partnership Derbyshire County	Annual improvements in the energy consumption of public buildings Campaigns		Environmental Health

		Council Emergency Planning Environment Agency	supported to improve flood defences		
Maintain a skilled workforce	Regular review of job competencies in accordance with the corporate framework	Northgate Public Services	Maintain Investors in People standard for staff development		All departments
Maintain customer focus	Develop Channel Shift Strategy and embrace digital services	Northgate Public Services	Design and deliver new look website that allows customers to search and find relevant information easily and quickly	% of customers satisfied Increase in visits to the website Reduction in phone and personal callers	Corporate services
Promote inclusion	Through the work of the Corporate Equalities and Safeguarding Group	Agencies in the Local Community Forum		Annual work programme delivered. This includes any actions identified in audit and	Corporate Services

				peer reviews	
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People

Key aim	Key actions to achieve the aim	Partners involved	Strategic Measures	Service measures	Department Responsible
Enable people to live independently	Ensure regular contact is maintained with tenants/residents identified as 'vulnerable'	Derbyshire County Council (DCC) Social Services CAB Voluntary sector		% visits completed % action plans completed with vulnerable customers % tenancies sustained # of referrals to support agencies Income benefits as a result of support provided % Customer satisfaction	Housing
	Expand the use of Telecare and Telehealth services	Social Services GPs		% tenancies sustained Number of customers making use	Housing

		Healthcare providers Voluntary sector		of Telecare and Telehealth products	
	Continue to contribute to the countywide Review of Disabled Facilities Grants (DFGs) and implement recommendations	All Districts, Boroughs and Derbyshire County Council		Implementation of review by 1 April 2017	Housing
	Deliver an efficient and well-targeted adaptation service making use of previously adapted dwellings and increasing first offer take-up	Other housing providers on the Choice Based Lettings system for South Derbyshire Derbyshire County Council NHS		Reduction in spend on adaptations Review number of adaptations undertaken that are still relevant and providing critical support % of adapted properties accepted on	Housing

				first offer	
	Enable the implementation of a voluntary sector provided gardening scheme to support vulnerable households	Derbyshire County Council Third party contractor		Scheme set up Reduction in interventions for untidy gardens	Housing
	Identify need for and deliver activities to ensure people maintain physical capability to live independently	Village Games Strictly No Falling Voluntary sector SD Health and Wellbeing Group		Number of sessions delivered Number of participants engaged Reduced emergency care admissions	Sport & Health
	Careers fair	Jobcentre		Event staged annually	Economic Development
Developing the workforce of South Derbyshire to	Increase school engagement in raising aspirations work	Secondary Schools (Urban Core)		Schools agree to work with SDDC	Community & Planning

<p>support growth in relation to aspirations, employability, skills and travel to work</p>		<p>South Derbyshire Partnership</p>		<p>Work with agreed outcomes planned</p> <p>Improved GCSE attainment</p>	
<p>Protect and help support the most vulnerable, including those affected by financial challenges</p>	<p>Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'</p>	<p>3rd Sector partners Social Services</p>		<p>Attain NPSS standard for Homelessness</p>	<p>Housing</p>
	<p>Support the community and voluntary sector to enable people to maintain living independently</p>	<p>South Derbyshire Partnership Voluntary sector Derbyshire County Council</p>	<p>Maintain SDDC grant funding to the voluntary and community sector</p>		<p>Finance Community & Planning</p>
	<p>Support schemes to ensure assistance for victims of crime and vulnerable people</p>	<p>South Derbyshire CVS CAB</p>		<p>Install security measures & ensure the continuation of the</p>	<p>Community & Planning</p>

		Safer South Derbyshire		Sanctuary scheme for victims of domestic abuse	
	Administer Council Tax Support Scheme and Housing Benefit to those in need			Average time for processing new claims is no more than 18 days Average time for processing notifications of changes in circumstances is no more than eight days	
Use existing tools and powers to take appropriate enforcement action	Increase use of available tools and powers	Safer South Derbyshire Partnership	Introduction of Public Spaces Protection Order (PSPO)		Environmental Services
	Publish and annually review a single Enforcement Policy covering	Safer South Derbyshire Partnership		Quarterly report on enforcement activity to Overview and Scrutiny	Environmental Services Community & Planning

	all SDDC regulatory activity			Committee	
Increase levels of participation in sport, health, environmental and physical activities	Develop the South Derbyshire Dreamscheme to encourage young people to serve and take pride in their community, engage and promote positive behaviour and encourage cross generational working	Housing Services Safer South Derbyshire Partnership Sport and Health Voluntary sector Culture and Communities		Delivery of four projects in antisocial hot spot areas each year Increase the number of participants in the scheme	Housing
	Develop a Sport, Health and Physical Activity Strategy - targeting young people, older people, physically inactive	South Derbyshire Sport	Strategy developed and implemented		Sport & Health
	Delivery of sport, health and physical and environmental activity opportunities	South Derbyshire Sport Active Nation		Number of sport, health, physical activity and play scheme participations	Sport & Health

		Public Health		Number of environmental education participations	
	Develop Dementia Friendly Communities	Public health SD Health and Wellbeing Group	Approval and implementation of South Derbyshire as a Dementia friendly District	Number of staff trained	Community & Planning Housing
	Develop a Community Champion Scheme through volunteer development	South Derbyshire Partnership DCC	Scheme adopted	Number of volunteers active	Community & Planning
	Develop a Healthy Communities approach for SD	Public Health SD Health and Wellbeing Group	Achievement and maintenance of Public Health accreditation		Sport & Health
Reduce the amount of waste sent to	Run promotional campaigns to	Derbyshire Waste Partnership		Increase in recycling	Direct Services

landfill	schools and householders to encourage everyone to minimise waste and recycle and compost more	Voluntary sector		Decrease in waste to landfill Increase in financial rewards from DCC	
	Ensure householders know what can be recycled and which bins to use	Derbyshire Waste Partnership		Decrease in contamination	Direct Services Corporate Services
	Consider waste collection frequency review	Derbyshire Waste Partnership		Decision on review taken If decision is to go ahead, review completed	Direct Services
	Encourage waste prevention as part of the Council's own activities and operations	Contractors	Reduce amount of waste created by Council's activities	Ensure all contractors have environmental policies	Housing Environmental Services

Place

Key aim	Key actions to achieve the aim	Partners involved	Strategic measures	Service measures	Department Responsible
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Develop and implement a Housing Asset Management Strategy	Tenants' Forum	Completion of the strategy with a fully funded and sustainable 30-year programme, for inclusion in the HRA business Plan		Housing
	Deliver an adopted South Derbyshire Local Plan, Parts 1 and 2		Plan adopted		
	Develop a framework to review rural housing needs	Parish Councils Registered Providers (RPs) Developers	Development of an Affordable Housing Supplementary Planning Document		Community & Planning Housing
	Increase the supply and range of	RPs Developers	Increased supply of affordable homes		Housing

	affordable housing provision				
	Review the SHMA and other housing needs data	Developers RPs Derby HMA partners		Data reviewed Appropriate actions developed	Housing
	Make the best use of the existing housing stock to meet housing needs	RPs	Regeneration of council housing stock	Reduction in empty properties	Housing
	Consider the introduction of a Community Infrastructure Levy			Review of action plan	Community & Planning
Enhance understanding of the planning process	Monitor customer satisfaction with planning process			Achieve satisfaction target	Housing
	Review housing			Review completed and	Community & Planning

	needs data and guidance available to inform developers prior to submitting planning applications			appropriate updates made	
	Promote a programme of community briefings to improve understanding of the Planning Process and related activity	Parish Councils, Elected Members		Programme of attended meetings	Community & Planning
	Support the development of Neighbourhood Plans	Parish Councils	Number of plans supported		Community & Planning
Help maintain low crime and anti-social behaviour levels in the District	Promote the installation of secure by design external doors and windows	External contractors Safer South Derbyshire Partnership RSLs		Review asset management database as part of Housing Asset Management Strategy Review and analyse incidents of	Environmental Services

				crime on the Council's stock	
	Deliver a programme of proactive interventions to reduce environmental crime and anti-social behaviour	Derbyshire Constabulary MAT Team Sport and Health Communities Safer South Derbyshire Voluntary Sector		Downward trend in fly-tipping incidents Increase in the interventions to combat environmental crime Number of Positive Activities delivered / offered in hotspot / priority areas	Sport & Health Community & Planning
Connect with our communities, helping them feel safe and secure	Promote the Safer Neighbourhood concept	Safer South Derbyshire Partnership		Hold minimum of three public forums per annum, produce quarterly newsletters, and update Facebook page weekly	Community & Planning
	Support the local community to develop and	Safer South Derbyshire		Number of projects to	Community & Planning

	deliver community safety projects in South Derbyshire	Partnership		receive Safer Neighbourhood funding Number of new Neighbourhood Watch schemes set up	
	Publish and annually review the Safer South Derbyshire Community Safety Partnership Plan	Safer South Derbyshire Partnership	Plan published Plan reviewed and updated accordingly		Community & Planning
	Plan and deliver a programme of community safety campaigns	Safer South Derbyshire Partnership		No of campaigns delivered	Community & Planning
Support provision of cultural facilities and activities throughout the District	Implement and manage the leisure facility capital build programme	South Derbyshire Sport		Number of completed facilities Amount of external investment and grants brought into district	Community & Planning

	Introduce and progress the Sport, Recreation and Open Space Facility Strategy		Increase in % of adults using outdoor space for exercise/health	Number of facilities enhanced	Community & Planning
	Introduce and progress the District Cycle Plan including an annual cycle event	South Derbyshire Sport Active Nation Get Active in The Forest	Develop and implement action plan	Number of participations Number of opportunities offered	Sport & Health
	Develop, approve and help deliver an annual programme of cultural events			Number of participations Number of opportunities offered	Community & Planning
	Provide further Local Nature Reserves			Increase in designated Local Nature Reserves	Community & Planning
Deliver services that keep the	Ensure the estates we			% estates rated as 'excellent'	Housing

District clean and healthy	manage are maintained to the highest standards			Number of estate tours completed	
	Provide effective grounds maintenance service to both general needs and sheltered housing	Tenants' Forum		Customer satisfaction levels	Housing
	Ensure that food, water, housing, land and air in the District all meet designated legal standards for the protection of human health	Environment Agency Health and Wellbeing Group Derbyshire County Council Public Health & Transport Planning Public Health England	Air Quality meets Directive 2008/50/EC and the UK Air Quality Strategy Continual reduction in the contamination risk rating of land in South Derbyshire Continual reduction in unacceptable noise exposure to our residents		Environmental Services

Progress

Key aim	Key actions to achieve the aim	Partners involved	Strategic Measures	Service measures	Department Responsible
Work to attract further inward investment	Maximise the prosperity of businesses in South Derbyshire through the delivery of the Better Business Regulation Partnership action plan	Better Business Regulation Partnership		<p>≥75% of retail food businesses have a FHRs score of 5</p> <p>Number of registered food businesses in the District</p> <p>Monitor net number of businesses in the District</p>	Environmental services
	Update Economic Development Strategy	South Derbyshire Partnership	New five-year strategy launched and actions from it delivered		Economic development
	Promote the area's vacant sites and premises	Derbyshire Economic Partnership		Vacant Commercial Property Bulletin and Investment Gazette published	Economic development

<p>Unlock development potential and ensure the continuing growth of vibrant town centres</p>	<p>Deliver Swadlincote Townscape project</p>	<p>Heritage Lottery Fund</p>	<p>Number of shops preserved and enhanced</p>		<p>Community & Planning</p>
	<p>Organise and/or support town centre events</p>	<p>Swadlincote market operator</p> <p>Swadlincote Cultural Partnership</p> <p>Town Team</p> <p>Promote Melbourne</p>		<p>Minimum of three events per year organised by SDDC</p> <p>Minimum of three externally organised events supported</p> <p>Minimum of one event per year outside of urban core supported</p>	<p>Economic development</p>
	<p>Raise the profile of businesses in market towns and villages</p>	<p>Parish Councils</p>		<p>Campaigns delivered</p>	<p>Economic Development</p> <p>Corporate Services</p>
<p>Work to maximise the employment, training and</p>	<p>Support development of tourism</p>	<p>Sharpe's Pottery Trust</p>	<p>Support Tourist Information</p>	<p>Number of visitor enquiries</p>	

leisure uses of The National Forest by residents and increase the visitor spend by tourists			Centre		
	Review and develop the National Forest Walking Festival	South Derbyshire Sport Get Active in The Forest National Forest Company		Festival delivered Number of participants	
	Support the development of a National Forest Active Partnership	The National Forest Derbyshire Sport Sport England South Derbyshire Sport		Activity numbers External funding secured	
Help to influence and develop the infrastructure for economic growth	Produce a Community Infrastructure Delivery Plan	Derbyshire County Council Derby HMA	Plan delivered		Community & Planning

	Efficient and effective management of Section 106 agreements			Ensuring all resources are allocated in line with local and national policy	Community & Planning
Provide business support and promote innovation and access to finance, including in rural areas	Organise and enable business support events	South Derbyshire Business Advice Service Chambers and business associations CAB		Business events/ breakfasts run Number of participants at events Outreach business advice sessions delivered	Economic Development



South
Derbyshire
District Council



Corporate Plan

Evidence Base

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All information presented in this Evidence Base was correct at the time of compilation.

Published February 19, 2016

Our District

South Derbyshire is a largely rural District which covers an area of approximately 340 sq km and, according to the Office for National Statistics (ONS), more than 98,000 people now call it home.

The area pulls in upwards of two million visitors a year. Popular attractions like Sharpe's Pottery Museum in Swadlincote and Calke Abbey at Ticknall show how its history has been embraced to help create a prosperous tomorrow.

The drive to improve leisure facilities and increase people's participation in physical activity has continued with the completion of a £600,000 investment at Green Bank Leisure Centre in Swadlincote. This saw a 30-cycle spin studio installed, an upgrade of the fitness changing area and a modernised café, reception, crèche and meeting room.

With inactivity and obesity posing a nationwide challenge, increasing the opportunities for those of all ages and abilities to get active needs to remain on our agenda.

A £547,000 restoration project at Swadlincote's Eureka Park has been completed, while work started on three new Council housing developments; in Linton, Overseal and Swadlincote. These are the first Council-owned housing developments for a generation.

Easy access to jobs, services and facilities via a range of methods, including public transport, will be vital as the number of residents currently relying on the car to travel to work is higher than the county or national average.

Swadlincote is the commercial and administrative centre for South Derbyshire and is defined as a Sub-Regional Centre in the Regional Plan. The population of Swadlincote stood at 27,855 in June 2009, around 30% of the District's total. The population increase from 2001 to 2011 has been 23% and 24% represents the increase in the number of dwellings.

Public bodies own a considerable amount of land in the town centre. Many are seeking to renew ageing facilities, consolidate activities and reduce operating costs. Provision of public services could be provided in a joined-up way in state-of-the-art shared buildings that would free up land for sale or reinvestment.

The recent growth of Swadlincote's market has enlivened the High Street and highlighted the importance of creating vibrant, people-friendly places. Future developments will aim to spread this life to new areas of the town centre.

Away from Swadlincote, the District is scattered with a network of villages of varying sizes. The largest is Hilton, which has seen major expansion in recent years through the redevelopment of previously developed (brownfield) land at the former Ministry of Defence depot.

The Hilton area has a population of just over 9,000, with the village itself accounting for around 6,700 of this figure in 2009. Since 2001, Hilton has seen a rapid increase in population of 72%. As a result of this growth it is now the second largest settlement in South Derbyshire. Up to 40% of the Hilton area residents travel into Derby City for work.

By contrast, the north west part of this area grew by only 7% in the same period. The area is split by the A50 and generally has good links into the wider strategic road network. Hilton's growth has been mainly to the east and south of the historic core around Main Street, although this area has been much altered as a result of post-war growth.

Melbourne, an important historic small town, is the second largest rural settlement in the District, providing for local shopping, recreation and employment. There has been growth in this area with the number of dwellings having increased by 8.7% from 2001 to 2011 (2,067 to 2,247) and the number of people increasing by 10.8% (4,578 to 5,074) over the same period.

Other villages such as Etwall, Hatton and Willington similarly have a central role, albeit on a smaller scale. Considerable efforts have been made to conserve the character of the villages and a number of them, such as Repton, Ticknall and Melbourne, are of particular historic value.

These villages are attractive places to live and important for tourism. In addition to housing affordability, the provision and retention of existing shops, jobs, leisure facilities and other day-to-day services have started to be addressed but will require more attention in planning for the future.

Willington has seen a number of new housing developments and the building of a new health centre to serve the growing population. New build is also taking place in Repton, with affordable housing an important part of the mix in this premium-priced location.

The development of Mercia Marina, situated between Willington and Findern, has increased the number of residents in the area and the Extra Service Area on the A38 and A50 interchange has increased traffic volumes.

Permission has been granted for a new gas-fired power station on the site of the former power station at Willington and for a gas pipeline. Away from the villages, 1,200 new homes are permitted in this area immediately adjacent to Derby City at Highfields Farm.

The Economy

Business continues to boom in South Derbyshire with multinational companies such as JCB, Bison, Nestle and Toyota Motor Manufacturing UK all having bases in the District.

Key statistics

South Derbyshire boasts 3,500 business enterprises, up from 3,100 in 2013, resulting in record numbers of people in work. In April 2015 there were just 494 unemployed people in the District, representing 0.8% of the population aged 16 to 64 and significantly below the national average (1.9%).

Of the 3,500 businesses, 83% are micro (0-9 employees); 13% small (10-49); 3% medium (50-249); 1% large (250+). The large companies number 15 in total. 9.6% of residents are self-employed (GB 10.1%)

The +2% growth in the number of businesses in 2010-14 compares to a GB figure of +6%.

More than 8.5 million trees contributed to The National Forest's woodland cover rising from 6% to 20% - offering potential to grow new sectors in the woodland, leisure and visitor economy.

The tables below provide the most up-to-date employment data available.

Employment and unemployment (Apr 2014-Mar 2015)

	South Derbyshire (numbers)	South Derbyshire (%)	East Midlands (%)	Great Britain (%)
All people				
Economically active	51,300	83.5	77.6	77.4
In employment	49,900	81.1	73.4	72.7
Employees	44,100	71.5	64.0	62.2
Self employed	5,800	9.6	9.0	10.1
Unemployed (model-based)	1,900	3.7	5.3	6.0
Males				
Economically active	26,100	82.8	83.1	83.0
In employment	25,000	79.2	78.5	77.8
Employees	22,000	69.5	65.8	63.7
Self employed	#	#	12.3	13.7

Unemployed	#	#	5.4	6.1
Females				
Economically active	25,200	84.3	72.1	72.0
In employment	24,800	83.0	68.3	67.7
Employees	22,000	73.5	62.2	60.8
Self employed	#	#	5.7	6.5
Unemployed	!	!	5.2	5.8
Source: ONS annual population survey				
# Sample size too small for reliable estimate (see definitions)				
! Estimate is not available (see definitions)				
† - numbers are for those aged 16 and over, % are for those aged 16-64				
§ - numbers and % are for those aged 16 and over. % is a proportion of economically active				

When these figures were released in summer 2015 the report stated that just under a quarter (24.4%) of Derbyshire's unemployment claimants had been out of work for more than a year, a lower proportion than the same time in the previous year (27.7%), and less than the 27.6% for England.

It also said that since the end of 2013, after a period of rising long-term unemployment, there had been a slight downwards trend.

Analysis by District highlighted that South Derbyshire was contributing most to the changes county-wide. All Districts had shown a decrease in the number of people who have been unemployed for more than a year in the last 12 months, but the greatest annual percentage decline was shown by South Derbyshire (-60%).

In recent years, significant inward investment has taken place on business parks at Dove Valley and Hilton in the north of the District and Tetron Point at Swadlincote. Further development on these sites is expected to see this continue.

Much employment growth over the plan period is expected to take place outside the traditional industrial uses, shifting towards sectors such as health and social care, as well as tourism and leisure. Office-based employment is also expanding nationally and the Council is seeking to grow this element of the local economy.

The table below shows the most up-to-date information available regarding occupations:

Employment by occupation (Apr 2014-Mar 2015)

	South Derbyshire (numbers)	South Derbyshire (%)	East Midlands (%)	Great Britain (%)
Soc 2010 major group 1-3	17,800	35.6	40.5	44.3

Managers, directors and senior officials	5,300	10.6	10.1	10.3
Professional occupations	6,400	12.9	17.6	19.7
Associate professional and technical	6,000	12.1	12.6	14.1
Soc 2010 major group 4-5	12,300	24.8	22.0	21.4
Administrative and secretarial	8,100	16.3	10.6	10.6
Skilled trades occupations	4,200	8.4	11.3	10.7

Employment by occupation (Apr 2014-Mar 2015)

	South Derbyshire (numbers)	South Derbyshire (%)	East Midlands (%)	Great Britain (%)
Soc 2010 major group 6-7	10,800	21.7	16.9	17.1
Caring, leisure and other service occupations	6,300	12.6	9.3	9.2
Sales and customer service occupations	4,500	9.1	7.6	7.8
Soc 2010 major group 8-9	8,900	17.9	20.7	17.2

Process plant and machine operatives	4,900	9.9	7.9	6.3
Elementary occupations	4,000	8.0	12.6	10.9
Source: ONS annual population survey Notes: Numbers and % are for those of 16+ % is a proportion of all persons in employment				

A particular challenge that needs to be faced is ensuring we have a potential workforce with suitable skills, an issue already identified as being of concern.

As shown by the figures below, the local workforce is largely low-skilled and the proportion with no qualifications is above average. The presence of further education institutions in Derby, Burton and, more recently, in Swadlincote may present an opportunity to address this.

Qualifications (Jan 2014-Dec 2014)

Individual levels	South Derbyshire (level)	South Derbyshire (%)	East Midlands (%)	Great Britain (%)
NVQ4 and above	17,900	30.0	30.9	36.0
NVQ3 and above	31,600	53.0	53.3	56.7
NVQ2 and above	46,200	77.5	71.4	73.3
NVQ1 and above	54,000	90.6	84.7	85.0
Other qualifications	#	#	6.0	6.2
No qualifications	#	#	9.3	8.8
Source: ONS annual population survey # Sample size too small for reliable estimate (see definitions) Notes: For an explanation of the qualification levels see the definitions section. Numbers and % are for those of aged 16-64 % is a proportion of resident population of area aged 16-64				

South Derbyshire Economic Development Statement

The South Derbyshire Economic Development Statement sets out the following vision: "To promote greater economic wellbeing in South Derbyshire, in order that it becomes a healthier, more prosperous and safer place to live with better jobs and prospects for local people and businesses."

This will be implemented through three key objectives and the realisation of ambitions:

1. Raising Productivity

To enable people and business in South Derbyshire to become more competitive and innovative.

Ambition 1: Raising skills levels, promoting a learning culture and improving training facilities.

Ambition 2: Attracting new inward investment and encouraging reinvestment by businesses.

Ambition 3: Developing tourism and the woodland economy, maximising the potential of The National Forest to address rural issues.

Ambition 4: Providing business support and innovation assistance in key growth sectors.

2. Ensuring Sustainability

To provide the infrastructure for businesses and communities to thrive in South Derbyshire.

Ambition 5: Improving accessibility to opportunities, particularly employment and training.

Ambition 6: Providing sites and premises for future employment needs, coordinating provision with transport and other infrastructure.

Ambition 7: Continuing the revival of Swadlincote town centre as a service centre and focus for the community and visitors.

3. Achieving equality

To help all people in South Derbyshire to realise their full potential.

Ambition 8: Overcoming employability barriers to entering the workforce, particularly amongst people facing multiple challenges.

Ambition 9: Raising aspirations and expectations, particularly amongst young people.

The Council will contribute to the objectives set out for tourism in The National Forest Strategy and Vision and Action Plan for Sustainable Tourism in The National Forest (2009).

Work to update our Economic Development Strategy is currently under way with consultation on four themes - Infrastructure for Economic Growth, Business Support, Access to Finance, Innovation and Employment, Skills. Some of these are more or less the same as the previous strategy while others introduce new ideas and, therefore, potentially new streams of work.

Facts relating to each have been set out and issues relating to them identified. Partners and members of the business community have been invited to say if they agree or disagree with the issues raised and if they feel there are others that need to be taken into account. A further question goes on to ask how those responding think these issues should be tackled and by whom.

Tourism

Over the last decade the tourism sector has become a major industry within South Derbyshire, and official statistics show it is growing much more rapidly than elsewhere in Derbyshire or the East Midlands.

The National Forest is not only providing leisure, environmental and recreational facilities for local people, it also presents a unique opportunity to grow a new tourism destination, as now recognised by the national tourist body VisitEngland.

More than 8.5 million trees contribute to The National Forest, with woodland cover forecast to increase from 6% to 20%. This offers considerable potential to grow new business sectors and boost the visitor economy.

Recognising the importance of tourism we, in partnership with Sharpe's Pottery Museum in Swadlincote, opened the first ever Tourist Information Centre in South Derbyshire, which is already exceeding targets for numbers of visitors. It has the latest electronic information and booking systems and a touch-screen information kiosk.

The most recent figures show that more than 2,200 people are employed by tourism and related businesses within the District and more than 3.7m visitors spent £139.3m in the area in 2009. In almost every key indicator, tourism growth in South Derbyshire 2003-2009 was much stronger than the average performance for tourism in Derbyshire and the East Midlands. In particular:

- Employment supported by tourism 2003-09 (+9%) increased at more than twice the East Midlands rate (+4%) and three times the rate across Derbyshire (+3%).
- Overnight trips increased by 34% compared to a rise of 12% across Derbyshire as a whole.
- The increase in day visitor trips (+2%) was double the region (+1%) and compares very favourably with Derbyshire (-3%).
- Spend by all visitors within South Derbyshire, comparing 2008 to 2009 (+6%), was the highest of any District in Derbyshire, double the figure for Derbyshire as a whole (+3%) and six times the figure for the East Midlands (+1%).

Communities

We recognise that carefully considered growth is at the heart of achieving the social and economic well-being of communities.

As planned further housing is built we will ensure the highest possible quality of design and help to combat climate change through efficient use of energy and water. Equally, easy access to jobs, services and facilities by means of travel including public transport will be vital.

The right amount and types of housing will need to be provided in the future to meet people's requirements. House prices remain unaffordable for some and recent house price rises are likely to increase the number of people unable to afford to buy or rent a home in the District.

Our evidence indicates that there is a shortfall of 400 affordable homes per year. This is a major challenge for the District. We must work closely with all of our partners to build capacity and take a strong strategic housing lead. As one of the fastest-growing districts in England and Wales, we have an opportunity to work with our partners to ensure there is a balance of all housing tenures and property sizes across our communities to meet the needs of people from all ages and income groups.

It is vital that across our work we consider both the new and existing supply of housing and the impacts they have on our services and their delivery.

How much development should we plan for?

Following the Coalition Government's announcement of its intention to abolish the East Midlands Regional Plan in July 2010, the three authorities (Amber Valley, Derby City, South Derbyshire) in the Derby Housing Market Area (HMA) had to reconsider housing needs.

This will be planned for through the Local Plan - parts 1 and 2. A large amount of work has been undertaken to establish what the housing requirement is for the Derby HMA, including two considerations through Local Plan examinations.

The most recent evidence, agreed as the most appropriate by the Local Plan inspector, splits housing needs as follows:

Local Authority	Target
Amber Valley	9,700
Derby City	11,000
South Derbyshire	12,600
Total	33,300

Derby isn't able to meet all of its needs, meaning 5,388 homes have to be split between Amber Valley Borough Council and South Derbyshire District Council.

In South Derbyshire, sites for 12,600 properties need to be found. Many already have permission but new sites are required.

The following broad options for locations have been assessed:

Derby urban area - physically adjacent to the City - reflecting the availability of deliverable development options. Key sites in the area include Wragley Way (1,950 homes), Highfields Farm, Littleover (1,200 homes) and Boulton Moor (1,058 homes).

Swadlincote urban area - there is a need to accommodate growth in the Swadlincote urban area to support the continuing revival of the town and achieve regeneration on brownfield land at Woodville. Key sites in the area include north of William Nadin Way (400 homes), land in the area of Church Street/Bridge Street (400 homes) and Broomy Farm (400 homes).

Villages - strategic development in key villages has been identified where this would deliver distinct benefits to the communities concerned. Key sites have been identified in Hatton, Hilton, Repton, Aston and Etwall.

Information on the Local Plan Part 1 can be found at http://www.south-derbys.gov.uk/planning_and_building_control/planning_policy/local_plan/local_plan_part1/default.asp.

Details on the consultation for the Local Plan Part 2 are available at http://www.south-derbys.gov.uk/planning_and_building_control/planning_policy/local_plan/local_plan_part2/default.asp?VD=localplanpart2.

Conservation Areas

A conservation area is of special architectural or historic importance, the character of which it is desirable to preserve or enhance. There are 22 conservation areas in South Derbyshire, each with a unique identity and style that we want to protect from indiscriminate change.

This does not mean that every detail and feature of the area should be preserved, as it is the character of the area that is important. For this reason any development in conservation areas, including extensions and modifications of existing buildings as well as the construction of new buildings, must be done in a way that complements the aesthetic qualities of the area.

Further information on conservation areas can be found at http://www.south-derbys.gov.uk/planning_and_building_control/conservation_and_heritage/conservation_areas/.

Housing Strategy 2016 - 2021

Our Housing Strategy 2016-2021 sets out the Council's vision and aims for housing for the next five years. It will also identify the key challenges in delivering new homes and housing-related services across all tenures and what the Council intends to do to support growth and improve housing outcomes for local people. Through initial consultation three key strategic priorities have been identified:

- improving access to and supply of housing
- well-maintained, safer, greener homes
- enabling people to live independently.

The opportunity for all to occupy decent housing is an essential social objective. In common with other areas throughout the country, however, people are increasingly unable to secure adequate accommodation for themselves and their families in South Derbyshire. This arises largely as a result of strong increases in property prices and a diminishing stock of local authority rented accommodation.

Infrastructure

To facilitate both housing and economic development, it is vital that infrastructure is developed to support it.

Priority infrastructure developments have been identified, including a new River Trent crossing at Walton, relief for the Clock Island in Woodville and the creation of an integrated transport link serving new housing and employment sites to the south of the city of Derby.

However, we face issues in encouraging progression of these, such as limited public investment in infrastructure, including transport. Others include poor highway maintenance (roads and paths), congestion at key junctions (bottlenecks) within the urban areas and a lack of access to sustainable modes of transport such as buses, cycling and walking throughout the District.

Public transport

The need to ensure availability of public transport is equally as important in the rural areas as in other parts of the District. With this in mind, Derbyshire County Council is reviewing its policy on transport in the face of £157m cuts to its budget.

As part of its decision-making it is asking for people to comment on community transport proposals to take effect from July 2016 that say:

- Every community, town and village gets one “shopping bus” service a week to a nearby town centre or supermarket
- That the £2 flat rate Gold Card fare is increased from £2 to £3
- Council funding for Active travel services to healthcare appointments is withdrawn, meaning that, unless other sources of funding can be found, these journeys may stop.

If community transport is reduced or lost this could potentially impact on our aims, including assisting people to stay in their own homes for as long as possible.

Population

The most up-to-date population figures and the breakdown in terms of age and gender are shown in the tables below.

Total population (2014)			
	South Derbyshire (numbers)	East Midlands (numbers)	Great Britain (numbers)
All people	98,400	4,637,400	62,756,300
Males	48,600	2,288,100	30,890,900
Females	49,700	2,349,400	31,865,400

Source: ONS mid-year population estimates

Population aged 16-64 (2014)				
	South Derbyshire (numbers)	South Derbyshire (%)	East Midlands (%)	Great Britain (%)
All people aged 16-64	62,500	63.5	63.0	63.5
Males aged 16-64	31,000	63.8	63.7	64.3
Females aged 16-64	31,500	63.4	62.4	62.8

Source: ONS mid-year population estimates

The new housing will, of course, bring new residents. The table below shows anticipated population growth.

	Population 2013	Population 2028	Change in population	% change
Amber Valley	123,498	133,002	9,504	7.7%
Derby	251,423	276,302	24,879	9.9%
South Derbyshire	97,075	111,933	14,858	15.3%
Derby HMA	471,996	521,237	49,241	10.4%
East Midlands	4,593,900	5,025,000	431,100	9.4%

England	53,843,600	59,459,300	5,615,700	10.4%
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This growth will mean more income as we seek to provide services to additional people and to meet their needs in terms of sustainable planning.

Equality and diversity

More than 6% of South Derbyshire’s population is not White British. This demographic is higher than the Derbyshire average and it is important to recognise needs specific to different races and cultures. The Council is committed to advancing equality and celebrating diversity within South Derbyshire.

There are significant inequalities within South Derbyshire by gender, level of deprivation and ethnicity. For example, men in the least deprived areas of South Derbyshire can expect to live almost 10 years longer than those in the most deprived areas (with women there is a six-year difference).

We have a duty to encourage and promote equality as an employer, in the provision of services and carrying out public functions. We recognise the importance of our employees in achieving the Council's aims and their role in continuing to provide high-quality, prudent, customer-focused services. We aim to create an environment in which all people are able to give their best - one that is free from discrimination, victimisation and bullying, where everyone feels valued and motivated, and where decisions are based on merit.

Our commitment

We want all our communities, whether large or small, rural or urban, to be strong places with a sense of togetherness and belonging. We will foster high aspirations, independence and personal responsibility.

We will support every citizen and employee in realising their full potential to be able to exercise genuine choice and control over their lives and participate fully in community life.

To support our commitment we will comply and embrace good practice, including carrying out our public duties to promote equality and diversity. When planning our actions and initiatives it is important that we bear this in mind.

Environment

Flood risk

One environmental aspect of South Derbyshire that has to be taken account of is the fact that a number of significant rivers which are liable to flooding flow through it.

Considerable work to minimise the risks has been done in recent years to great success.

The National Planning Policy Framework (NPPF) requires local planning authorities to appraise the risk of flooding in their areas by undertaking a Strategic Flood Risk Assessment (SFRA). The aim is to avoid inappropriate development and to direct development away from areas at the highest risk.

South Derbyshire's SFRA is available at:

http://www.south-derbys.gov.uk/Images/South%20Derbyshire%20Level%201%20SFRA%20-%20Final_07_11_08_tcm21-104313.pdf

Environmental Management System

South Derbyshire District Council is committed to minimising the environmental impact of its work. This commitment has been underlined through maintaining our certification to prestigious environmental standard ISO 14001. Recent improvement work has seen us achieve the revised ISO 14001:2015 standard, making us one of the first organisations internationally to do so. A new structure for managing our environmental impact is in place at all of our major sites:

- Civic Offices
- Darklands Road Depot
- Green Bank and Etwall Leisure Centres
- Rosliston Forestry Centre

The ISO 14001 standard demonstrates that we have an Environmental Management System (EMS) in place to ensure continual improvement of our environmental performance.

The principle is simple, in that we must identify and assess all the areas of our work which can have an impact on the environment, then ensure that measures are in place to address them. In practice this means documenting methods of assessing impacts, measuring key environmental aspects and checking that current processes are appropriate.

All of this work is externally verified as a green seal of approval. The implementation of an EMS brings real benefits, including:

- Identification of our many impacts on the environment.
- Reduction of negative impacts and maximising the positive effects of our activities.

- Ensuring all environmental laws and regulations are identified and complied with.
- Financial savings, through materials, waste, energy and water reductions and avoiding the costs of fines, and effective management of our activities.
- Independent verification of environmental performance and annual reporting to ensure the public know how well we are doing.
- Commitment to long-term process of year on year environmental improvements.

This document (among others) serves to determine interested parties, as well as their needs and expectations, that are relevant to the EMS.

Climate Change

While we and our partners continue to reduce carbon emissions we recognise that there will be unavoidable climate change in the future.

We have worked with our partners and Climate East Midlands to research the impacts of climate change and identify what can be done to reduce the effect of extreme weather events on residents, businesses and local authority services.

In January 2013 an adaptation action plan was adopted. The plan was developed following a series of service-based risk assessments and local climate impact profiles (LCLIPs). South Derbyshire has continued to work collaboratively with Derbyshire County Council to develop a Climate Change Charter for the county, the focus being on resilience and ensuring communities and public services are prepared for the impacts of a changing climate.

Further information can be found at <http://www.climate-em.org.uk/local-action/derbyshire> and http://www.derbyshire.gov.uk/environment/climate_change/default.asp.

Waste Strategy to 2026

Derbyshire and Derby City's revised Joint Municipal Waste Management Strategy, 'Dealing with Derbyshire's Waste', sets out a vision and framework to help manage waste sustainably for Derby City and Derbyshire up to 2026.

http://www.derbyshire.gov.uk/environment/rubbish_waste/waste_strategy/

Building upon the considerable progress made in recent years, the strategy includes priorities for action over the next five years and provides a framework for how the county's borough and district councils will work to:

- reduce the amount of waste produced
- reuse, recycle and compost as much material as possible
- find the most sustainable solutions to deal with any waste produced.

The revised strategy retains a recycling and composting target of 55 per cent by 2020. This target remains challenging and exceeds the Government's target of 50 per cent.

The role of district and borough councils is fundamental to the delivery of the strategy. Ten individual Council Waste Action Plans, including one for South Derbyshire, have been developed to support the strategy.

The South Derbyshire plan details activities for the next five years which will help communities and the Council itself to prevent waste, increase reuse and to recycle and compost more. The plans will be subject to an annual review to monitor progress.

Existing services

In South Derbyshire mixed garden and food waste is collected in a brown wheeled bin for the majority of properties and general waste is collected in a grey wheeled bin.

In October 2013 the Council introduced the 'Easy Green Recycling Scheme' service which provided a kerbside recycling collection for household plastics and cardboard in addition to the materials collected in the previous green box service. Residents have a green bin for glass, cans, plastics, aerosols and foil; an inner caddy inside the green bin for paper/card and a red sack for household textiles.

The standard bin size is 240 litres and householders can opt for smaller or larger sizes in certain circumstances. All services are collected on alternate weeks throughout the year.

The Council supports waste prevention, reduction and reuse initiatives. This includes working with the DWP to promote a range of initiatives such as home composting, food waste reduction (the Love Food Hate Waste campaign), furniture and textile reuse and real nappies.

Crime and disorder

The Council has a statutory duty to work to reduce crime and disorder through its role as a member of the Safer South Derbyshire Partnership, the support team for which is based in the Civic Offices in Swadlincote.

The Safer South Derbyshire Partnership is the local Community Safety Partnership (CSP) for the South Derbyshire District. It is a statutory Partnership that was formed as part of the Crime and Disorder Act in 1998.

South Derbyshire is a low crime area. Between 2011 and 2013 there was a year on year decrease in total crime in South Derbyshire. During 2014 there was a small increase in total crime in the District of 1.3%, which equates to 42 more crimes.

However, according to ONS in the year ending June 2015, the crime rate in South Derbyshire was lower than the average crime rate across similar areas. The total number of crimes per 1,000 residents over a 12-month period to the end of June 2015 was 33. In its most similar group, South Derbyshire was lowest by a considerable margin. Staffordshire Moorlands was next closest with 36 per 1,000 residents while worst in the in the group was Breckland with 48.

Looking at the next two years, nationally there is a new approach to crime that involves a shift of power from central Government to local communities. MORI Surveys, our local Citizen Panel Surveys, the Police Have Your Say Survey and feedback from community forums, alongside identified national issues, have informed the priorities for the Community Safety Agreement 2014 -17.

Using the data and statistics in the 2014 Strategic Assessment, listening to our communities and analysing the annual Derbyshire Strategic Threat and Risk Assessment, the Partnership has identified the following areas as priorities for the next two years:

- Anti-Social Behaviour
- Domestic Abuse/Serious Sexual Violence
- Community Focus
- Alcohol-related harm and Substance Misuse
- Acquisitive Crime and Offender Management

There are other partnerships and strategies that link into the work of the Safer South Derbyshire Partnership and provide accountability for its work.

Key among these is the Derbyshire Police and Crime Commissioner (PCC). The partnership plan works to complement the Police and Crime Plan 2012-2017 prepared by the PCC. The PCC replaced the Police Authority under the Police Reform and Social Responsibility Act 2011 and was elected in November 2012. The PCC role is designed to hold the police force to account and to bring communities and the police closer together. This includes the work of the Community Safety Partnerships across Derbyshire. The PCC holds the community safety funding previously allocated by the Home Office, as well as the police budget.

PCC elections are due again in May 2016 and the current PCC has stated he will not stand for re-election. A change in the post-holder and increasing pressure on police budgets could be a risk to partnership funding.

Changes in powers available to the partnership and its members have been effected by the Anti-social Behaviour, Crime and Policing Act 2014: Reform of Anti-social Behaviour Powers. This offers new tools for those working to reduce crime and disorder which could be used in South Derbyshire.

Health

Key health issues for South Derbyshire and Derbyshire identified in the Derbyshire Health and Wellbeing Strategy 2012 - 2015 are:

- Ageing population
- Wide variations in health status such as life expectancy
- Rural deprivation and related problems accessing high quality care

According to Public Health England's Health Profile 2015, the health of people in South Derbyshire is varied compared with the England average. Deprivation is lower than average, although about 13% (2,400) children live in poverty. Life expectancy for both men and women is similar to the England average.

Living longer

Life expectancy is 5.2 years lower for men and 8.5 years lower for women in the most deprived areas of South Derbyshire than in the least deprived areas.

Child health

In Year Six, 18% (181) of children are classified as obese. The rate of alcohol-specific hospital stays among those under 18 was 39.2*. This represents eight stays per year. Levels of GCSE attainment and smoking at time of delivery are worse than the English average.

Adult health

In 2012, 22.2% of adults were classified as obese. The rate of alcohol-related harm hospital stays was 629*. Self-harm hospital stays was 216.6, while smoking-related deaths was 277*. Estimated levels of adult excess weight are worse than the England average. Rates of sexually transmitted infections and TB are better than average. Rates of violent crime, long-term unemployment, drug misuse and early deaths from cardiovascular diseases are better than average.

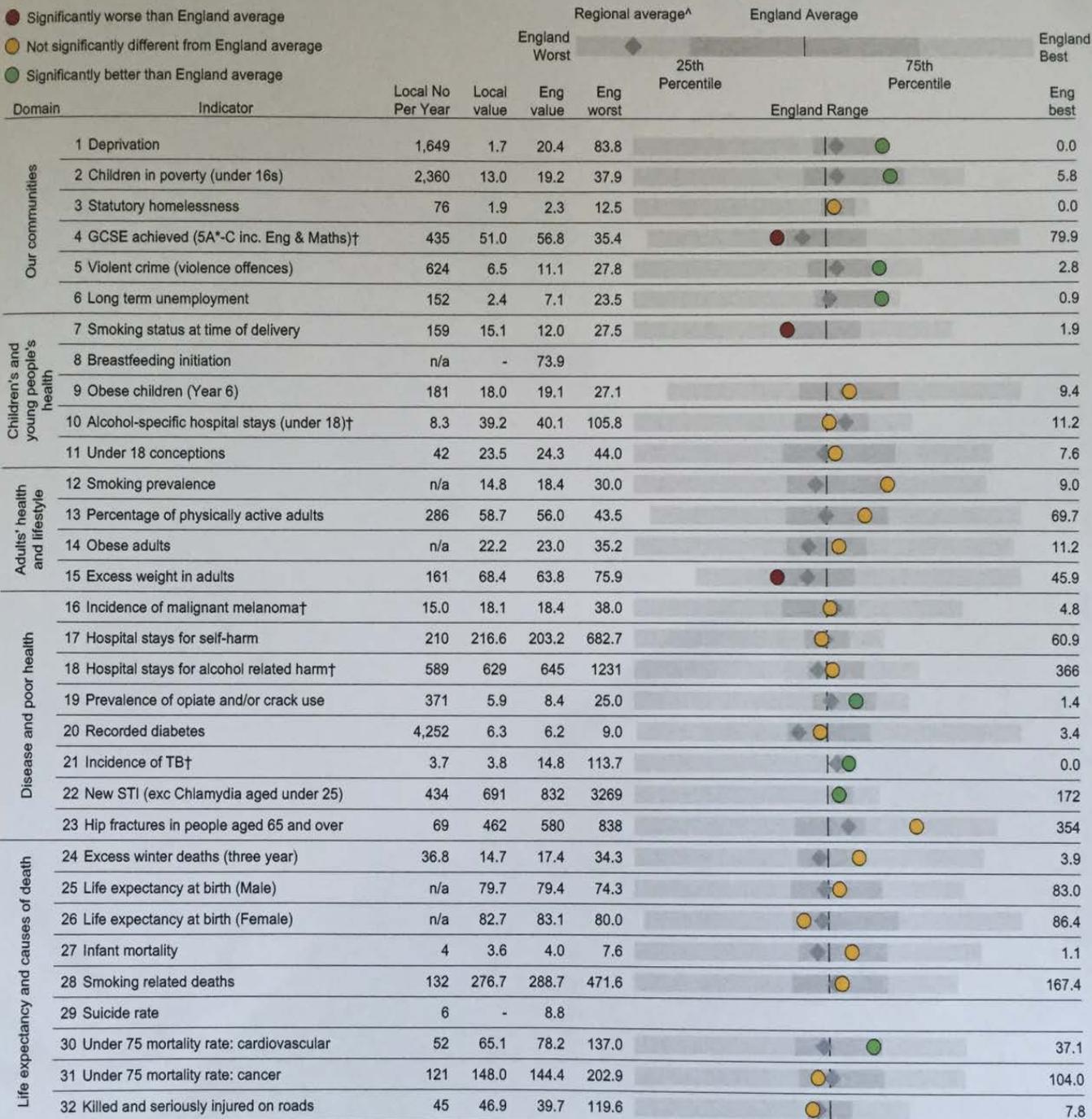
Local priorities

Priorities include smoking in pregnancy, reducing inequality in life expectancy and healthy life expectancy, as well as increasing breastfeeding. For information see www.derbyshire.gov.uk or <http://observatory.derbyshire.gov.uk/>

Before looking at local priorities and work to address them, it is useful to consider the District in a national context. The table below, from Public Health England's Health Profile 2015 for South Derbyshire, shows where we stand on a wide range of indicators in comparison with England as a whole. As the red dot indicators show, the three in which we score worst are GCSEs achieved, smoking during pregnancy and excess weight in adults.

* Rate per 100,000 population

The chart below shows how the health of people in this area compares with the rest of England. This area's result for each indicator is shown as a circle. The average rate for England is shown by the black line, which is always at the centre of the chart. The range of results for all local areas in England is shown as a grey bar. A red circle means that this area is significantly worse than England for that indicator; however, a green circle may still indicate an important public health problem.



Indicator notes

1 % people in this area living in 20% most deprived areas in England, 2013 2 % children (under 16) in families receiving means-tested benefits & low income, 2012
 3 Crude rate per 1,000 households, 2013/14 4 % key stage 4, 2013/14 5 Recorded violence against the person crimes, crude rate per 1,000 population, 2013/14
 6 Crude rate per 1,000 population aged 16-64, 2014 7 % of women who smoke at time of delivery, 2013/14 8 % of all mothers who breastfeed their babies in the first 48hrs after delivery, 2013/14 9 % school children in Year 6 (age 10-11), 2013/14 10 Persons under 18 admitted to hospital due to alcohol-specific conditions, crude rate per 100,000 population, 2011/12 to 2013/14 (pooled) 11 Under-18 conception rate per 1,000 females aged 15-17 (crude rate) 2013 12 % adults aged 18 and over who smoke, 2013
 13 % adults achieving at least 150 mins physical activity per week, 2013 14 % adults classified as obese, Active People Survey 2012 15 % adults classified as overweight or obese, Active People Survey 2012 16 Directly age standardised rate per 100,000 population, aged under 75, 2010-12 17 Directly age sex standardised rate per 100,000 population, 2013/14 18 The number of admissions involving an alcohol-related primary diagnosis or an alcohol-related external cause, directly age standardised rate per 100,000 population, 2013/14 19 Estimated users of opiate and/or crack cocaine aged 15-64, crude rate per 1,000 population, 2011/12 20 % people on GP registers with a recorded diagnosis of diabetes 2013/14 21 Crude rate per 100,000 population, 2011-13, local number per year figure is the average count 22 All new STI diagnoses (excluding Chlamydia under age 25), crude rate per 100,000 population, 2013 23 Directly age and sex standardised rate of emergency admissions, per 100,000 population aged 65 and over, 2013/14 24 Ratio of excess winter deaths (observed winter deaths minus expected deaths based on non-winter deaths) to average non-winter deaths 01.08.10-31.07.13 25, 26 At birth, 2011-13 27 Rate per 1,000 live births, 2011-13 28 Directly age standardised rate per 100,000 population aged 35 and over, 2011-13 29 Directly age standardised mortality rate from suicide and injury of undetermined intent per 100,000 population, 2011-13 30 Directly age standardised rate per 100,000 population aged under 75, 2011-13 31 Directly age standardised rate per 100,000 population aged under 75, 2011-13 32 Rate per 100,000 population, 2011-13

† Indicator has had methodological changes so is not directly comparable with previously released values. ^ "Regional" refers to the former government regions.

South Derbyshire Health and Wellbeing Plan

Health in South Derbyshire is similar and/or better than England averages.

Key successes include:

- Over the last 10 years the rates of death from all causes and rates of early deaths from heart disease, strokes and cancer have all reduced and are close to the England average
- Life expectancy is similar to Derbyshire and England averages
- Deprivation levels are low and the proportion of children living in poverty is lower than the average for England, as is free school meal eligibility
- Percentage of those economically active/available to work is the highest in Derbyshire; long-term unemployment is the lowest in the county
- Rate of adults educated to degree level is better than Derbyshire average
- Rates of incapacity benefits for mental illness, new cases of tuberculosis and hospital stays for alcohol-related harm are better than the England average.

JSNA 2012/13 health data

However, some communities are living with poorer health outcomes compared to others in the District.

Challenges to health indicate a level of inequality within some communities. These need specific focus in the locality plan, with identified solutions to address them and support improvement of health and reduction of inequalities for residents.

As a result of research, statistical indicators and public consultation, priorities and actions are identified in the South Derbyshire Health and Wellbeing Plan 2013 - 2016, as shown below:

Derbyshire County Council Health and Wellbeing Priorities	Derbyshire County Council health inequalities strategy	South Derbyshire Health and Wellbeing key priorities
1. Improve health and wellbeing in the early years	Reduce and mitigate child poverty	Reducing health inequalities within families and young people living in the urban core
2. Promote healthy lifestyles	Increase financial inclusion	Supporting health of older people in their own home
3. Improve mental and emotional health	Affordable warmth	Supporting individuals and families living in rural areas experiencing health inequality (rural isolation, deprivation)
4. Improve the health and wellbeing of older people	Supporting employment for vulnerable groups	
5. Promote the independence of people with long-term conditions and their carers		

Sport and healthy activity

As pointed out earlier, estimated levels of adult excess weight in South Derbyshire are worse than the England average. This, coupled with the facts provided by Sport England Active People 8 survey, shows that:

- The estimated annual cost associated with physical inactivity in Derbyshire is £15.4m
- The percentage of adults in Derbyshire who are inactive is 29.5%
- The percentage of adults in South Derbyshire who want to do more sport is 61.6%

This underlines the importance of us working with partners to provide facilities and services that encourage and enable the residents of South Derbyshire to get and remain active.

According to Active People 8, the top few sports that the Derbyshire population want to do, but are currently seen as latent demand, are cycling, athletics, mountaineering, swimming, fitness and conditioning.

South Derbyshire Sport and Health Strategy 2011 - 2016

The South Derbyshire Sport and Health Strategy 2011 - 2016 provides the strategic framework for sports and health activity by bringing together the aims, objectives and targets of all key partners who form South Derbyshire Sport.

Facts already highlighted, particularly that the District has both an ageing population and a higher than average population of young people, alongside a substantial rural population, all provide challenges to the services provided.

The strategy sets out targets for sports and health activity which are grouped beneath four main themes:

Volunteering and participation (adults)

Specific targets include:

- Achieving a 1% point increase in the recommended adult participation of 3 x 30 minutes (from 2005 baseline of 20.9%).
- Seeing a 5% increase in participation rates of those aged 50+ through the delivery of formal exercise and recreational activity programmes.

Volunteering and participation (young people)

Specific targets include:

- Creating sustainable outreach clubs within at least five village locations.
- A 40% reduction in calls related to anti-social behaviour in all locations where outreach activities are provided to address behavioural concerns.

Facilities

Specific targets include:

- Having a facilities strategy in place by 2011 outlining priorities for the next 10 years in terms of facility infrastructure development and management.
- Agreeing, costing and where applicable implementing the facilities strategy in relation to new and upgrading of facilities by 2016.

A facilities strategy was being researched and written at the time of going to press.

Outcomes

From when the Sport and Health strategy was launched, from 2011 up to the 2014/5 year end, the following were achieved:

- 102,900 sports development/Get Active participations
- 30,230 play participations
- 54 coach education courses
- 210 sports passes allocated and 196 grants given through South Derbyshire Sport (up to and including February and August 2015).

Financial Position

Following the Government's Spending Review and Autumn Statement, which was published in November 2015, it was confirmed that there would be reductions in core funding for local councils.

The provisional financial settlement was announced on 17 December 2015. This provided actual figures for 2016/17, together with provisional allocations for three further years 2017/18 to 2019/20. The provisional allocations are based on national control totals, which form part of the Government's budget and financial plan to the end of the current Parliament in 2020.

Budget savings of up to £1.5m will need to be made by South Derbyshire District Council over the spending period in order for the minimum level of General Reserves to be sustained and for the longer-term budget deficit to be reduced.

Out of the 383 local authorities affected by this settlement, the Council ranks as the 45th in terms of loss of resources over the spending period.

Our General Fund continues to show a budget surplus for 2015/16 and 2016/17 based on current projections. A deficit is then forecast from 2017/18, but this becomes acute in 2018/19 as Revenue Support Grant falls out completely and the proposed reductions in New Homes Bonus Payments take effect.

Future Funding of the New Homes Bonus (NHB)

Proposals for the allocation of NHB after 2016/17 were published alongside the main Financial Settlement. The Government has confirmed that the NHB will stay 'indefinitely' but is proposing changes to its future allocation.

The figures for NHB are based on the current calculation methodology, but scaled back on a pro-rata basis to illustrate the likely effect of Government proposals to reduce amounts paid nationally. Effectively, the Government intends to top slice NHB allocations to fund an additional £800m nationally for adult social care from 2018/19.

In the Council's case, the provisional allocations for 2018/19 and 2019/20 of £1.8m and £1.7m respectively are approximately £1m less in each year compared to that which would be paid if the Council was to benefit in full from local growth.

Tackling Benefit fraud

In January 2015 South Derbyshire District Council secured £176,000 from the Government to help with its counter-fraud work.

The money covers two years of staffing and research costs to help clamp down on Council Tax, business rates and housing fraud. South Derbyshire's bid for the funding was one of only 52 successful ones from across the UK.

The work is initially focusing on people claiming Council Tax relief when they aren't entitled to it, addressing those who get empty property relief when the properties are inhabited and sharing data about tenancy fraud with other organisations.

The research completed, hardware purchased and relationships built as a result of the work was expected to help sustain activity beyond the funding period.

Among ways the money has already been used is to introduce new software technology with a view to identifying credit data in order to detect households where there is likely to have been a recent change in circumstances.

This means that those correctly claiming Benefits and discounts are easily identifiable and further action can be taken against those claiming fraudulently.

Types of council tax fraud include failing to register to pay, making a false application for a discount or exemption and failing to report a change of circumstances.

Benefit fraud can mean a failure to declare work or income, not notifying the Council that a partner lives at an address or falsified tenancies.

The value of detected fraud since April 2009 in South Derbyshire is £1,014,861, and the authority is determined to recoup even more cash dishonestly claimed from the public purse.

Workforce and premises

On the 31 March 2015 South Derbyshire District Council (SDDC) had a headcount of 280 employees. The workforce is mainly composed of permanent employees. This group comprises 92% of all employees (257 in total). This is a slightly lower than 2014's percentage of 93%.

	Employees	% Workforce
Permanent	257	92
Temporary	23	8
Totals	280	100

Workforce composition by service

Service Area	Unit	Full Time Perm	Full Time Temp	Part Time Perm	Part Time Temp	Total
Chief Executive Directorate	Economic Development	3				3
	Electoral Services	1	3			4
	Legal and Democratic	9				9
		13	3			16
Community & Planning Services	Communities	1	1	1		3
	Cultural Services	8	3	2	3	16
	Development/ Building Control	15	2	1		18
	Performance and Administration	5		3	1	9
	Planning Policy	5	2	1		8
	Sport and Health	3	2		3	8
	Other	1				1
		38	10	8	7	63
Finance and Corporate Services	Client Services	3		1		4
	Corporate Asset Management	6		1		7
	Corporate Services	2		2		4
	Finance Unit	9				9
	Other	1				1
		21		4		25

Housing & Environmental Services	Direct Services Unit	63	1	6	70
	Environmental Health and Enforcement Unit	11		4	15
	Housing Asset	10		11	21
	Housing Operations	44	2	6	52
	Performance & Business	6		4	10
	Strategic Housing	5		1	6
	Other Housing & Environmental	1			1
		140	3	32	175
Management	1			1	
	213	16	44	7	280

Key Findings

The largest number of temporary staff is in the Directorate of Community and Planning Services due to some posts being subject to funding arrangements.

All employees in Finance and Corporate Services are employed on permanent contracts.

Housing and Environmental Services is the largest Directorate, with 175 employees. This equates to 63% of the workforce.

The largest individual service area is Direct Services. This has 70 employees, which equates to a quarter (25%) of the total workforce. Other large units include Housing Operations (52 staff) and Housing Asset (21 staff).

The largest group of part-time employees work in the Directorate of Housing and Environmental Services (with 32 employees). 15 part-time employees work within the Directorate of Community and Planning Services, four in the Directorate of Finance and Corporate Services. 18.2% (51) employees work on a part-time basis. Most (44, or 86%), however, are employed on a permanent basis.

Northgate Public Services

South Derbyshire District Council is five years into a seven-year partnership with Northgate Public Services (NPS).

This innovative working relationship is designed to improve public services, deliver extra value for money for residents and create economic opportunities for the region.

Over the life of the partnership Northgate guarantees to make savings of £2.1 million for the Council. It is also providing a £1.9 million upgrade to the Council's IT systems and services.

The partnership includes a risk-reward scheme where the cost of introducing new initiatives to transform services will only be paid out of cashable savings.

Northgate delivers the Council's Corporate Services, which includes Procurement, Human Resources, Payroll, Policy, Communications, Revenues, Benefits and Customer Services along with IT and Business Improvement as part of the Midlands Regional Business Centre.

The Council remains responsible for service delivery, with Elected Members continuing to set priorities while scrutinising the partnership.

Workforce base

Council services are predominantly managed from one administrative building. There is no alternative building to accommodate an IT facility which is crucial to enable many services to operate.

The relationship with NPS is helping reduce the potential risk this presents, and other mitigating actions have been identified. These include maintaining relationships with other agencies and partners to secure alternative accommodation on a reciprocal basis if required and possibly taking advantage of spare capacity in the private sector market, although this would depend on timing.

The waste and cleansing team and operations are currently based at and managed from the Depot on Darklands Road in Swadlincote, but planning permission was granted in 2011 for a new, energy efficient depot on William Nadin Way.

Channel shift

Background

The way in which the world does business is changing. Here in South Derbyshire, the fact that Customer Services staff regularly experience high customer volumes - and consequently long waiting times - in the Civic Offices is a clear sign that we must change too. Face-to-face contact is expensive, time-consuming and, set against a national Government agenda of improved accessibility to services through a digital inclusion strategy, standing still is not an option.

Research shows:

- In November 2014, 2,087 transactions were recorded at the Civic Offices, with 955 of these cash payments, 716 cheque payments and 416 card payments.
- In the second half of 2014, Customer Services staff were typically handling between 6,000 and 7,000 face-to-face contacts each month, with an average handling time of seven minutes per customer.
- Socitm (the research and best practice body for local government) reports that face-to-face transactions on average cost councils £8.56, phone transactions £2.68 and web transactions 17p.
- Most face-to-face customers are from the DE11 postcode, i.e. the Swadlincote urban core. This is an area that has a high concentration of council-owned homes and is in close proximity to the Civic Offices.
- A Digital Analytics Platform (DAP) analysis has discovered that 37% of people surveyed said they were more than happy to use the internet to access services.
- Payment machines can process payments in just 52 seconds.

In recent months Northgate Public Services, working with South Derbyshire District Council, has been gathering, processing and analysing information as part of a wide-reaching Channel Shift Strategy that will not only provide customers with the means to self-serve, but positively encourage them to do so. It will provide people with services in the ways they choose to use them. The ultimate aim is to get customers online, not in line.

Delivering the message

Through a wide-reaching and engaging campaign, our aim is to let people know about how the transition to self-service will be achieved, about why decisions have been made and how they will affect everyone. We want to effectively:

- Increase the take-up of Direct Debit and online payments.
- Achieve a smooth transition to self-service, helping people to help themselves.
- Enhance customer satisfaction by reducing waiting times and providing helping hands to overcome inevitable human resistance to change.
- Educate and inform customers about the rationale for the change and contextualise it within the national Government framework.
- Continue to provide the traditional ways of contacting the Council for those who feel unable to use self-service, and for those with the most complex needs.

A range of measures have already been - or are in the process of being - introduced and/or modified as the push towards self-service gathers pace. They are:

The Council's website: More than 31,000 web sessions are currently taking place each month. This has increased by 35% since August 2010. The goal is to provide accessible services to residents 365 days a year, and this is possible through the website. Recent data established that 40% of all contacts handled by Customer Services concern Council Tax and Benefits enquiries. To address this the current website homepage was reviewed to include two buttons which link to Council Tax and Benefits landing pages, literally 'channel shifting' people away from the Civic Offices by allowing them to more easily access the information they need online. Plans are also in hand to develop a Council Tax e-bill, which will allow people to hover over its sections to get clear information on how to fill it in and advice on what action they need to take. The Council's website as a whole is being reviewed and revamped with a view to launching in late 2016.

E-claims: electronic forms for residents to claim Council Tax and Housing Benefit are soon to be made available on the Council's website, with the ultimate aim that paper forms will eventually be replaced completely by this digital option. The forms are 'intelligent' in that they respond to answers given by residents, asking for them to provide evidence based on their responses. Not only will these forms provide more in-depth information straight into our systems quickly, but they will reduce the need for manual inputting by staff.

Payment machines: feedback from customers using the Civic Offices has repeatedly thrown up the same message: "We're fed up of queuing and the long waiting times when paying bills." To help combat this issue the Council implemented two payment machines. The machines deal with council tax, housing rent and licensing payments and are capable of processing them in just 52 seconds, accepting cash and cards as well as issuing receipts.

Keep it Clean smartphone app: A mobile app, titled Keep it Clean, is being developed to put responsibility for reporting fly-tipping, graffiti, dog fouling, littering and much more besides at the fingertips of residents. Initial drafts have been drawn up and are being modified in a bid to strike a balance between being educational and instantaneous. Conscientious members of the community can submit a photograph of the problem, with location services helping officers to identify exactly where it is situated, as well as a description and contact details. The art of the app is in its simplicity, and it will allow residents to report straight into Council systems.

Social solving: a 'Media Forum' has recently been established to act directly on the insight that an on-going Digital Analytics Platform (DAP) analysis of the South Derbyshire customer base is affording us. One suggested course of action is to examine 'social solving' as a way of allowing residents to find their own answers by consulting others with prior knowledge and experience. One avenue being explored is 'Conversocial', which manages the flow of customer service inquiries and discussions on social media channels. Only if a query cannot be answered through these channels is it referred to a customer service advisor.

Barclays Pingit: a smartphone/tablet app that allows customers to pay more easily and quickly online, without the need to enter bank card details. It is supporting an increase in self-service payments, reducing processing costs and facilitating immediate payments.

All platforms are continuously monitored and evaluated to identify any patterns that may help us to connect with residents even more effectively.

References

The following Strategies, Policies and Reports are among the key ones that fed into and/or informed this document:

- A Vision and Action Plan for Sustainable Tourism in The National Forest
- 'Dealing with Derbyshire's Waste' - Derbyshire and Derby City's revised Joint Municipal Waste Management Strategy 2013 - 2026
- Derbyshire Health and Wellbeing Strategy 2012 - 2015
- Derbyshire Observatory report June 2015
- Derbyshire Quilt 2014
- Government's Spending Review and Autumn Statement, November 2015
- ONS mid-year population estimates
- Over to you... 2014 - A survey about policing and crime for people in Derbyshire
- Public Health England's Health Profile 2015 for South Derbyshire
- Safer South Derbyshire Partnership Plan 2014 - 2017
- South Derbyshire Economic Development Statement
- South Derbyshire Economic Development Strategy 2016 consultation questionnaire
- South Derbyshire Housing Strategy 2016 - 2021
- South Derbyshire Preferred Growth Strategy
- South Derbyshire Sport and Health Strategy 2011 - 2016
- South Derbyshire Strategic Flood Risk Assessment (SFRA)
- Sport England Active People 8 survey
- South Derbyshire Medium Term Financial Report October 2015
- Waste Action Plan for South Derbyshire 2013 - 2026

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	17th MARCH 2016	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE AND CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) Kevin.stackhouse@south-derbys.gov.uk	DOC: u/ks/financial monitoring reports/2016/1 March
SUBJECT:	BUDGET and FINANCIAL MONITORING 2015/16	REF
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 08

1.0 Recommendation

- 1.1 That the latest budget and financial monitoring figures for 2015/16 are considered and approved.
- 1.2 That an amount of £63,000 is transferred to the Planning Appeals Provision.
- 1.3 That requests to set-aside £50,000 from additional planning income in 2015/16 to meet IT development, together with support for future planning agreements, is considered and subject to a separate report.
- 1.4 That the projected over spend on the Council Houses, Capital Works Budget is considered.
- 1.5 That the Capital Budget for 2016/17 for Council Houses is reviewed and a detailed report is provided to the Committee on future capital allocations, together with implications for the HRA and its housing stock.

2.0 Purpose of the Report

- 2.1 To provide an update on performance against budgets for the financial year 2015/16, together with an update on the Council's treasury management activities for the year.
- 2.2 Where appropriate, the effects upon the Medium-Term Financial Plan are also noted.
- 2.3 The report details performance up to 31st January 2016, unless otherwise stated.

3.0 Detail

GENERAL FUND REVENUE ACCOUNT

3.1 Apart from Council Housing, day-to-day revenue income and expenditure on Council services is accounted for through the General Fund. The Net Expenditure is financed from the Council's Core Spending Power which is mixture of:

- General Government Grant
- Retained Business Rates
- New Homes Bonus
- Council Tax

3.2 Any deficit if financed from the General Fund Reserve, with a surplus being passed over to that Reserve, subject to any contributions to specific reserves.

3.3 The Budget for 2015/16, which was approved back in February 2015, estimated a budget surplus of £91,189 for 2015/16. Following the update of the Medium-term Financial Plan in January and February, this was revised to a surplus of £563,667 as summarised in the following table

	£
Original Estimated Budget Surplus 2015/16	91,189
Add - Increased Business Rates (Growth)	418,978
Add - Pay and Grading Provision re-profiled to 2016/17	165,000
Less - Appointment of External Facilitator - Pay and Grading Review	-100,000
Less - Electoral Services Restructure	-11,500
Updated General Fund Surplus 2015/16	<u>563,667</u>

3.4 The Budget includes contingent sums set-aside for inflation and growth. The updated Budget is summarised in the following table.

Net Expenditure on Services	£10,944,226
Less - Depreciation and Capital Charges	-£645,650
Add - Minimum / Voluntary Revenue Provisions	£342,444
Add - Contingent Sums	£301,204
Add - Council Tax Support Grant paid to Parish Councils	£43,627
Total Estimated Spending	£10,985,851
Less - Financing	-£11,549,518
Updated General Fund Surplus 2015/16	<u>-£563,667</u>

Position as at January 2016

3.5 A summary of the position to-date and the projected position for the year by Policy Committee is shown in the following table.

Projected Net Expenditure 2015/16

Committee	Budget £	Projected £	Variance £	Transfer to / from (-) Earmarked Reserves	Net Effect on General Reserve
Environmental and Development Services	3,575,123	3,283,650	-291,473	-102,249	-393,722
Housing and Community Services	2,365,821	2,250,638	-115,183	175,909	60,726
Finance and Management Services	5,003,282	4,747,507	-255,775	222,645	-33,130
Total General Fund Projected Out-turn 2015/16	10,944,226	10,281,794	-662,432	296,305	-366,127

3.6 The above table shows that based on current spending and after adjusting for transfers between earmarked reserves, there is a projected decrease in net expenditure of £366,127 compared to the updated budget for the year.

3.7 This compares with a figure of £194,393 at the end of the first quarter reported in September and £366,505 reported in December 2015, following the half-yearly review. An analysis by main service area is shown in the following table.

Performance against Budget 2015/16 as at January 2016 (by Service)

Summary by Main Service Area	Budget £	Projected Actual £	Projected Variance £	Earmarked Reserves £	General Reserve £
Economic Development	236,636	211,794	-24,842	-1,000	-25,842
Environmental Health Services	513,831	526,282	12,451	0	12,451
Highways	5,347	-52,689	-58,036	0	-58,036
Licensing and Land Charges	-53,571	-174,456	-120,885	0	-120,885
Planning	322,462	91,714	-230,748	-78,864	-309,612
Town Centre	58,617	72,990	14,373	0	14,373
Waste Collection & Street Cleansing	1,567,139	1,719,791	152,652	0	152,652
Environmental Education	69,104	91,489	22,385	-22,385	-0
Transport Account	855,557	796,736	-58,821	0	-58,821
Community Development and Support	646,613	646,776	163	17,572	17,735
Leisure and Recreational Activities	156,553	158,936	2,383	643	3,026
Leisure Centres and Community Facilities	486,789	348,805	-137,984	204,845	66,861
Parks and Open Spaces	698,818	719,920	21,102	-14,770	6,332
Private Sector Housing	377,048	376,200	-848	-32,380	-33,228
Central and Departmental Accounts	3,311,117	3,552,064	240,947	-94,452	146,495
Revenues and Benefits	358,203	242,999	-115,204	0	-115,204
Electoral Registration	276,104	269,602	-6,502	0	-6,502
Corporate and Democratic Costs	677,852	632,950	-44,902	0	-44,902
Payments to Parish Councils	324,340	331,341	7,001	-7,000	1
Concessionary Travel	0	-670	-670	0	-670
Property and Estates	-150,153	-201,738	-51,585	0	-51,585
Pensions, Interest Payments and Receipts	205,820	-79,040	-284,860	324,097	39,237
TOTAL	10,944,226	10,281,794	-662,432	296,305	-366,127

Overview of Spending To-date

- 3.8 The main reason for this variance is the continuing increase in planning fee income compared to the Budget; this follows the large increase in 2014/15.
- 3.9 The Budget for the year is £600,000, with actual fees generated at the end of February 2017 totalling approximately £1m. Therefore, the actual increase compared to the Budget may be higher, depending on income received during the final month of the year.
- 3.10 Many of the variances are those reported previously. A list of all of the major variances is shown in the following table.

Favourable Variances	£'000
Additional Planning Income	-400
Vacant Posts	-371
Offset by costs of Temporary Cover and Recruitment	343
Land Charges - Grant for Refund of Personal Searches	-105
Housing Benefit Payments - Increase in Subsidy	-65
Additional income from Estate properties (no voids)	-45
Reduction in Fuel Costs	-40
Elected Members Cost's	-37
Lower expenditure on Maintenance of Vehicles and Plant	-30
Additional Interest on Short-term investments	-30
Additional income from collection of Trade Waste	-25
Additional income from Land Charges	-16
Adverse Variances	
Income from Recycling credits over-budgeted	100
Additional cost of Planning Appeals	63
Additional Vehicle Hire on a Temporary Basis	60
External Facilitator - Job Evaluation (**)	53
Indexation on contractual services and pension costs (**)	52
Repairs and Utility Costs at Etwall Leisure Centre	35
Other Recycling Costs	30
Repairs and Utility Costs at Green Bank Leisure Centre	27
Lower income from Cemeteries	14
Lower income from Food Export Certificates	10
Other Variances	11
Total Projected Variance - Positive	-366
	<hr/> <hr/>
** Add: Funding from Contingent Sums	-105
	<hr/> <hr/>
	-471

- 3.11 The above table shows that after allowing for funding in contingent sums, including inflation (or indexation) the overall reduction in net expenditure is projected to be £471,000.

- 3.12 The other large variance relates to vacant posts, although the reduction is largely offset by the costs of temporary cover and recruitment. In addition, the reduction in income from Recycling Credits has previously been reported and the on-going effects have been included in the approved MTFP from 2016/17.

Planning Appeals

- 3.13 The additional cost of £63,000 is in addition to the Provision of £172,000 set-aside in 2014/15. Although these costs have yet to be actually incurred, it is recommended that they are added to the existing Provision when the accounts are finalised for 2015/16.
- 3.14 Under accounting regulations, the Council will be required to transfer this amount in any case as the potential liability is known and likely to materialise.

Leisure Centres – Repairs and Utility Costs

- 3.15 These continue to escalate with a projected increase compared to the Budget of £65,000 across Green Bank and Etwall Leisure Centres. This has increased from £35,000 at the half-year stage. An analysis of the additional costs is shown in the following table.

	Green Bank £	Etwall £	Total £
Repairs and Maintenance	18,000	28,000	46,000
Utility Costs	9,000	10,000	19,000
	27,000	38,000	65,000

- 3.16 Some of the costs were previously known and reported, in particular additional maintenance at Green Bank and utility costs across both centres. As regards utility costs, the Base Budget for 2016/17 has since been increased. This reflects the additional liability that the Council has to the management contractor for utility costs if they exceed a threshold during the year.
- 3.17 The additional maintenance costs at Etwall Leisure Centre have arisen although these have as yet, not been accounted for through the Joint Management Committee's Account. They are currently being reviewed between the Council and John Port School.

Waste Less / Save More Campaign

- 3.18 The Council is bidding to undertake certain projects direct and this could lead to some additional costs being incurred by the Council for which there is no budgetary provision. The position is being reviewed and a report will be presented for consideration at Full Council on 7th April 2016 to set out the full implications.

Use of Planning Fee Income

- 3.19 The Director of Community and Planning has requested that some of the additional planning income is reinvested back into the Planning Service. There are two proposals:
- To implement bespoke software to strengthen the monitoring and use of Section 106 receipts (£20,000 including implementation costs)

- The development of a strategic community plan for the provision of future leisure facilities arising from new residential development. This follows a recent consultation across the District. It will be subject to a separate report setting out the detailed proposal (£30,000).

Contingent Sums

3.20 The updated Budget includes the following contingent sums:

	£
General Inflation	101,204
Growth	100,000
External Facilitator - Job Evaluation	100,000
	<u>301,204</u>

3.21 As highlighted earlier in the report, approximately £105,000 of this contingent sum will be used to finance appropriate costs in 2015/16. In addition, any unused amount (currently estimated at £48,000) arising from the job evaluation sum will be carried forward.

3.22 Therefore, this will leave approximately £148,000 (£301,000 - £105,000 - £48,000) in 2015/16 which can be returned to the General Fund Reserve.

Provisions

3.23 The following provisions were made in the Council's accounts in 2014/15 for liabilities due in 2015/16.

Provision For	Provision Made
Refund of Personal Searches	£156,000
Business Rates Appeals	£272,00
Planning Appeal	£172,000
TOTAL PROVISIONS	£600,000

3.24 The final cost for business rates is still to be determined. The estimated cost regarding outstanding planning appeals is £235,000. As detailed earlier in the report, it is recommended that an additional £63,000 is added to this Provision in 2015/16 to cover the updated cost.

3.25 As previously reported, payments for the refund of personal searches, including costs, have been confirmed. However, the Council has received a Government contribution towards these costs in the form of a New Burdens Payment, totalling £105,000.

3.26 This has been included in the variance analysis detailed earlier in the report.

Core Grants and Funding

3.27 The following grants have been confirmed for the year.

Core Grants and Funding 2015/16	Estimate £	Actual £	Variance £
New Homes Bonus (NHB)	2,322,405	2,322,404	-1
NHB - Returned Funding	0	7,420	7,420
Revenue Support Grant	1,811,467	1,811,467	0
Council Tax Freeze Grant	50,794	50,014	-780
Business Rate Reliefs (Section 31)	0	360,651	360,651
Total General Grants	4,184,666	4,551,956	367,290

Business Rate Reliefs – Section 31 Grant

3.28 These grants are paid to reimburse councils who, by granting relief and capping annual increases in accordance with the National Scheme, lose income in the Collection Fund. It is paid so as to ensure that the Billing Authority is no worse off overall.

3.29 The figure for Business Rate Relief was confirmed after the Budget was set. Income from Section 31 is not budgeted for in any case as it can vary. In accordance with financial planning, it acts as a contingency should there be any adverse variation in Business Rate receipts.

Overall General Fund Position

3.30 After allowing for all variances and adjustments, the projected overall position on the General Fund for 2015/16, compared to the Budget, is shown in the following table.

Lower Net Expenditure	471
Use of Contingent Sums Lower	148
Section 31 Grants	361
Higher General Fund Grants	6
Projected Reduction in Net Expenditure 2015/16	986

3.31 This amount (less any transfers to Earmarked Reserves) will be transferred to the General Fund Reserve, subject to final out-turn figures.

3.32 This projected reduction compares with £652,000 at the half-year stage. The main reason for the increase is the incidence of the Section 31 Grants. The situation is subject to change, although at this stage, clearly there is likely to be an overall reduction in net expenditure for 2015/16.

3.33 However, it is recommended that this is not assumed or included in the MTFP until it is certain and reported in the Budget Out-turn for the year. This is in accordance with the financial policy followed in previous years.

THE COLLECTION FUND

- 3.34 The Collection Fund is the statutory account that records the collection of Council Tax and Business Rates and shows how that income has been distributed to the Government and Preceptors on the Fund, including this Council.
- 3.35 Any surplus or deficit on the Fund is transferred to the General Funds of the Preceptors, in proportion to precepts levied each year. The projected position on the Fund for 2015/16, based on transactions up to 31st January 2016, is detailed in **Appendix 1**.
- 3.36 The projected position on the Fund as at 31st March 2016 is currently £197,000 for Council Tax and £1.269m for Business Rates. This is in line with previous estimates and that reported when setting the Budget for 2016/17, when declaring amounts to be shared with preceptors and relevant transfers to the General Fund.

Council Tax

- 3.37 The projected balance of £197,000 compares with £213,000 when setting the Budget. The surplus declared on Council Tax for 2015/16, to be paid to Preceptors from this Balance in 2016/17, is £175,000, including £20,000 to the Council's General Fund.
- 3.38 The cost of the Local Council Tax Support Scheme continues to reduce. In 2013/14, it reduced from £4.95m to £4.65m and was £4.5m in 2014/15. It is currently estimated to be approximately £4.37m in 2015/16.

Business Rates

- 3.39 The balance for Business Rates of £1,269k is split between the previous year's surpluses that had already accrued (but not shared) of £721k up to 2014/15, together with a further £548k in 2015/16. The amounts attributable to the Council are £288k and £219k respectively, based on its 40% share.
- 3.40 The amount of £288k will be transferred across to the General Fund in 2015/16 and £219k will be transferred in 2016/17. Both of these amounts were included in the updated General Fund Budget approved in February.
- 3.41 The current Business Rates Debit for the year of £23.6m is slightly above that estimated of £23.4m. If this continues to the year end, this will increase the overall surplus in addition to that declared in the recent Budget Round.

Derbyshire Business Rates Pool

- 3.42 2015/16 is the first year of the Pool. The benefit of pooling is that growth in business rates receipts across Derbyshire are not subject to the 50% Government levy but are shared between pool members in accordance with the Derbyshire Pooling Agreement.

3.43 Based on performance of the Pool up to December 2015, the additional benefit to the Council currently accruing is £218,000.

NHS Hospital Trusts

3.44 During January, it emerged that councils across the country are potentially facing a challenge from NHS Trusts who are seeking to be awarded 80% mandatory charitable rate relief.

3.45 Currently, Trusts are not entitled to such relief as they are not considered to be charitable organisations but public sector funded bodies that operate with boards of directors (and not trustees). Most trusts also have income earning, effectively business activities.

3.46 Legally, representatives of the Trusts are challenging this position. If the Trusts are successful, the relief may be backdated for up to 6 years. The amount involved nationally is significant, estimated at £1.5bn and several councils have already received claims.

3.47 The amount locally for the Council is not significant in the context of annual business rates of £23m. There is potential for one organisation in the District to qualify if the rules were changed. Including a backdated element, the amount involved would total approximately £72,000, with £12,000 as an on-going cost.

3.48 However, as a member of the Derbyshire Pool, there is a knock-on effect to the Council. The main risk associated with a "Pool" is that any major reductions in Business Rates are not covered by the Government's Safety Net.

3.49 In other parts of Derbyshire, the effect is more significant and it will affect the receipts in the Derbyshire Pool. If the status of Trusts is changed, it has been estimated that the impact on the Pool would all but erase the current benefit currently accruing in growth in 2015/16, mainly due to the potential for backdating relief, stretching back for 6 years.

3.50 The position will be kept under review. The Local Government Association is defending the current position under the existing legislation governing rate relief.

HOUSING REVENUE ACCOUNT (HRA)

- 3.51 The Council is required to account separately for income and expenditure in providing Council Housing.
- 3.52 The approved HRA Budget for 2015/16 was set with a deficit of £240,000, to be financed from the HRA General Reserve. This was revised to £314,000 following a review of the 10-year Financial Plan, as reported to the Committee in February.
- 3.53 Performance on the HRA as at January 2016 is summarised in the following table.

Summary HRA 2015/16	Budget £'000	Projected Out-turn £'000	Projected Variance £'000
Rental Income	-12,808	-12,776	32
Contribution to Capital and New Build	5,787	5,787	0
Responsive and Planned Maintenance	3,341	3,295	-46
Interest on Debt	1,681	1,628	-53
Supervision and Management	1,577	1,665	88
Supported Housing and Careline Services	692	688	-4
Provision for Bad Debts	44	44	0
Deficit	314	331	17

- 3.54 The table shows that overall the HRA will incur a greater variance of £17,000 compared the Budget.
- 3.55 The reduction in rental income is due to a greater number of Right to Buys (currently 14 compared to 8 budgeted). This will have an on-going effect in the HRA's longer-term Financial Plan.
- 3.56 There will be lower costs associated with debt payments, with the interest rate on the variable element of the debt portfolio (£10m) having been settled at 0.75% compared to 1.25%. In addition, overall expenditure on repairs is projected to be lower compared to the Budget.
- 3.57 The main variance relates to supervision and management, with a greater level of staffing and support costs. Some of this has arisen to cover long-term absences.
- 3.58 In addition, some additional contract recruitment and consultancy costs of approximately £46,000 are also being incurred.

CAPITAL EXPENDITURE and FINANCING 2015/16

3.59 The Capital Programme was updated and approved by the Committee in February. Progress in 2015/16 across the main projects and schemes is shown in the following table.

Capital Spending 2015/16 (as at January 2016)	Approved Budget £	Actual £
Council House Capital Works (<i>see narrative below</i>)	3,150,000	2,883,744
New Build Schemes (<i>see narrative below</i>)	5,495,000	3,226,689
Disabled Facility Works - Council Houses	350,000	210,299
Private Sector Housing Works and DFGs	658,226	254,681
Environmental and Heritage Schemes	43,966	22,162
Melbourne Sporting Partnership	750,000	454,631
Eureka Park	350,000	82,680
Rosliston Forestry Centre - Play Project	130,000	0
Rosliston Forestry Centre - Previous Works	0	-12,547
Grove Hall Redevelopment	979,300	916,644
Community Partnership Scheme	162,700	89,030
Etwall Leisure Centre - Fitness Suite	378,500	306,500
Swadlincote Woodlands Nature Reserve	6,000	0
Hilton Village Hall (<i>see narrative below</i>)	0	31,167
Flood Defence / Drainage Works (<i>see narrative below</i>)	0	48,923
Vehicle Replacements	50,000	32,350
Factory Site - Capital Works	147,893	147,893
Purchase of Town Centre Land	188,050	188,050
Chestnut Avenue - Professional Fees	5,000	1,878
Total	12,844,635	8,884,775

Council Houses – Capital Works

3.60 As at January, approximately £2.6m had been invoiced and paid, with a further £300,000 committed and accrued in the Council's accounts. However, additional works of approximately £1m have also been let which are effectively commitments. These are likely to have either been invoiced or accrued as work in progress by the year end.

3.61 After taking account of these commitments, the actual spend in the year is now expected to be approximately £4m, **around £800,000 above budget.**

3.62 The approved budget of £3,150,000 was revised down earlier in the year as part of the savings required to rebalance the HRA's Financial Plan in response to the statutory reduction in rent income.

3.63 This Policy was approved by the Committee in October 2015, with revised figures being considered and approved by the Committee during the Budget Round in January / February.

3.64 Future capital budgets were also revised down in the updated Financial Plan. These allocations will now need to be revised down further in order to recover this year's overspend in the longer-term Financial Plan.

- 3.65 Capital expenditure is financed from rent income in the HRA. The current level of the HRA's General Reserve cannot sustain additional expenditure of this magnitude.
- 3.66 As reported to the Committee in February, the financial position of the HRA is now much tighter following the statutory change in social rent policy for the next 4 years.
- 3.67 The HRA's General Reserve is currently estimated to be approximately £2m at 31st March 2016. With the additional £800,000 capital expenditure in the year, the balance is now likely to fall to £1.2m.
- 3.68 The current Financial Plan projects an overall deficit on the HRA of £300,000 in 2016/17. This would reduce the HRA's General Reserve to £900,000, i.e. below the minimum level of £1m.
- 3.69 Therefore, planned capital works in 2016/17 will need to be reduced by £800,000 to compensate for the additional expenditure in 2015/16 and to safeguard the minimum General Reserve of 1m by March 2017. This assumes that there are no other major adverse variances on the HRA during 2015/16 and 2016/17.

Comments by the Director of Housing and Community Services

- 3.70 *This year's programme is expected to out-turn at approximately £4m, some £800,000 above budget. This is a result of the team taking advantage of an opportunity to deliver part of the 2016/17 programme in 2015/16 and therefore commissioning works at this year's prices as opposed to next years, which will be subject to a contractual price increase.*
- 3.71 *Whilst the programme will overspend by around £800,000 in 2015/16, the spend over the two year period of 2015/16 and 2016/17 is expected to out-turn at around £300,000 below budget, delivering a capital programme for the 2 year period of £6.7m against a budget for the 2 years of £7m.*
- 3.72 *Future capital budgets have also been revised to reflect the financial position of the HRA. The 10-year capital programme commencing in 2017/18 has been reduced from an anticipated £20m to £17.6m, a saving of £2.4m over the 10-year period. Further work is currently being undertaken to the capital programme and this will be reported at a future Committee.*

New Build - Phase 1

- 3.73 The main scheme at Coton Park was expected to be complete by February 2016. The scheme has slipped and therefore not all contract payments will be made in the year.
- 3.74 However, this will have implications for the HRA's Financial Plan as the delay will mean that new properties are not let. A total of 23 new properties are due to be built and the delay will reduce income in the HRA as the Plan had assumed properties being let from April 2016.

Community and Recreational Schemes

3.75 The major schemes at Grove Hall and Etwall Leisure Centre have been completed. In addition, the works at the Cockshut Lane Recreation Ground relating to the Melbourne Sporting Partnership are well underway.

3.76 Additional works at Hilton Village Hall, together with 2 drainage schemes at Repton Brook, in Hartshorne and Carr Brook, Melbourne have been financed through specific grant awards.

External Finance Outstanding

3.77 Several community and recreational schemes are being partly funded by external grants and contributions. The following amounts are still to be claimed for works already completed.

- Grove Hall redevelopment - £1/2m still to be claimed from the main funding body.
- Green Bank Leisure Centre refurbishment in 2014/15 - £85,000 is still outstanding from the management contractor.
- Eureka Park improvement – various contributions of approximately £100,000 outstanding although work is in progress to claim the sums outstanding.

Housing Capital Receipts

3.78 There were 14 council house sales in the year up to January 2016. These generated gross receipts of £678,190, of which £263,289 (39%) has been “Pooled.” The net amount retained of approximately £414,901 has been transferred to the New Build Reserve.

3.79 Following an easement granted for land in Repton (as approved by the Committee in October 2015) £15,000 has also been received and will be transferred to the New Build Reserve.

Council House New Build

3.80 Including the amount brought forward from 2014/15 (£2.05m) the accumulated balance on this Reserve is now approximately £2.5m.

Financial Target

3.81 Under an agreement with the Government, which allows a greater share of HRA asset sales to be retained locally, New Build targets (in financial terms) need to be achieved otherwise retained sums would be reclaimed by the Treasury.

3.82 These financial targets are shown in the following table.

New Build Targets

Sep-15	£191,058
Dec-15	£324,056
Mar-16	£628,347
Jun-16	£628,347
Sep-16	£686,430
Dec-16	£1,112,561
Mar-17	£1,112,561
Jun-17	£1,296,447
Sep-17	£1,550,961
Dec-17	£1,594,226
Mar-18	£1,594,226
Jun-18	£1,613,024
Sep-18	£1,613,024
Dec-18	£1,613,024

Note: These figures are cumulative.

3.83 The Council is currently well ahead of these cumulative targets, with expenditure on Phase 1 of the New Build programme currently £3.2m.

General Fund Receipts

3.84 A further £165,000 has been received in respect of the next phase for the sale of land at the William Nadin Way development. This receipt has been set-aside as a contribution to the cost of relocating and building the new Council Depot.

TREASURY MANAGEMENT

3.85 An analysis of the Council's borrowing and bank deposits is summarised in the tables which follow below. These show the position at 31st January 2016.

3.86 Debt outstanding is split between the HRA and the General Fund and this represents the "two pool" approach adopted for debt management.

	01/04/15 £'000	31/1/16 £'000	Change £'000
Housing Revenue Account			
Debt Outstanding (Average Rate 2.7%)	57,423	57,423	0
Capital Financing Requirement (CFR)	61,584	61,584	0
Statutory Debt Cap	66,853	66,853	0
Borrowing Capacity (Cap Less Debt o/s)	9,430	9,430	0
General Fund			
Debt Outstanding	0	0	0
Capital Financing Requirement (CFR)	6,532	6,532	0
Borrowing Capacity (CFR Less Debt o/s)	6,532	6,532	0
Temporary Deposits and Short Term Borrowing			
Temporary Bank and other Deposits	12,000	19,500	7,500
Less Parish Council Deposits	-28	-28	0
Total - Short-term Cash Position	11,972	19,472	7,500
Average Interest Rates			
Average Interest Rate	0.31%	0.42%	0.11%
Average 7-Day Money Market Rate	0.50%	0.51%	0.01%

Short-term Deposits

3.87 The deposits of £19.5m were being invested as follows:

Debt Management Office (DMO)	£3.5m	0.25%
Other Local Authorities	£16.0m	0.44%

3.88 Money on deposit with other local authorities tends to be for longer periods of between 3 months and 364 days. Deposits with the DMO are for shorter periods to manage cash flow and to avoid the need for short-term borrowing.

3.89 Total interest accrued to-date totals £52,000 and is now estimated to be £70,000 for the year. This compares with a budget estimate of £39,000.

Lending Policy and Counterparty List

3.90 No changes are recommended.

3.91 However, it should be noted that Standard Chartered, a specified counterparty of the Council, has recently been placed on "Negative Credit Watch" by one

the recognised credit rating agencies. This is mainly due to their current exposure to Asian Markets which are currently quite volatile.

3.92 “Negative Watch” means that potentially, there may be a downward change in the Bank’s credit rating. The Bank’s latest set of accounts is due to be published shortly and one of the other recognised credit rating agencies has since reduced the Bank’s rating.

3.93 Standard Chartered are currently one of the strongest banks in the UK. This is due to the amount of equity available to the Bank which limits the risk for wholesale depositors (such as local authorities) being bailed in should the Bank incur significant losses.

3.94 The Council does not have any deposits with this Bank and will give extra consideration before making any deposits whilst the rating is under review. In addition, the Council’s treasury advisors have also recommended that no unsecured investments are made with the Bank until the Bank’s situation has been confirmed.

4.0 Financial Implications

4.1 As detailed in the report.

5.0 Corporate Implications

5.1 None directly

6.0 Community Implications

6.1 None directly

7.0 Background Papers

7.1 None

COLLECTION FUND MONITORING 2015/16

	Actual 2014/15 £'000	Estimated 2015/16 £'000	Projected 2015/16 £'000	
COUNCIL TAX - INCOME & EXPENDITURE				
INCOME				
Council Tax Collectable	45,729	47,496	47,480	<i>Actual Debit as at January 2016 - Service Report</i>
EXPENDITURE				
County Council Precept	32,657	34,295	34,295	<i>Actual amount due as set in March 15</i>
Police and Crime Commissioner Precept	5,059	5,370	5,370	<i>As above</i>
Fire and Rescue Authority Precept	2,034	2,136	2,136	<i>As above</i>
SDDC Precept	4,466	4,599	4,599	<i>As above</i>
SDDC Parish Precepts	606	668	668	<i>As above</i>
Increase in Bad Debts Provision	396	411	411	<i>0.87% of Council Tax Collectable</i>
Total Expenditure	45,218	47,479	47,479	
Surplus for the Year	511	17	1	
COUNCIL TAX BALANCE				
Opening Balance 1st April	358	696	696	<i>As per final accounts</i>
Share of Previous Surplus to County Council	-126	-364	-364	<i>Actual amount approved by Committee in January 2015</i>
Share of Previous Surplus to Police	-19	-56	-56	<i>As above</i>
Share of Previous Surplus to Fire Authority	-8	-23	-23	<i>As above</i>
Share of Previous Surplus to SDDC	-20	-57	-57	<i>As above</i>
Surplus for Year (as above)	511	17	1	<i>As above</i>
Closing Balance as at 31st March	696	213	197	<i>Note: £175k Declared in Budget 2015/16</i>

BUSINESS RATES - INCOME & EXPENDITURE**INCOME**

Business Rates Collectable	22,823	23,370	23,439
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As per NNDR1 2016/17; includes £29k Transitional Protection Credits

Current Debit at £23.6m

EXPENDITURE

Central Government Precept	10,540	10,990	10,990
SDDC Precept	8,432	8,792	8,792
Derbyshire County Council Precept	1,897	1,978	1,978
Fire and Rescue Service Precept	211	220	220
Cost of Collection	91	92	92
Transfer of Previous Year's Surplus to Government	0	0	361
Transfer of Previous Year's Surplus to SDDC	0	0	288
Transfer of Previous Year's Surplus to County Council	0	0	65
Transfer of Previous Year's Surplus to Fire Authority	0	0	7
Increase in Bad Debts Provision	64	353	-327
Provision for Appeals	54	451	1,073
Total Expenditure	21,289	22,876	23,539

Fixed - 50% of estimate in 2015/16

Fixed - 40% of estimate in 2015/16

Fixed - 9% of estimate in 2015/16

Fixed - 1% of estimate in 2015/16

Fixed amount

As per NNDR 1 and approved in 2016/17 Budget

As above

As above

As above

To allow for Section 44a Relief deducted from Rates Collectable

To allow for Doctors' Surgeries and ATMs

Surplus / Deficit (-)

1,534 494 -100

BUSINESS RATES BALANCE

Opening Balance 1st April	-886	648	648
Share of Balance to Government (50%)	0	0	-274
Share of Balance to SDDC (40%)	0	0	-219
Share of Balance to County Council (9%)	0	0	-49
Share of Balance to Fire Authority (1%)	0	0	-5
Surplus / Deficit (-) for the Year as above	1,534	494	-100

Closing Balance as at 31st March

648 1,142 0